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BAHIR DAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

DETERMINANT OF KNOWLEDGE MANAGEMENT PRACTICES: THE CASE OF SELECTED PRIVET BANKS IN BAHIRDAR CITY.

BY

HAKIMA OSMAN

JULY, 2023

BAHIR DAR, ETHIOPIA

BAHIR DAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT MBA PROGRAM

DETERMINANTS OF KNOWLEDGE MANAGEMENT PRACTICES IN THE CASE OF SELECTED PRIVET BANKS IN BAHIRDAR CITY

BY

HAKIMA OSMAN

A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT, COLLEGE OF BUSINESS AND ECONOMICS, BAHIR DAR UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THEAWARD OF DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA).

ADVISOR: ANTENEH ESHETU (Ph.D.)

JULY, 2023

BAHIR DAR, ETHIOPIA

Student Declaration

I, the undersigned, confirm that this study entitled "determinants of knowledge management practices in the case of selected private banks in Bahirdar city" submitted by me for the award of the Degree of Master of Business Administration at Bahir Dar University. This is my original work and has not been presented for award of the Degree of in any other university, and that all sources of materials used for the study have duly acknowledged.

Name: Hakima Osman

Signature_____ Date:_____

Adviser declaration

This thesis has been submitted for the award of masters degree in the filed of masters of business administration with my approval as a University advisor.

Name: Anteneh Eshetu (Ph. D)

Signature _____Date _____

BAHIR DAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Approved by Board of Examiners

As members of the board of examiners, we examined this entitled "Determinants of knowledge management practices: the case of selected private banks in bahirdar city". By Hakima Osman We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the degree of masters of business administration (MBA).

Name	**Signature**	**Date**
1. **Internal examiner**		
_____	_____	_____
2. **External examiner**		
_____	_____	_____
3. **Chairperson**		
_____	_____	_____

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Abbreviation

HRM	Human resource management
ICT	Information communication technology
KM	Knowledge management
KS	Knowledge sharing
WB	World Bank

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Abstract

The main objective of this study is to examine the determinants of knowledge management practice in case of some selected private banks operating in Bahir Dar city. Quantitative research approach and explanatory research design with cross sectional data collection method were used. Six private banks were selected purposively based on operation experience, openness to technological advancement and new technology acceptance. A sample of 266 were selected by simple random sampling technique and questionnaires were distributed for each respondent. 242 questionnaires were filed appropriately and returned. The data were analyzed using descriptive and inferential analysis techniques. The result of correlation indicated all included independent variable have associate with the dependent variable and the overall result of r=.845. The study found that organizational culture, organization structure, information technology, human resource management practice and management support have significant and positive effect on knowledge management practice in case of private banks operating in Bahir Dar city. The model with these determinants was found to predict 70.8% of the variability of dependent variable leaving the remaining 29.2% to variables not included in this study.

Finally the researcher recommends that improving organizational structure has the highest effect on the knowledge management practice.

Key words: knowledge management, organization structure and culture, information technology, human resource management and management support

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In the twenty first century, the world economy is being reshaped in a fundamental manner than in any other time in human history through the application of information and communication technology that is ICT. The heart of these changes places into managing the intellectual capital, knowledge, of the organizations. This new set of economic activities, industry structures and movement of employees create greater competition among different organizations and industries (Tai-Ning, Hsiao-Chen, Shou-Yen, & Chiao-Lun, 2011). Like any other industries, there is also great competition in the banking industry.

Knowledge is essential in everyday work. Everyone knows how to carry out his/her work and this knowledge can be reused later in similar tasks in a similar fashion by implementing that knowledge for new situations (Brown & Duguid, 2001). In other words, we share knowledge in our work so that we will be capable of creating new knowledge and new way of doing tasks.

Knowledge has become a powerful tool for corporate competition. Successful companies do not gain benefits with only tangible assets. They also give focus on access to intangible information and knowledge creation as their major resources for their success and competitive advantage in such complex and dynamic environment(Guthrie, Petty, & Johanson, 2001).

Knowledge is becoming a driving force for organizational change and wealth creation. It is also important for sustaining a competitive advantage and by strategically managing the knowledge creation and sharing process. Organizations can understand what knowledge is and how to create, share and use it effectively to develop and sustain a competitive advantage. Hence, such things are essential for every organizations including financial institution, like banks. Therefore the bank should design appropriate methods to manage knowledge to become competitive and profitable for sustainable organizational development (Herschel & Jones, 2005).

There are many definitions given by different researchers, as cited by Mariam M and Dr. Kenneth, Tiwana (2002) define knowledge management as the management of organizational knowledge for creating business value, generating a competitive advantage. Hence, knowledge

creation and sharing plays a crucial role for companies to stay competitive in this rapidly changing business world. When we communicate knowledge, it is the process of sharing. Employees can share both explicit and tacit knowledge. However, explicit knowledge can be shared more easily because it exists in documented form. On the contrary, tacit knowledge, which is hard to articulate, is the challenging part in knowledge sharing (Yusuf & Wanjau, 2014).

Effective knowledge management is considered to play an increasingly important role in creating competitive advantage as part of a rival firm. In addition, knowledge management is useful when organizations have a problem of high employee turnover and rapid technological change. As a result, currently organizations are at varying stages of planning and implementing knowledge management in an effort to improve their competitiveness, productivity, organizational effectiveness and customer service (Nonaka, Byosiere, Borucki, & Konno, 1994).

Accordingly, banks should also create new knowledge and share their knowledge to satisfy their customer, to acquire new customers and to get competitive advantage over the others. A firm has sustained competitive advantage when it implements a knowledge creating and sharing strategy. Like other organizations, banks also have to be a knowledge-sharing organization, which enable them to increase their internal employees 'efficiency and enhance partnerships with customers, stakeholders and other external role-players. In this regard, banks must be a learning organization, which create, share, accumulate and apply knowledge into their services and process (Brown & Duguid, 1998).

Applying knowledge management helps the organizations to maintain their competitiveness in the market place. However, the application of knowledge management may face obstacles from different directions within the organization or from the outside environment. For instance, organizational culture, organizational structure, information technology and lack of effective human resource practices are some of the major challenges, which make knowledge management implementation very difficult.

Furthermore, the application of knowledge management in the banking industry does not really differ from other industries. However, as Moayer and Gardner (2012) states the increasing complexity of the bank environment makes knowledge management implementation more difficult than other sectors. These days, banks have realized the crucial role of knowledge

management in gaining greater benefit in their future survival. Banks, which understand the benefit of KM, were developed knowledge management strategy. Development Bank of Southern Africa (DBSA) developed a knowledge strategy in 2003 (Blackburn et al., 2003). Like DBSA, World Bank (WB) is one of the pioneer institutions that implements KM and creates knowledge sharing organization.

Although banks realized the importance of knowledge management their lateness in the adoption of knowledge management and it is usually due to lack of awareness, the capacity to implement it and readiness of the employees to accept and share knowledge. Knowledge sharing is the basic component of knowledge management and hence there is a need to evaluate the knowledge sharing practice in the banking sector (Ali & Ahmad, 2006).

1.1 Statement of the Problem

Today we live in a knowledge-intensive society where knowledge play a key role to success and thus the organization need to consider how they manage knowledge within their organization (Waddell & Stewart, 2008).

Knowledge management (KM) is the practice of harnessing and exploiting intellectual capital in order to gain competitive advantage and customer commitment through efficiency, innovation, and effective decision making (Drucker, 1993).

Grant (2001) suggested that among the innovations that have swept through the world of management during the past two decades KM has probably aroused the greatest interest and made the biggest impact. While the goal of KM has been the improvement of organizational efficiencies, effectiveness and competitiveness through knowledge, only moderate successes have been experienced to date, with recent reports suggesting the full benefits have yet to be realized (Schultze & Leidner, 2002).

Even though knowledge management has many benefits, the knowledge management practices face a number of factors affecting it. According to researches made by different scholars, the following factors where listed on most of the researches made on knowledge management. These are organizational culture, organizational structure, information technology, and human resource capacity (Chatzoglou & Vraimaki, 2009).

Financial institution in this case private banks are faced with demands to change and modernize their operations so as to facilitate development in the new 'knowledge economy'. To remain competitive and keep abreast of these changes, private banks need to become aware of the significance of KM practices in achieving organizational and subsequent service delivery successes (Haricharan, 2004).

A study conducted by Hasanali (2002) stated that the success of the implementation of knowledge management depends on many factors, for example, leadership, culture, structure, roles and responsibilities, information technology infrastructures, and measurement.

A study by Alavi and Tiwana (2002) found that organizational structure, knowledge management strategy, and technology infrastructure were important factors affecting knowledge management practice. The study surveyed 100 organizations and found that those with a decentralized organizational structure, a well-defined knowledge management strategy, and advanced technology infrastructure had higher levels of knowledge sharing and collaboration

Moffett, McAdam, and Parkinson (2003) identified five key factors in successful knowledge management. These are a friendly organizational culture, employee involvement, employee training, information systems infrastructure, and organizational structure. Organizational culture plays a vital role in the success of Knowledge management practices in banks. Knowledge management practices will not occur unless it supported by the culture of the banking institution itself (Chatzoglou & Vraimaki, 2009). Organizational culture reward system also have great factor in improving the knowledge practice culture of the organization.

Many studies have examined the effect of organizational culture on knowledge management practices. Based on a qualitative study made on fifty companies, De Long and Fahey (2000) found that the benefits of a new technology infrastructure were limited if long-standing organizational values and practices were not supportive of knowledge management practices in an organization.

A study conducted by Davenport, De Long, and Beers (1998) nominated technology infrastructure, organizational infrastructure, balance of flexibility and ease of accessibility to knowledge, knowledge-sharing, knowledge-friendly culture, motivated workers who develop,

share, and use knowledge, means of knowledge transfer using various information technology infrastructure, and senior management support and commitment.

Even though there are a number of studies in the subject matter, most of previously conducted studies are based on the four basic factors, which are organizational, structure, organizational culture, information technology, and human resource capacity. In this study, the researcher tries to investigate five determinant factors by adding one critical factor that is management support from previous researcher framework.

Understanding the factors affecting knowledge management practices in the organizational context is essential. Nevertheless, KM practices of Banks are not well documented. Therefore, considering the gaps, of inconsistence of findings of researchers and contextual newness this study tries to investigate the potential factors that affect the knowledge management practice in privet banks Bahir dar city.

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study is to examine the factors affecting knowledge management practices in some selected private Banks in Bahir Dar City.

1.3.2 Specific objective

- To assess knowledge management practice in private banks.
- To examine effect of organizational culture on knowledge management practices in private banks.
- To examine effect of organizational structure on knowledge management practices in private banks.
- To examine effect of information technology on knowledge management practices in private banks.
- To examine effect of human resource capacity on knowledge management practices in private banks.
- To examine effect of management support on knowledge management practices in private banks.

1.5 Research Hypothesis

Based on theories and previous study finding the following hypothesis are developed.

Ha1: organizational structure has a significant positive effect on knowledge management practices in Bahir Dar city private banks.

Ha2: organizational culture has a significant positive effect on knowledge management practices in Bahir Dar city private Banks.

Ha3: Information Technology has a significant positive effect on knowledge management practices in Bahir Dar city private Banks.

Ha4: Human Resource capacity has a significant positive effect on knowledge management practices in Bahir Dar city private Banks.

Ha5: Management support has a significant positive effect on knowledge management practices in Bahir Dar city private Banks.

1.5 Significance of the Study

Since the main objective of this study is examining factors affecting knowledge management practices in some selected private Banks in Bahir dar city. Hence, the banks administrator and employees can make use of this research output. The output of the study will be used as a benchmark for the Banks officials as well as a source of methodological approach for studies dealing with knowledge management in general and knowledge management practices in particular.

The researcher also believes that this study will contributes to the practices of knowledge creation and sharing in the banking sector of Ethiopia at large. That is to say, this research is a contributory research in this field. The findings and recommendations of the study will contribute towards the ongoing efforts of developing a knowledge management practices in private banks.

1.6 Scope of Study

The scope of the research is to identify factors affecting knowledge management practices in banks, particularly, in private banks. According to privies research findings there are different factors affecting knowledge management practices in every organization. In this study only five factors are selected namely organizational culture, organizational structure, information technology, human resource capacity and management support.

Geographically the area of the study has focused on 6 selected private banks namely Abay bank, Abyssinia bank, Dashen bank, Oromia international bank, Awash bank and Buna international banks operating in Bahir dar city . These banks are selected based on their operation experience, openness to technological advancement and new technology acceptance.

Methodologically, the study has been delimited to quantitative research approach, explanatory research design with cross-sectional survey data collection method.

1.7 Limitation of the study

The major problem in conducting this research is limited research materials in the area of Knowledge management practices especially in Ethiopian context. Besides, since this research is a study made on six private banks found in Bahir Dar city, the findings of the study cannot be generalized for other organizations.

1.8 Operational Definition of Key Terms

Knowledge: Knowledge: The concept, skill, experience and vision that provide a framework for Creating, evaluating and using the information (Harlow, 2008).

Knowledge management: a process that through creating, accumulating, organizing, and utilizing knowledge that helps to achieve and enhance organizational objectives (Akroush & Al-Mohammad, 2010).

Organizational structure: is a style work arrangement and distributed to employees for the purpose of completion of certain objectives (Aqili ,1994).

Organizational culture: is composed of beliefs and expectations shared by members of an organization (Kava et al., 2019).

Information technology: Information Technology facilitates quick search, access of information, cooperation and communication between organizational members (Yeh, Lai, & Ho, 2006).

Human resource management: Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members.

1.9 Organization of the paper

The study organized in to five chapters. Each chapter has its own sub-units. The first chapter outline introduction part is consisting of background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, and organization of the study. The second chapter deals with review of related literature. The third chapter includes research design, the research approach, target population and, sampling method, sample size, data sources and collection techniques, truth worthiness of the study, research ethics and methods of data analysis and interpretation. Chapter four deals with data presentation; analysis and interpretation it consists descriptive analysis, coding and theming quantitative data gathered though questionnaire and discussion of major findings. Finally, the fifth chapter deal with the summary, conclusions and recommendations of the study and recommendations for further research.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Theoretical Literature Review

As cited in (Evans, 2003), Peter Drucker is credited for having said that in contemporary society the most important source of wealth is knowledge and information. Knowledge Management can be used to create business value, generate competitive advantage, achieve business goals, and develop greater value from the core competencies of the business (Tiwana, 2002).

In recent years, the tangible assets like land, labor and capital are no longer sufficient to evaluate the real value of an organization‘s effectiveness and efficiency rather the efficiency of using the intangible assets of the organization that is knowledge are reinforced to identify the value of an organization (Tai-Ning et al., 2011). Knowledge management has several benefits in enhancing the capabilities of an organization. On the other hand, Practicing KM is not an easy task. It faces many affecting factors in the organization.

This chapter, presents about the issues of knowledge management, factors affecting knowledge management practices; emphasizing on knowledge creation and sharing, and knowledge creation and sharing models including related works done in the banking sector.

2.1.1 An Overview of Knowledge

When mentioning knowledge management, the interpretation of knowledge itself must be explained first. There are researchers who define knowledge in the context of know - why, know - what, know - how, know - who, know - where and know - when, in order to relate it with knowledge management concepts (Hafizi & Nor, 2006). Some authors, most notably in Information Technology (IT) literature, address the question of defining knowledge by distinguishing among knowledge, information and data

2.1.2 Types of knowledge

Knowledge is distinguished in different types. In this context, it is very important to realize that there are various types of knowledge, which needs different methods for creation and sharing in organizations. The division of knowledge depends on the purpose of an investigation and / or a description. Knowledge can be exists in different ways, which can be divided into tacit and

explicit knowledge (Nonaka et al., 1994) as well as into individual, group and organizational knowledge and shallow and deep knowledge.

2.1.2.1 Explicit and tacit knowledge

Tacit knowledge is the cumulative store of experiences, mental maps, insights, acumen, expert know-how, trade secrets, and skills sets understanding and learning that an organization has as well as the organizational culture. It is usually in the domain of subjective, cognitive, and experimental learning. It is difficult to capture, codify, adopt and distribute, as (Polanyi & Sen, 2009) put it, "We can know more than we can tell".

It is highly personal and hard to formalize tacit knowledge that makes it difficult to communicate and share with others. It is deeply rooted in individuals 'action and experience as well as in the principles, values or emotions he/she embraces, subjective insights and intuitions. Personal quality makes tacit knowledge hard to formalize and communicate (Bhatt, 2000; Nonaka et al., 1994)

On the other hand, explicit knowledge is the policies, procedural guides, white papers, reports, designs, products, strategies, goals, missions and core competencies of the enterprise and the information technology infrastructure. It deals with more objective, rational, and technical knowledge and it is easy to articulate capture and distribute in different format. It is codified, and transmittable (Polanyi & Sen, 2009)

It is codified knowledge that can be transmitted into formal and systematic language. It is discrete or digital. It is captured in records of past such as libraries, archives and databases. It can be expresses in words or numbers and shared in the form of data, scientific formulas, specifications and manuals. This is the kind of knowledge readily transmitted between individuals formally and systematically in the organizations (McInerney, 2002; Polanyi & Sen, 2009)

In general, Nonaka et al. (1994) argue that most of the knowledge applied by individuals in the organizations is tacit knowledge and new knowledge starts from individuals in tacit form. Then it transforms into organizational explicit knowledge valuable to the company as a whole which in turn changed into tacit knowledge in a spiral way. Traditionally, organizations have been concerned with management of explicit knowledge, which is of less importance to the business

at any point in time. However, tacit and explicit knowledge are dependent on each other to be complete sources of knowledge.

2.1.2.2 Individual, group and organization knowledge

Depending on the type of knowledge that exists in an organization, knowledge can also be individual, group and organizational knowledge. Knowledge is a critical factor affecting an organization's ability to remain competitive in the new global marketplace (Bollinger & Smith, 2001). Therefore, organizations need to recognize knowledge as a valuable resource and develop different mechanisms for organizing the collective intelligence and skills of employees for creating greater organizational knowledge.

Knowledge is not merely considered as know how that exists with individuals mind instead it also exists at group and organizational levels (McInerney, 2002; Nonaka et al., 1994). Individual knowledge is a knowledge embedded in the mind of individual and an explicit knowledge private to individuals themselves. The knowledge of individual members need to be shared and legitimized through integrating interactions and information technology before it becomes group knowledge (Bontis, 2001). Group knowledge is not a mere gathering of individual knowledge, rather it is the knowledge held in groups but not shared with the rest of the organization members.

According to Nonaka (1994) organizational knowledge is created through continues dialogue (on spiral form) between tacit and explicit knowledge. Organizational knowledge is a knowledge that scattered throughout the organization members. Knowledge creation process enables firms to amplify knowledge embedded internally and transfer knowledge into operational activities to improve efficiency and create value of the organization. Thus, organizational knowledge is an accumulated and collected knowledge from individuals, subunits or groups.

Instead of the constant initiatives to extract knowledge from the employees to create new explicit knowledge and artifacts, it might be more productive for organizations to invest on the effort for creating a knowledge sharing culture in the organization. Knowledge sharing culture means an organization that offers opportunities to create knowledge and one that encourages learning and knowledge sharing in the organization. Initiative can start in the form of establishing small group meeting rooms, conducting on-site seminars, rewarding those who pursue learning and who teach others what they know. Creating a knowledge sharing culture ensures the continual

creation and sharing of knowledge through an environment of trust and dialogue in organizations (McInerney, 2002).

Thus, learning in organizations takes place at individual, group and organizational levels, so that they all stores stocks of knowledge which are moved and developed through dynamic knowledge flows between the different levels of the organization (Nonaka et al., 1994). Additionally, learning in organizations can be aimed to generate knowledge variation within the organizations and acquire knowledge about knowledge that exists within organizations.

2.1.2.3 Shallow and deep knowledge

According to Bennet and Bennet (2008) knowledge also categorized as shallow or deep knowledge. Shallow knowledge is the knowledge when there is information plus some understanding, meaning and sense of making. To understand is to give some level of meaning for a given context, situation or an event, with this meaning typically relating to an individual or organization and implying some level of action. On the other hand, in deep knowledge you have to develop understanding and meaning, integrate it, and be able to shift your frame of reference as the context and situation shift.

In general, shallow knowledge is a knowledge that is task dependent, fragile, additive and effective reasoning. Whereas deep knowledge is task independent, describes causal relationship, complete at a certain abstraction level and effective reasoning (Bennet & Bennet, 2008).

2.1.2.4 Knowledge Management

In today‘s global competitive environment, an organization‘s competitive edge is almost wholly depends on how well it can manage and set up its corporate assets. These assets can be tangible and intangible assets. Traditionally, tangible assets like buildings, equipment, inventory and financial capital was considered as most the fundamental corporate assets. These days, the most important intangible asset of every organizations is knowledge (Hafizi & Nor, 2006; Mazloomi Khamseh & Jolly, 2008) In this sense, the capability to learn or the ability to create and apply new knowledge considered as one of the main sources of competitive advantage of organizations (Bontis, 2001; Nonaka et al., 1994, 2000). Currently, organizations start to learn on how to manage their intangible assets, knowledge. Knowledge management is the practice of managing the intangible assets of an organization. Knowledge management is being started since human

awareness of knowledge, however, it emerged as a professional discipline at the end of 1980s (Matin & Sabagh, 2015).

Knowledge management has emerged as a new discipline in an organization, and it plays an important supporting function by providing a coordinating mechanism to enhance conversion of resources into capabilities (Yap & Tasmin, 2009).

According to Bollinger and Smith (2001) knowledge management is the identification and communication of explicit and tacit knowledge residing within processes, people, products and services of the organizations‘. Firestone and McElroy (2005) also define knowledge management as the set of processes that seeks to change the organization's present pattern of knowledge processing to enhance it and its outcomes. Even though scholars give different meaning for KM, their main argument is that KM is important to the extent that it enhances an organization's ability and capacity on leveraging knowledge to improve organizational performance and results.

The primary focus of knowledge management (KM) is the development of a knowledge-friendly culture in a social environment that must be supported by appropriate methods and technologies (Shahmoradi et al., 2015).

To transfer tacit knowledge, it requires strong personal contact between employees of the organization. While explicit knowledge should be stored in procedures or presented in papers and databases so that it could be transferred accurately. There are many reasons why knowledge sharing is important: intangible products - ideas, processes and information - are growing in the share of global trade from the traditional, tangible goods of the world economy. It is also important when there is an increasing in turnover of staff in the organization. In addition, knowledge sharing is important for organizations geographically dispersed and that cannot understand what they know as a whole picture (Yap & Lock, 2017).

2.1.3 Factors affecting knowledge management practices

2.1.3.1 Organizational culture

Effective knowledge management requires a knowledge sharing culture to be successful. What exactly is organizational culture?

The short answer is that culture is the way we do things around here. A more complete answer is that an organizational culture is a set of values, beliefs, assumptions and attitudes that are deeply

held by the people in an organization. They influence the decisions people make and the ways in which they behave. In organizations that recognize only individual achievement, people are rewarded for their personal knowledge and have no incentive to share it.

The term organizational culture supporting knowledge management has its synonyms. These are the terms: knowledge culture (Oliver & Reddy Kandadi, 2006), knowledge-centered culture (Janz & Prasarnphanich, 2003), and knowledge-friendly culture (Davenport et al., 1998) to show the importance of cultural antecedents for organizational knowledge management (Mueller, 2014). Apart from these terms there are other names in literature: culture appropriate to knowledge management needs, model of culture subordinated to knowledge, culture promoting the knowledge, culture generating new knowledge or culture knowledge sharing-oriented. Those last two terms generally narrow deliberations on culture to single stages of the process of knowledge management.

However, there are few definitions specifying the core of the term in the literature. J.J. Brdulak perceives the culture supporting knowledge management as combination of factors creating such environment in company, in which knowledge will be actually created, spread and used (Brdulak, 2005). Glińska special character of organizational culture creating conditions conducive to the implementation of knowledge management in organization (Glińska – Neweś, 2007, p. 230) is a knowledge culture. Ch. Evans uses the term culture subordinate to knowledge and interprets it as elements of organization structure providing perfect conditions for generating and sharing knowledge (Evans, 2012).

According to Conley and Zheng (2009), knowledge culture constitutes of the accumulation and combination of common expectation, tacit rules, shares experiences and social norms that shape our attitudes and behaviors. Successful organizations empower employees to want to share and contribute intellectual information, by rewarding them for such actions.

In a knowledge sharing culture, people can be rewarded for individual achievements, but are also recognized and rewarded for their knowledge sharing and contributions to team efforts. Key characteristics of knowledge sharing culture include the following:

- top leadership sees knowledge as a strategic asset and provides incentives and support for knowledge management processes;

- the organization focuses on the development and exploitation of its knowledge assets tools and processes for managing knowledge are clearly defined
- knowledge creation, sharing and use are a natural and recognized part of the organization‘s processes, not separate from normal work processes;
- groups within the organization cooperate instead of compete with each other;
- knowledge is made accessible to everyone who can contribute to it or use it;

Organizational culture plays a vital role in the success of Knowledge management practices in banks. Knowledge management practices will not occur unless it supported by the culture of the banking institution itself (Chatzoglou & Vraimaki, 2009). Organizational culture reward system also have great factor in improving the knowledge practice culture of the organization.

Many studies have examined the effect of organizational culture on knowledge management practices. Based on a qualitative study made on fifty companies, De Long and Fahey (2000) found that the benefits of a new technology infrastructure were limited if long-standing organizational values and practices were not supportive of knowledge management practices in an organization.

Introducing KM involves changes to the worker‘s interconnectivity. First, the worker‘s set of meetings is alters, on how meetings are conducted, information is exchanges; the range of information that is exchanged and the frequency of information are exchanged. Second, the worker‘s set of attitudes also affected that sharing information is a good thing to happen.

Again, to use KM successfully, there are necessary attitude regarding the propriety of relying upon information technology, having sufficient skills that this technology is not threatening, information sharing, teamwork and informational efficiency. Culture is a sort of glue that bonds the social structure of an organization together (Tuggle & Shaw, 2000).

Organizational culture and knowledge management have commonalties as both are soft, complex and intangible attributes of organizations and both have multi-dimensional and multi-disciplinary attributes (BenMoussa, 2009). Moreover, without universal agreement both on the definition and drawing of framework and less recognized and not linked with the strategy of the organization (Leidner et al., 2006). Finally, by rightly having or not having them both could have

the potential influence either to hinder or boost the performance of organization (Eardley & Uden, 2010).

Furthermore, (Mukherjee, 2007), organizational culture and knowledge management are interrelated as organizational culture affects the effectiveness of knowledge management initiatives. One of the determinants of knowledge management is organizational culture of an enterprise. Any knowledge management strategy designed to improve organizational effectiveness needs to seriously consider the behavioral norms and practices often labeled "organizational culture" (Yeh et al., 2006) that are essential to effective knowledge use. These indicate how important organizational cultural antecedents are for organizational knowledge management. Tseng (2010) stated that organizational culture can significantly promote or hinder the success of knowledge management initiatives.

2.1.3.2 Informational technology

According Mohammed et al. (2003), Ruggles and Leug argued that knowledge building is dependent upon IT. In order to build knowledge sharing capabilities, the organization must develop a comprehensive infrastructure that facilitates the various types of knowledge and communication (Lee & Yu, 2004).

Technology is a powerful factor which affects knowledge management practices. It is generally accepted that databases, intranets, knowledge platforms and networks are the main blocks that support knowledge management. Information Technology facilitates quick search, access of information, cooperation and communication between organizational members (Yeh et al., 2006). It is indisputable that Information Technology is one of the key factors that influence knowledge management implementation (Sadri McCampbell et al., 1999). There is an extensive collection of information technologies such as data warehousing, intranet, internet, which can be implemented and integrated in an organization's technological platform and work together as knowledge management system. Luan and Serban (2002) grouped information technologies into more than one category: business intelligence, knowledge base, collaboration, content and document management, portals, customer relationship management, data mining, workflow, search, and e-learning (Mohamed et al., 2006).

According to Zack (1999) the information technology plays four different roles in knowledge management, these are obtaining knowledge: Define, store, categorize, index, and link knowledge-related digital items Seek and identify related content.

Properly use of information technology can accelerate knowledge management (Mohamed et al., 2006). The implementation of knowledge management technologies without ensuring that the organizations employees are well informed about the organization's overall goals and objectives, and how this technology can facilitate the success of these goals, will lead to disappointing returns on the technology investment.

2.1.3.3 Organization Structure

Davenport et al. (1998) Organizations suggested that corporate planner, architects, academics, and executives should give consideration and creative thought to the issues of office design which hinder corporate world citizens from working with knowledge. A good office design should create a work environment that encourages interaction among employees. A good example is the use of open workspace (Kinman & Jones, 2005). The KSC among employees will be more effective if, it is included in the work process. According to Anderson (2000), it is difficult to capture knowledge because people refused to contribute knowledge or are not capable to deliver their knowledge. Anderson suggests the best way to make people capable to share, which is to contribute knowledge as part of their work process. Incentive and reward systems give a high impact on KS. Based on social exchange and social capital theories, organizational rewards such as promotion, bonus, and higher salary has been shown to be positively related to the frequency of knowledge contribution (Wang and Noe 2009). Many scholars believed, incentive and reward systems that encourage knowledge management activities among employees play an important role as an enabler (Bartol and Srivastava 2002; Bock and Kim 2002; Ko 2003; Robertson and Hammersley 2000; Yu, Kim and Kim 2004).

Harem (2006) mentioned that the human alone is capable of building knowledge generation and reused in spite of the development of information technology and automation, documentation and storage of information, expertise and investment and shares them to create and generate knowledge essential process of the organization. Thus the process of designing the organizational structure become effective tool to facilitate knowledge management and benefit

from the rationalization of decision- making by converting tacit knowledge to explicit knowledge to expand the organizational knowledge base (Dr.Hamdan and Mohammed, 2013)

As cited by Alawamleh and Kloub (2013) Gan (2006) articulated that the structure of the organization impacts the ways in which organizations conduct their operations and in doing so, affects how knowledge is created and shared amongst employees. The hierarchical structure of an organization affects the people with whom individuals frequently interact, and to or from whom they are consequently likely to transfer knowledge (Alawamleh & Kloub, 2013).

Notes from the previous definitions that the most important elements of the organizational structure are: contains regulatory divisions and different units, and specialization in the work and the presence of specific tasks, and the scope of supervision and lines of authority, responsibility, and decision-making positions in terms of centralization and decentralization. The efficiency and effectiveness of the organization is affected by the surrounding environment, there is a clear relationship between a stable environment and mobile environment and the degree of complexity of the organizational structure, and this complexity requires a high degree of decentralization so that the organization can respond to changes surrounding Hence the importance of organizational (Mansouri, Singh, & Khan, 2018). Some studies have shown no effect of the organizational structure in the application of knowledge management, there are structures fit the application of knowledge management more than others, but most organizational structures suited for knowledge management are those structures that are flexible and adapt to the environment and ease of communication and the ability to respond quickly to changes and are considered structures horizontal toxin definite the web, and structures inverse (Bollinger & Smith, 2001). More appropriate structures for knowledge management and features organizations horizontal to no end by low number of levels, as compared to the organization hierarchy and is characterized by this organization focused knowledge in the center and the periphery, and each Party shall alone without a direct relationship with the other parties, but the parties to exchange information through the center and as a limited number of organizational levels, the rapid exchange of information between them, because they pass through the center be quickly turn, there are tend to favor the use of functional structure which is based on the principle of specialization and division of labor

2.1.3.4 Human resource management practice

As the world is becoming more competitive and unstable than ever before, service-based industries are seeking to gain competitive advantage at all cost and are turning to more innovative sources through HRM practices (Sparrow, 2001). HRM practices have been defined in several aspects. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

The efficiency of KM depends on institutional capacity and trained human resource that can disseminate knowledge quickly. As Nair (2005) put it Governments need to continually learn in order to remain relevant to the constituents they serve. In order to gain competitive advantage from KM, organizations need to identify core competencies, or integrated knowledge sets, that distinguish them from competitors and add value for customers (Boohene & Asuinura, 2011). Employees create knowledge within the organization and a significant part of the organizational knowledge is saved in their minds, thus small mutation in their task positions can impose a fundamental effect on its total performance (McLean, 2006).

When a firm is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors, then we can say the firm has a competitive advantage. And when a firm is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy, then we can say the firm has a sustained competitive advantage (Barney, 1991). Kotler defined competitive advantage as an organizational capability

to perform in one or many ways that competitors find difficult to reproduce now and in the future (Kotler, 2000). Nevertheless, Porter (1980) recognized competitive advantage as a strategic goal that is a dependent variable which can be established through the good performance.

Knowledge management is most effective when an organization has an established knowledge management capability and dedicated knowledge organization staffed with committed resources. This capability includes a governance model with active leadership, clearly defined knowledge management roles and responsibilities, with performance metrics and targets that drive quality content. Part of this effort involves thinking about the people who will create, manage and use the knowledge, including content authors, customer service agents and customers. Organizations that think through these people-related aspects will be able to improve the effectiveness and efficiency of knowledge management, and improve adoption of related systems.

2.1.3.5 Management support

Top management support is a critical factor that can affect knowledge management practice. Top management support refers to the active involvement and commitment of senior leaders in promoting and supporting knowledge management initiatives within an organization. When top management is supportive of knowledge management, it can have several positive effects. The management support literature reported the worth of the style of top management when and supporting the environment for effective knowledge innovation and sharing inside units of business (Cepeda-Carrión, 2011; Van de Ven, 1986). Accordingly, managers could consistently promote the sharing of knowledge among employees while also providing the needed support. Relevantly, Hambrick and Mason (1984) who are theorists of strategic leadership have emphasized the significance of making decisions at the level of top management to the organizations outcomes. Eventually, the made decisions will determine that what will happen to the business units and organization (Hambrick, 1989; Han *et al.*, 2019). Resource allocation: Top management can allocate resources such as funding, personnel, and technology to support knowledge management initiatives. This can help to ensure that knowledge management is given the necessary resources to be successful.

Top management can affect knowledge management practice in several ways: Culture: Top management can set the tone for the organization's culture by promoting knowledge sharing and collaboration. When senior leaders model these behaviors, it can encourage others in the

organization to do the same. Communication: Top management can communicate the importance of knowledge management to the rest of the organization. This can help to create a shared understanding of the value of knowledge management and why it is important. Strategy: Top management can develop and implement a knowledge management strategy that is aligned with the organization's goals and objectives. This can help to ensure that knowledge management is integrated into the organization's overall strategy and is given the necessary attention and resources (Chen & Huang, 2009).

A study by Alavi and Tiwana (2002) found that top management support was positively related to knowledge management success. The study surveyed 150 organizations and found that those with strong top management support for knowledge management had higher levels of knowledge sharing and collaboration, and were more likely to achieve their knowledge management goals.

2.2 Empirical review

A knowledge management program needs to identify critical performance indicators of success to measure its performance (Choi, 2000). Research has highlighted several of these indicators. Davenport et al.(1998) identified that technology infrastructure, organizational infrastructure, balance of flexibility and ease of accessibility to knowledge, knowledge-sharing, knowledge-friendly culture, motivated workers who develop, share, and use knowledge, means of knowledge transfer using various information technology infrastructure, and senior management support and commitment as determinant factors for knowledge management practice.

A study conducted by Norizan Mohd Yasin, and Muhamad Jantan (2021) on Malaysian Public Sector Organizations found that organizational culture, leadership, technology, and human resource management practices were all significant predictors of knowledge management practice in Malaysian public sector organizations. Specifically, the study found that a supportive organizational culture, transformational leadership, the use of advanced technology, and effective human resource management practices were all positively related to knowledge management practice.

Moffett et al. (2003) identified five key factors in successful knowledge management. These are a friendly organizational culture, employee involvement, employee training, information systems infrastructure, and organizational structure.

Hasanali (2002)stated that the success of the implementation of knowledge management depends on many factors, for example, leadership, culture, structure, roles and responsibilities, information technology infrastructures, and measurement. Gan(2006) articulated that the structure of the organization impacts the ways in which organizations conduct their operations and in doing so, affects how knowledge is created and shared amongst employees

As cited by Mohammed 2014, Thailand Productivity Institute proposed five success factors, leadership and strategy, culture, information technology, measurement, and infrastructure. Allameh et al. (2011) identified three main factors that affect the knowledge management practices organization culture, structure and information technology. According to the above studies, most of the factors explored by the researchers are organizational culture; organizational structure, information technology, human resource capacity and top management support (Mohammed et al., 2014). A study by Alavi and Tiwana (2002) found that organizational structure, knowledge management strategy, and technology infrastructure were important factors affecting knowledge management practice. The study surveyed 100 organizations and found that those with a decentralized organizational structure, a well-defined knowledge management strategy, and advanced technology infrastructure had higher levels of knowledge sharing and collaboration.

Another study by Chen and Huang (2009) found that organizational culture, leadership, and knowledge management capability were important factors affecting knowledge management practice. The study surveyed 200 firms in Taiwan and found that those with a positive organizational culture, strong leadership support, and high levels of knowledge management capability had higher levels of knowledge creation, sharing, and utilization.

A study by Inkinen, Kianto, and Vanhala (2015) found that organizational culture, leadership, and knowledge management capability were important factors affecting knowledge management practice. The study surveyed 200 firms in Finland and found that those with a positive organizational culture, strong leadership support, and high levels of knowledge management capability had higher levels of knowledge creation, sharing, and utilization.

A study by Jashapara and Tai (2011) found that top management support, organizational culture, leadership, and knowledge management capability were important factors affecting knowledge management practice. The study surveyed 100 organizations in the UK and found that those with

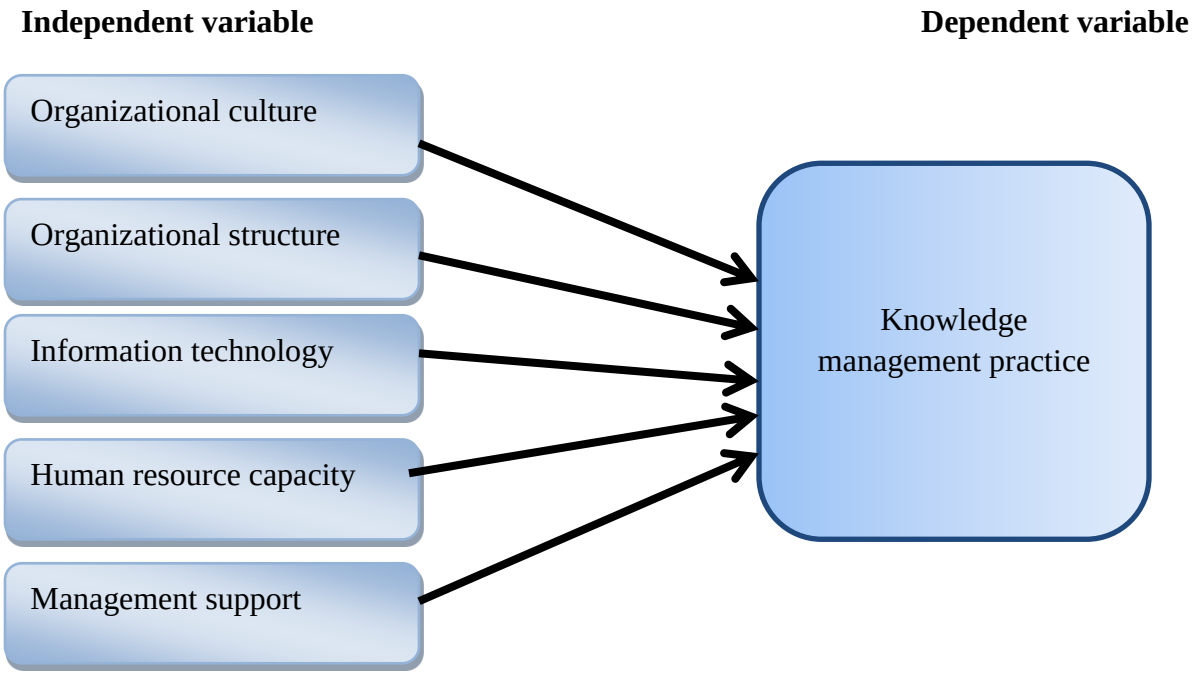
a positive organizational culture, strong leadership support, and high levels of knowledge management capability had higher levels of knowledge sharing and collaboration.

Overall, these studies suggest that organizational culture, leadership support, technology infrastructure, and knowledge management strategy and capability are important factors that can affect knowledge management practice. When these factors are positive and well-developed, they can help to create a culture that values knowledge sharing and collaboration, and can ensure that knowledge management initiatives are given the necessary resources and attention to be successful.

2.3 Conceptual framework

To conduct the study, the researcher used the following dependent and independent variables which are described in the literature review by different researchers. Accordingly the following figure 1 below indicates the conceptual framework that distinguishes independent variables and dependent variables. The independent variables include organizational culture, organizational structure, information technology and human resource capacity. This means the independent variables are interrelated each other to enhance knowledge management practices. In this study, the dependent variable is knowledge management practices.

The conceptualized relationship between the independent variables and dependent variable is shown in the figure below.



Source: adopted from Mosoti and Masheka (2010)

Figure 2.1: Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology is a term that describes how we come to know in a very practical manner, it focuses on the specific methods and means of obtaining knowledge through which we can try to understand our world better (Kothari, 2004). In this chapter this chapter discuss in detail about the research approach, research design, data type and sources of data, population, sample size, sampling technique, data collection tools, measurements of variables, data analysis techniques, validity, reliability, and ethical considerations are presented in detail.

3.2 Research approach

Considering the research problem and objective along with the philosophy of the different research approaches, quantitative research approach is found to be more appropriate for this study. In this study, quantitative research approach employed. This is because of quantitative approach use for testing a theory by specifying narrow hypotheses and the collection of data to support or refute the hypotheses and employs strategies of inquiry through surveys and collect data on predetermined instruments that yield statistics data (Creswell, 2009).

3.3 Research design

The study is explanatory survey research design. This study aimed to collect data on the five factors affecting knowledge management practices in private banks to describe the present level of application of knowledge management. In addition the study analyzed the casual relations between the dependent (knowledge management practice) and the independent variable (organizational structure, organizational culture, Information Technology, Human Resource capacity and management support) using correlation and regression, which make the research explanatory. Therefore, this study uses an explanatory research design.

3.4 Target population and sampling technique

3.4.1 Target population of the study

The target population of the study was employees of private banks, those are working in Bahir dar city and are registered with the National Bank of Ethiopia. There are more than 21 private

banks in Bahir dar city. Since investigating, all-private banks in the city is difficult and infeasible in this study only six selected private banks which are about 30% of private banks in the city are surveyed.

3.4.2 Sampling and sample size determination

The sample size is an important feature of any empirical study in which the goal is to make conclusion about a population from the sample. Larger sample sizes generally lead to increased precision when estimating unknown parameters (Kumar, 1999).

In this study in order to select the case organization, the researcher employed purposive criteria sampling. This kind of sampling technique is useful in adding depth in even a quantitative research. The criteria of sample selection should be in accordance with the topic and aims of the research. Privet banks of those have more than five year operation experience in Bahir Dar city, banks are based on their experience in the banking industry, and open to new technology are selected. The major limitation of purposive sampling is making description rather than generalization Dawson (2002). To minimize this limitation the researcher considers that the sample size is sufficient to make sound conclusion about the population as far as it covers around 30% of the total population. According to Mugenda (2003) a sample size of between 10% and 30% present a good representation of the target population. The following table shows the sample taken from each organization.

Zikmund, Babin, Carr, and Griffin (2003) stated that the larger sample sizes of the research, the more accurate data are generated. However, due to time and financial limitations and the complexity of the analysis as the number of sample size increase, sample size determination formula developed by Yamane's (1973) is preferred and used by current researcher as method to determine a sample size. According to Yamane's, the study was applied a simplified formula to determine the required sample size at 95% confidence level, and allowable error =5% and the total number of employees from selected bank is equal to the sum total of employees in each bank. Total population were 792 employees. Then,

$n = \frac{N}{1+N(e)^2}$ Where, n is the sample size

N is the population size and

E is the level of precision or sampling error

It is calculated as, $n = \frac{792}{1+792(0.05)2} = \mathbf{266}$

After determining the total sample size, the next step is identifying the branch in which the sample are drown from each of private banks and selecting the sample. To this end purposive sampling technique were used as a sampling technique to select branch's in which the sample are selected. In order to select sample from each banks simple random sampling technique are used. The proportional sample distribution is presented in the following table.

Table 3.1. Number of population and sample

No	**Name of private bank**	**No. of branch's**	**No of employees**	**Sample**
1.	Abay bank	17	172	172/792*266= 58
2.	Abyssinia bank	13	132	132/792*266=44
3.	Dashen bank	14	138	138/792*266=46
4.	Oromia international bank	4	46	46/792*266=15
5.	Awash bank,	12	116	116/792*266=40
6.	Buna International Bank	19	188	188/792*266=63
	Total	**79**	**792**	**266**

3.6 Sources of data and Data collection instruments

In this study, primary data used as the source of data. Structured questionnaire was used to collect data from the employees. The questionnaires is adopted from(Ayatollahi & Zeraatkar, 2020; Clay, Dennis, & Ko, 2005). The questionnaire handed over to the bank employees and given sufficient time to read and respond to the questions in order to obtain sufficient data.

The questionnaire contains statements that will be specifically designed to measure Knowledge Management practices of firms in relation to the five factors affecting: these are organizational structure, organizational culture, Information Technology, Human Resource capacity and management support. The questionnaires will compose two sections. The first section contains questioner items used to collect demographic data of respondents and the second section consists of the independent and dependent variable on five point Likert Scale.

3.7 Measurement of variable

The questionnaire used in this study is Likert Scale Method of summated ratings. It consisted of statements where respondents indicated their degree of agreement or disagreement on a five-point scales means Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. The data collection instrument, i.e., questionnaire, was mainly adopted from (Ayatollahi & Zeraatkar, 2020; Clay et al., 2005). The first explanatory variable Organizational Structure measured by nine items, Organizational culture is measured by elven items, Information Technology by seven items, human resource practice by seven items, and management support by five items. Seven items measure the dependent variable that is knowledge management practice.

3.8 Method of data analysis

In this study before the analysis of data for the effect of the independent variable on the dependent variable data were cleaned, edited, checked for accuracy and will coded. These processes are essential to ensure that the collected data are systematically organize in a manner that facilitates analysis

Under quantitative analysis the data, were summarize into numerical values to form both descriptive and inferential statistics. These included; frequencies, percentages and means, standard deviation as well as correlations, Z statistics, and R Squared values from the regression analysis.

Pearson Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and when the two variables are continuous. To ascertain whether a statistically significant relationship exists between the dependent and independent variable Correlation Coefficient has been used.

In order to examine the strength and relationship between the studies variables, a multiple linear regression model was used. Multiple linear regression model is used when we want to predict the value of a variable based on the value of another variable. Since both dependent and independent variables are continuous, multiple linear regression is used in this study.

$Y=\beta_0+\beta_1 OC+\beta_2 OS+\beta_3 IT+ \beta_4 HRC + \beta_5 MS+ \mathcal{E}$

Where Y = Knowledge management practice

OC= organizational culture

OS = organizational structure

IT = information technology

HRC = human resource capacity

MS= management support

Ɛ= Error term

B_0 is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero. β_1, β_2, β_3, β_4 and β_5 refer to the coefficient of their respective independent variable, which measures the change in the mean value of Y, per unit change in their respective independent variables. We accept if there exists positive effect of the independent variable on the dependent variable when null hypothesis are rejected at 1% for stronger effect and 5% for weaker effects significant level. that is the coefficient (β_1 to β_5 **)** with p-value less than 0.01 for stronger effect and less than for weaker are considered as significant coefficient.

3.9 Validity and Reliability of Research Design

The quality of research depends on the design of research instruments as well as application of these instruments in data collection in the field. There are several criteria or tests for judging the quality of any empirical research. These include validity and reliability (Easwaran and Singh 2010).

(I) Validity

Validity is the extent to which the instruments used during the studies to measure the issues they are intended to measure (Amin, 2005). The instrument for the study was adopted from (Ayatollahi & Zeraatkar, 2020; Clay et al., 2005). In this study, before collecting the necessary data a pilot testing will be conducted on a sample of 10 respondents' to check validity of the research instrument. This helped to identify vague questions and unclear instructions. Validity is also used to captures important comments and suggestions from the respondents that enable the researcher to improve efficiency of instruments and to maximize response rate. Moreover the instruments was developed under close guidance of the research Advisor.

(ii) Reliability

Reliability as the degree to which a survey instrument is considered reliable if its repeated application results in consistent scores (Joseph et al 2000). According to Saunders et, al., (2003), reliability refers to the degree to which data collection method or methods yield consistent findings. Borg and Gall (1989) also define reliability as the degree of consistency that the instruments demonstrate in whatever it is measuring.

Theoretically, alpha varies from 0 to 1, the higher the Cronbach alpha, the more reliable the test results will be. Different authors accept different values of Cronbach´s alpha so as to achieve internal reliability, but the most frequently accepted value is 0.70 and above to reach internal reliability. According to Lombard (2008), the Cronbach‟s alpha result Coefficients from 0.70 to 0.90 acceptable, and appropriate in some explanatory studies. Another author added that if the Cranach‟s alpha coefficient is greater than 0.9 it implies excellent, greater than 0.8 is Good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable".

In this study, to determine the reliability of the instruments, pre- test has been conducted by taking 21 sample respondents randomly and the alpha value of each variable are given in the table below.

Table 3. 2 Cronbach Alpha Value for the Reliability of Questionnaire

Items/variables		
	Number of items	***Cronbach Alpha***
Organizational structure	9	0.798
Organizational culture	11	0.887
Information technology	7	0.724
Human resource	7	0.805
Management support	5	0.74
Knowledge management practice	7	0.705

3.10. Ethical Considerations

According to Saunders and Thorn (2001) ethics refers to the appropriateness of your behavior in relation to the rights of those who became the subject of your work or are affected by it. All the research participants included in this study will be appropriately informed about the purpose of the research and their willingness and consent is secured before the beginning of conducting survey. Regarding the right to privacy of the respondents, the study maintains all participants has been briefed about the research and joined with their full consent, the confidentiality of the identity of each participant and the researcher will report the findings incomplete honesty.

CHAPTER FOUR

4. DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on the description and analysis of the data collected to look into factors affecting knowledge management practices. This chapter has five major sections. The first part of the chapter shows demographic characteristics of the respondent. The second part show descriptive analysis of the study. The third component shows correlation analysis. The forth section shows regression analysis. The last section of the chapter shows results and discussion of regression analysis.

4.2 Response rate

A total of 266 questionnaires were distributed to the respondents, out of which 242 of them appropriately completed and collected. This makes the response rate 91%, which was statistically acceptable for the purpose of making inference for the general population.

4.3 Background information of the respondents

For this study the following table summarizes the demographic data of the respondents. This was considered necessary because it helps the study to understand the targeted group in detail. Therefore, the demographic variables of this study were gender, age, education level, and position in the organization of respondents are described.

Table 4. 1 Demographic Characteristics

Items	Options	Frequency	Percent
Sex	Male	148	61.2
	Female	94	38.8
	Total	***242***	***100***
Age	18-27	73	30.2
	28-37	83	34.3
	38-47	56	23.1
	Above 48	30	12.4
	Total	**242**	***100***
Educational level	Diploma	0	0
	Degree	158	65.3

	Masters	84	34.7
	Total	***242***	***100***
Service year in the organization	0-5	48	19.8
	6-10	136	56.2
	11-15	58	24.0
	Above 15	0	0
	Total	**242**	**100.0**
Position in your organization	Branch manager	50	20.7
	CSM	55	22.7
	SCSO	40	16.5
	IT support staff	14	5.8
	CRO	19	7.9
	CSO	64	26.4
	Total	**242**	**100.0**

Source: *Own survey, 2023*

As shown in Table 4.1, the resulting gender consisted of 148 males and 94 females. The percentage of males was 61.2%, whereas females consisted 38.8% of the total population. Concerning the age of the participants, 73 (30.16%) of the respondents are 18-27 years, 83 (34.29%) between 28-37 years, 56 (23.14%) between 38-47 years and 30 (12.34%) of the respondents are above 48 years old. This shows that the majority of the respondents 83 (34.29%) were between the age of 28-37 years old.

Concerning the educational level of participants, 148 (65.3%) of the respondents hold BA degree. The remaining 94 (34.7%) of the respondents have master's degree. In the study population there is no respondent who has PhD degree and below BA degree.

Concerning the service year in the organization of participants, 136 (56.2%) of the respondents have 6 to 10 years of experience in the organization. 58 (24.00%) of respondents have 11 to 15 years of experience and the remaining 48 (19.8%) of respondent have less than five year experience.

Concerning the position in your organization of respondents, 64 (26.4%) are customer service officers, 55 (22.7%) are customer service managers, 50 (20.7%) are branch managers, 40 (16.5%) are sinner customer service officers, 19 (7.9%) are customer relation managers and the remaining 14 (5.8%) of respondents are information technology support staffs.

4.4 Descriptive analysis

For all of the research variables, the arithmetic mean and standard deviation the most popular types of descriptive statistics are produced with the appropriate focus. Table 4.2 below provides the means and standard deviation of the variables as a result.

According to Pihie and Akmaliah (2009), it is suggested that the mean score ranges for data interpretation in descriptive statistics of five point Likert scale. They categorize a mean score of results below 3.39 to be considered as low. A mean score from 3.40 up to 3.79 is considered as moderate and mean score of above 3.79 is considered as high.

Table 4. 2 Descriptive statistics of variables of the study

Study variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational structure	242	3.22	4.89	4.1373	.32149
Organizational culture	242	2.82	4.36	3.6751	.29263
Information technology	242	2.43	4.14	3.1936	.35058
Human resource management practice	242	2.14	4.14	3.0638	.39813
Management support	242	2.00	4.20	3.1579	.39881
Knowledge management practice	242	2.57	4.29	3.5773	.36084
Valid N (listwise)	242				

Source: *Own survey, 2023*

As indicated in table 4.2, Organizational structure is identified to have a mean score of 4.1373 and Std. Deviation .32149. This shows that Organizational structure among participants in the study is at a high state of prevalence. Organizational culture and Knowledge management practice registered a mean score of 3.6751 and 3.5773 respectively. This signifies that the Organizational culture and Knowledge management practice in the study population is at a moderate state of prevalence. Information technology, Human resource practice and Management support scores a mean of 3.1936, 3.0638 and 3.1579 respectively. This shows the low prevalence of the variables in that case area.

4.5 Correlation analysis

Using Pearson correlational analysis, it is determined whether or not each independent variable, such as organizational structure, organizational culture, information technology infrastructure,

human resource management practice and management support are correlated with knowledge management practice.

According to Sekaran and Bougie (2016) the correlation system has parameters. Measuring the strength and direction of the link between two variables. Between 0.10 and 0.29, the relationship's strength (r) can be weak. Medium between 0.30 and 0.49, and strong between 0.50 and 1.0. If the correlation is less than 0.05, it is negligible, and if it is greater than 0.9, it is absolute (Cramer, 1998). The correlation portion of the analysis is shown below so that readers may understand the relationship between the variables used to study employee engagement in the public sector.

Table 4.3 correlation coefficient of variables

		OS	**OC**	**IT**	**HR**	**MS**	**KMP**
OS	Pearson Co	1					
OC	Pearson Co	.471**	1				
IT	Pearson Co	.258**	.406**	1			
HR	Pearson Co	.270**	.462**	.431**	1		
MS	Pearson Co	.311**	.396**	.229**	.425**	1	
KMP	Pearson Co	.679**	.673*	.522**	.518**	.482**	1

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

Note: OS = organization structure, *OC*= organization culture, *IT*= information technology infrastructure *HR*= human resource practice, *MS*= management support, *KMP* = knowledge management practice.

Source: *own computation*

Table 4.3: above shows that there exists significant relationship between knowledge management practice and organization structure (r= 0.679, p<0.001). This reveals that organization structure score among privet banks in Bahir Dar is strongly correlated with knowledge management

practice. Which means organization structure correlates positively and significantly with their knowledge management practice.

Table 4.3: above shows that there exists significant relationship between knowledge management practice and organization culture ($r= 0.673$, $p<0.001$). This reveals that organization culture score among privet banks in Bahir Dar is strongly correlated with knowledge management practice. Which means organization culture correlates positively and significantly with their knowledge management practice.

Moreover, Table 4.3: above also indicated that there is strong relationship between information technology infrastructure and knowledge management practice ($r= 0.522$, $p<0.001$). This means there is positively and significant relationship between information technology infrastructure and knowledge management practice in Bahir dar city private banks.

The other issue presented in table 4.3 is the relationship between human resource management practice and knowledge management practice. It is depicted that human resource management practice is correlated with knowledge management practice at ($r= 0.518$, $p<0.001$). This shows the correlation between human resource management practice and knowledge management practice is strong and positive in direction. Therefore, it is possible to conclude that strong positive relationship between human resource management practice and knowledge management practice in Bahir dar city private banks.

The other result table 4.3 shows is the relationship between management support and knowledge management practice. As per the information displayed, there exist moderate and positive relationship between management support and and knowledge management practice. ($r= 0.485$, $p<0.001$). The relationship between the two variables is further characterized as positive and moderate in Bahir dar city private banks.

Generally, among the five variables tested four of them; organization structure, organization culture, information technology infrastructure and human resource practice are found positively and strongly associated with knowledge management practice. Whereas, management support was found positively correlated with strength of relationship identified to be medium.

4.6 Regression analysis

According to Denis (2018) regression serves to predict a dependent variable through determinant variables. As such the data gathered using ordinal scale measuring items whose means are incorporated in to their respective variables. It was started with an investigation that has been

made on whether the designated assumptions apply in the regression analysis of this particular study are fulfill or not.

4.6.1 Linearity assumption test

The model that shares the response Y to the predictors X_1, X_2, X_3... X_N is assumed to be linear in the regression parameters (Chatterjee and Hadi, 2012). This means that Standard multiple regression can only precisely estimate the relationship between dependent and independent variables if the relationships are linear in nature. As in the equation: $Y=B_0 + B_1X + B_2X + B_3X + B_4X + B_5X$. This regression equation is still a linear regression equation because Y is modeled as a linear function of the parameters. According to the information in figure 4.1 below indicated Normal P-P Plots show that this assumption had been met for this study.

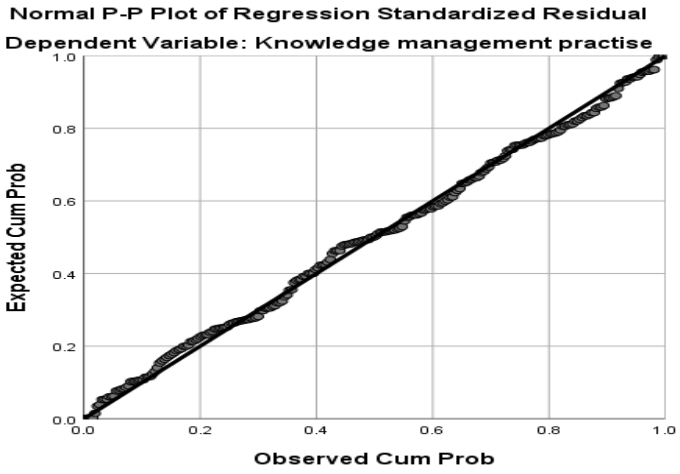


Figure 4. 1 Normal point plot of standardized residual

***Source**: own computation*

4.6.2 Multicolinarity assumption test

The presence of correlations between the predictors is termed colinearity (for a relationship between two predictor variables) or multi -colinearity (for relationships between more than two predictors). In severe cases (such as a perfect correlation between two or more predictors), multi-colinearity can indicate there is no unique least squares solution to a regression analysis can be computed and the variance inflation factor is one known measure of multi-colinearity, although numerous other measures are available (Belsley et al., 1980). For multiple regressions, the researcher has checked the colinearity problem with the assumption of tolerance and VIF

statistics. It seems from these values that there is not an issue of multi-colinearity problem between the predictor variables. Thus, the multi-colinearity result of this study as indicated in table 4.4 below confirmed that there is no problem of multi-colinearity since the value indicates between one and ten.

Table 4.4 colinarity statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational structure	.756	1.323
	Organizational culture	.608	1.646
	Information technology	.757	1.322
	Human resource	.657	1.522
	Management support	.753	1.327

***Source**: own computation*

4.6.3 Normality assumption test

Regression considers that variables have normal distributions and they do not describe which variables, in particular, they are talking about but the inference seems to be that multiple regressions need that the predictor or feedback variables be normally distributed. In reality, only the assumption of normally distributed errors is relevant to multiple regressions. Specifically, considering that errors are normally distributed for any arrangement of values on the predictor variables (Osborne and Waters, 2002).When histograms are close to zero it is assumed that the data is normally distributed for the dependent variable. However, when skewness and kurtosis are not close to zero and the histogram does not appear to have a normal distribution. According to the information in figure 4.2 below indicated that the skewness and kurtosis are not far from zero or between them the zero value is indicated. Thus, the result assured that the distribution is normal for this study.

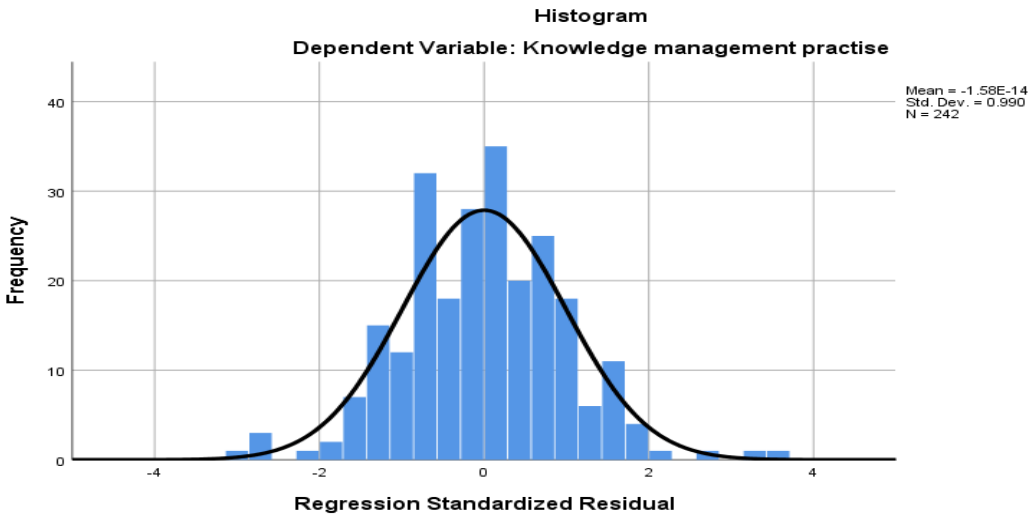


Figure 4. 2. Regression of Standardized Residual

Source: *own computation*

4.6.4 Homoscedasticity assumption test

Homoscedasticity errors are generally assumed to have an unfamiliar but finite variance that is constant across all levels of the predictor variables. This assumption is also known as the homogeneity of variance assumption. If the errors have a variance that is limited but not constant across dissimilar levels of the predictors ordinary least squares estimates will be unbiased and stable. Since the errors are independent, but will not be efficient(Weisberg, 2005).As we can see from figure 4.3 below, it can be assured that the point is random and evenly throughout the scattered diagram and no evidence of funnel-like the shape of points on one side than the other is observed, so no heteroscedasticity in the data is confirmed.

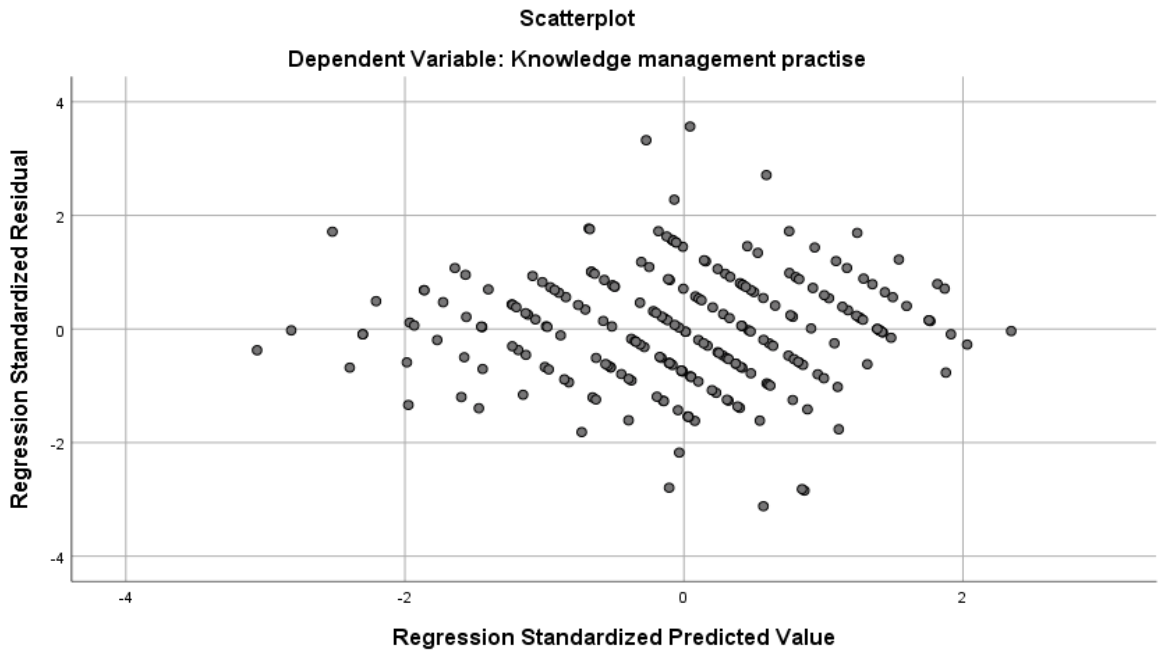


Figure 4. 3 Scatter Plot Regression

Source: own computation

4.6.5 Regression analysis results

The regression analysis was conducted to investigate the effect of independent variables on the dependent variable and to identify the relative significant effect of each independent variable on dependent variable.

Table 4. 5 model summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845[a]	.714	.708	.19495	1.119

a. Predictors: (Constant), Management support, Information technology, Organizational structure, Human resource, Organizational culture

b. Dependent Variable: Knowledge management practice

Source: own computation

Based on the results indicated in table 4.5 on the above, the value R is 0.845; is the correlation between the dependent and independent variable values of the research. R^2 is also called the squared multiple correlation coefficient or the coefficient of determination since $(R)^2 = (0.845)^2$

=.714. Adjusted R^2 (0.708) is taken for interpretation. It clearly reflects that the total variation in the dependent variable (knowledge management practice) is explained or caused by 70.8% of the change in all independent variables: organization structure, organization culture, information technology infrastructure, human resource management practice and management support. The remaining 29.2% of the variation in overall knowledge management practice could be explained by other variables, which are not incorporated under this study.

As we can see from the model summary box, the Durbin Watson (DW) statistic is 1.119, which shows a good autocorrelation in the residuals from a statistical regression analysis table.

Table 4.6 ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.410	5	4.482	117.934	.000[b]
	Residual	8.969	236	.038		
	Total	31.379	241			

a. Dependent Variable: Knowledge management practice

b. Predictors: (Constant), Management support, Information technology, Organizational structure, Human resource, Organizational culture

Source: SPSS Output, 2023, V-26

According to Andy (2013), ANOVA tells us whether the model, overall results in a significantly good degree of prediction of the outcome variable. Thus, the following ANOVA model is produced to determine the fitness or appropriateness of regression model used for this research purpose. Table 4.6 presented above reveals that there is a statistically significant relationship between the independent variables (organization structure, organization culture, information technology infrastructure, human resource management practice and management support) and the dependent variable (knowledge management practice). From the statistics in the model the value of $F > 1$ and $p < 0.05$ revealed that the model is fit to predict the effect of independent variables on dependent variable. As indicated by the result of the study, the prediction power of the model is fit at F- value =117.93, P= .000 ($p<0.001$, $F>1$).

Table 4. 7 Regression Coefficient Analysis of the model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.065	.194		5.49	.000
	Organizational structure	.465	.045	.415	10.35	.000
	Organizational culture	.339	.055	.275	6.15	.000
	Information technology	.223	.041	.217	5.41	.000
	Human resource management	.112	.039	.124	2.89	.004
	Management support	.131	.036	.145	3.61	.000

Source: own computation

The standardized and unstandardized beta values have to be used and interpreted separately (Andy, 2013). The unstandardized help to see the contribution of each independent variable to the dependent variable and serve as a coefficient of independent variables in the statistical equation. Whereas, the standardized ones can serve as instruments to compare the relative importance of independent variables on the dependent variable (ibid). As such, unstandardized beta value has been used for the interpretation of the contribution of each of the determinant factors to innovative work behavior. Moreover, standardized beta value has been used to compare the determinant factors based on their relative importance to the dependent variable.

Table 4.7 revealed that all of the explanatory variables included in this study namely, organization structure, organization culture, information technology infrastructure, human resource management practice and management support and the dependent variable knowledge management practice can significantly explain at 95% confidence level to the variation on the dependent variable knowledge management practice.

The regression result in table 4.15 on the above shows, though at a varying level, five of the five variables significantly affect knowledge management practice in private banks Bahir Dar city. The coefficient table showed that the degree of relationship between each determinant variable with a constant at (-1.065), organization structure (.456), organization culture (.339), information technology infrastructure (.223) human resource management practice (.112) and management support (.131) were statistically significant since all of them had ($p < 0.05$). In addition,

Organizational Structure and human resource management practice have the highest and the lowest effect on knowledge management practice in case of private banks in Bahir dar city.

In the regression analysis using the coefficient of determination table the linear regression model tasted $Y= \beta_0+\beta_1OS+\beta_2OC+\beta_3IT+ \beta_4HRC + \beta_5MS+ Ɛ$ becomes

$Y=-1.065+ .456OS+ .339OC+.223IT+ .112HRC + .131MS+ Ɛ$ which means the constant (-1.065) refers to the intercept in "Y" axis where the regression line cross the axis. Whereas, one unit change in the independent variables OS, OC, IT, HR and MS do affect the dependent variable by one times each predicator values of 0.456, 0.339, 0.223 0.112 and 0.131 changes respectively in the same direction**.**

4.7 Discussion of regression results

4.7.1 The effect of Organizational Structure on knowledge management practice

As shown from the above table 4.7 Organizational Structure has regression-unstandardized coefficient 0.456 and a p-value less than 0.05, which is significant, and the beta value is positive. Therefore, the study accepts the alternate hypothesis that organizational structure has a significant positive effect on knowledge management practices in privet banks in Bahir dar city. The result is the same when compared to a study aimed to identify the impact of organizational structures in the application of knowledge management in the sector insurance companies in Jordan by (Dr.Hamdan, 2013). Compared to similar study done by (Alarabi, 2012) on construction industry in Libya the result showed that organizational structure does not have a statistically significant effect on knowledge management practices. Moreover organizational structure is the most significant determinant of all independent variable since its standardized bata value is the highest one (0.415).

4.7.2 The effect of Organizational culture on knowledge management practice

As shown from the above table 4.7 Organizational culture has regression-unstandardized coefficient 0.339 and p-value is significant ($p < 0.05$), and the beta value is positive. Therefore, the study accepts the alternate hypothesis that organizational culture has a significant positive effect on knowledge management practices private banks in Bahir dar city. The study result is aligned with pervious study conducted by (Gold, Malhotra, & Segars, 2001) Organizational culture is most significant factor in effective knowledge management. Compared to similar study done by (Zayed Alarabi, 2012) on construction industry in Libya the result showed that organizational culture does not have a statistically significant effect on knowledge management practices.

4.7.3 The effect of information technology infrastructure on knowledge management practice

As shown from the above table 4.7 Information Technology p-value is significant ($p < 0.05$), and the beta value is positive. Therefore, the study accepts the alternate hypothesis that Information Technology has a significant positive effect on knowledge management practices in private banks in Bahir dar city. Organizations having communication technologies (e.g., e-mail, video conferencing, electronic bulletin boards, and computer conferencing) can easily manage and practice knowledge. The study result is aligned with pervious study conducted by Davenport and Prusak (2000) regarded information technology (IT) a key contributor and an enabler in the field of knowledge management practice.

4.7.4 The effect of human resource practice on knowledge management practice

As far as relative advantage is concerned, at 5% level of significance, the regression-unstandardized coefficient is 0.112, its p value < 0.05. This shows that human resource management practice has significant effect on knowledge management practice. Hence, the study accepts the alternative hypothesis that is human resource management practice has significant and positive effect knowledge management practice. This means that the way that private banks manage there human resource has positive effect on knowledge management of the organization. These finding supports the findings of (Nair 2005) which is knowledge management depends on institutional capacity and trained human resource that can disseminate knowledge quickly.

4.7.4 The effect of management support on knowledge management practice

As far as relative advantage is concerned, at 5% level of significance, the regression-unstandardized coefficient is 0.131, its p value < 0.05. This shows that management support has significant effect on knowledge management practice. Hence, the study accepts the alternative hypothesis that is management support has significant and positive effect knowledge management practice. This means that the top management of private banks support to knowledge creation implementation and transfer has positive effect for banks overall knowledge management practice. These finding supports the findings of (Alavi, M., & Leidner, D. E, 2021) the finding states management support positive and significant influence on knowledge management practice.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter is constituted of four important sub-components. It starts with summary of results, provides the conclusions based on the findings of this research, forward recommendations for concerned body, show important aspects of limitations and future research implications.

Based on the findings this chapter provides the conclusions reached as to examine the organizational factors that affect knowledge management practices of organizations in selected private banks by forward recommendations.

5.2 Summary of major findings

The study was amide to investigate the factors affecting the implementation of Knowledge Management Practices in some selected private banks of Bahir dar city. The major results of the descriptive statistics showed that organizational structure has the highest mean score of 4.16, followed by organizational culture, human resource management practice and information technology infrastructure have a mean score of 3.67, 3.06 and 3.19, which shows the moderate prevalence of the variable. The other variable, which is management support, has a mean score of 3.15. For dependent variable, knowledge management practice perceived by the respondents is the l mean of 3.577 shows the moderate prevalence of variables in case area.

The major findings with regard to the correlation result of this study presented that, organizational structure, organizational culture, information technology infrastructure, and human resource management practice has positively and strongly correlate with knowledge management practice with having $r=0.679$ and $p<.001$, $r=0.673$ and $p<.001$, $r=0.522$ and $p<.001$ and $r=0.518$ and $p<.001$ respectively. Whereas, management support has moderate and positive relationship with knowledge management practice that indicates the value of $r= (0.485)$ and $p<.001$.

Major findings of regression analysis showed that all included explanatory variables together can explain 70.8% of vibration on the dependent variable which is knowledge management practice. The remaining 28.2% of variations on dependent variable could be caused by other variable not included in this study. All of the independent variables significant predictors of knowledge

management practice at sig < 0.05 and <0.01 level of significance. As such, five out of five hypotheses set by the study are accepted as per the presupposed statements. From independent variables organizational structure is the most determinate one with adjusted beta value 0.415 compared to other explanatory variable.

5.3 Conclusions

Due to the importance of knowledge as the most important competitive advantage in today's organizations, Implementing of knowledge management do not left any doubt for managers of organizations as strategic binding. Today, the largest ambition of organization is defining a proper knowledge management system and successful management. Based on this study, due to the strategic importance of knowledge for private banks factors affecting knowledge management practice have been seen with a model. Therefore, this paper investigates the relationship between organizational cultures, organizational structure, information technology, human resource practice and top management support with knowledge management practice some selected banks and extraction of the relative impact of each of these components in the implementation of knowledge management Practices based on regression analysis has been studied. The following results are obtained:

- Organizational structure has a significant and positive effect on knowledge management practice (confirm the first hypothesis).
- Organizational culture has a significant and positive effect on knowledge management practice (confirm the second hypothesis).
- Information technology has a significant and positive effect on knowledge management practice (confirm the third hypothesis).
- Human Resource Practice has a significant and positive effect on knowledge management practice (confirm the forth hypothesis).
- Management support has positive and significant on knowledge management practice (confirm the fifth hypothesis).

5.4 Recommendations

This study has confirmed the importance of studying and understanding factors affecting knowledge management practices in private banks in Bahir dar city, for improving the implementation level of knowledge management in banks. Thus, the results of the present study

have a number of meaningful implications that could help. Based on the findings of the study the following recommendations are forwarded:

- The study recommends that concerning organizational structure which includes office layout, work process and incentive and reward system the banks should look forward in creating a work environment that encourages interaction among colleagues and there should be other rewards for individual knowledge contribution which will lead to creating more competitive knowledgeable employees.
- Concerning organizational culture private banks should create a culture in the organization to give the individuals the required freedom about how they fulfill their organizational duties and to assure them of the fact that this freedom will not have any undesirable consequences for them. In other words, the feeling of risk-taking, confidence and freedom of action should be created among the organizational employee. In general banks needed to create safe organizational culture for knowledge management practice.
- The technical factor that is information technology should be given emphasis even though there is portal and an intranet used to share and store knowledge, the employee's use of it for storing and sharing their knowledge is more or less low showing that there is a room for improvement.
- The study recommends that private banks should endeavor to make greater emphasis for their human resource practice, which provides essential information for designing and implementing personnel functions such as recruitment, selection, reward and promotion, training and development. As well private banks should work hard to retain their employees through different mechanisms to manage the knowledge.
- Concerning to management support private bank top management should support their employees for creating, sharing, implementing and transferring knowledge in the organization.
- Finally the researcher recommends that even if looking into all five factors is important, improving organizational structure has the highest effect on the knowledge management practice with Beta value (B=0.415), so the banks should give priority for the improvement of their in organizational structure compared to the other determinants.

5.5 Recommendation for further researchers

The researcher suggests the academicians and researchers to conduct a study and to fill the gap or limitation of the study.

This study is quantitative in its nature. The data required for this study collected once at a time means cross sectional. Academicians will conduct a the same kind of study by adopting mixed research approach in order to cupture the qualitative side of the study variable.

Due to time and budget limitation in this study only five determinant factors are investigated. However, it is believed that there are other determinant factors that may affect the knowledge management practice of organizations. Therefore, the study would like to recommend academicians to conduct a study in this area by including other important factors.

Since this study is conducted in banking industry the same kind of study could be done within other services (e.g., insurance company, hospitals, hotels, airlines and universities) because the applicability of Knowledge management practice may vary from one service to another

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Appendix

BAHIR DAR UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

Department of management

Research questionnaire (English Version)

Dear respondents: -

The intention of this research questionnaire is to collect data from the respondents in order to examine the factors affecting knowledge management practice in private banks operating in bahir dar city. The quality of the result for this research will be based on the accuracy of the information you will provide. Eventually, I promise you, the information you will provide me is purely for academic purposes. I would like to thank you for your cooperation and allowing me to take a few minutes of your valuable time.

General direction:

- For your free and genuine responses, please tick (√) mark your choice.
- No need of writing your name.
- In case of any question please contact me via phone. - 09-34-64-54-38

Part I - General Information of the Respondent

1. Gender: Male [ ] Female [ ]

2. Age: < 25 [ ] 26-35 [ ] 36-45 [ ] 46-55 [ ] 56-65 [ ]

3. Service years in the organization r: 0-5 [ ] 6-10 [ ] 11-15 [ ] > 16 [ ]

4. Education level: Bachelor's Degree [ ] Master's Degree [ ] PHD [ ]

5. Position in your organization: Branch manager [ ] (CSM) [ ] IT support staff [ ] SCSO [ ] CRO [ ] CSO [ ]

Part II factors affecting knowledge management practices and knowledge management.

Direction: - Please indicate the extent to which you agree/disagree with the following statements. Strongly Disagree carries the least weight 1 while strongly agrees carries the highest weight of 5. Please put √ mark accordingly.

NO.	ITEM	**Strongly Disagree (1)**	**Disagree(2)**	**Neutral(3)**	**Agree(4)**	**Strongly Agree(5)**
I.	**Organizational Structure vis-à-vis Knowledge Management**					
1	I work in a good office design.	1	2	3	4	5
2	My work place creates a work environment that encourages interaction among my colleagues.	1	2	3	4	5
3	I work in an open work space.	1	2	3	4	5
4	The company considers knowledge as part of the work process.	1	2	3	4	5
5	Knowledge sharing among employees is included in the work process.	1	2	3	4	5
6	I receive organizational rewards such as promotion, bonus and higher salary for my knowledge contribution.	1	2	3	4	5
7	The office structure helps me to work as a team.	1	2	3	4	5
8	The work place is flexible enough to acquire knowledge.	1	2	3	4	5
9	The organizational structure allows knowledge and information flow.	1	2	3	4	5

NO.	ITEM	**Strongly Disagree (1)**	**Disagree(2)**	**Neutral (3)**	**Agree (4)**	**Strongly agree(5)**
II.	**Organizational Culture vis-à-vis Knowledge Management**					
1	Employee's exchange of information for solving problems is encouraged in my company	1	2	3	4	5
2	I am willing to accept failure and work hard to overcome them.	1	2	3	4	5
3	I work closely with my coworkers to get project completed on time.	1	2	3	4	5
4	There exists a mutual trust among employees.	1	2	3	4	5
5	I am open to exchange my knowledge with my coworkers.	1	2	3	4	5
6	My company values the importance of learning.	1	2	3	4	5
7	In my company mistakes are regarded as part of learning.	1	2	3	4	5
8	The management guides and motivates the employees in the direction of established goals with respect.	1	2	3	4	5
9	I always share my knowledge for others because of the reward and promotion I might get.	1	2	3	4	5
10	I am satisfied by the degree of collaboration or team spirit in my company	1	2	3	4	5
11	The overall environment in my organization facilitates knowledge	1	2	3	4	5

	creation and transfer.					
NO.	ITEM	**Strongly Disagree (1)**	**Disagree(2)**	**Neutral (3)**	**Agree(4)**	**Strongly Agree(5)**
III.	**Information Technology(IT) vis-à-vis Knowledge Management**					
1	IT systems and processes are in place in my organization to share knowledge.	1	2	3	4	5
2	I use the internet, e-mail and electronic bulletin boards to share my knowledge.	1	2	3	4	5
3	I use the organizations intranet to share my knowledge with colleagues.	1	2	3	4	5
4	There is portal which is used to share knowledge among colleagues in my organization.	1	2	3	4	5
5	My organization has user-friendly information technology systems which are used for knowledge sharing.	1	2	3	4	5
6	I always put/store my knowledge and work experience in the organization's database, portal or intranet.	1	2	3	4	5
7	I always put/store my knowledge and work experience in manual papers.	1	2	3	4	5
NO.	ITEM	**Strongly Disagree (1)**	**Disagree(2)**	**Neutral (3)**	**Agree(4)**	**Strongly Agree(5)**
IV.	**Human Resource vis-à-vis Knowledge Management**					
1	In my company there exists a knowledge based competition.	1	2	3	4	5

2	My company undertook formal training programs to enhance skills and competencies.	1	2	3	4	5
3	My company encourages staff to constantly generate new ideas.	1	2	3	4	5
4	The management provides time and resources for employees to take part in learning and sharing exercises.	1	2	3	4	5
5	I have acquired the appropriate knowledge about my company through induction.	1	2	3	4	5
6	My company considers its employees as valuable organizational resources.	1	2	3	4	5
7	My company works hard to retain its employees through reward and recognition.	1	2	3	4	5
NO.	ITEM	**Strongly Disagree (1)**	**Disagree(2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
V	**Management support vis-à-vis Knowledge Management**					
1	Top management provides clear and consistent support for knowledge management initiatives.	1	2	3	4	5
2	Top management actively participates in knowledge management activities.	1	2	3	4	5
3	Top management provides the necessary resources (e.g. budget, staff, technology) for knowledge management initiatives.	1	2	3	4	5
4	Top management communicates the importance of knowledge management to the organization.	1	2	3	4	5
5	Top management recognizes and	1	2	3	4	5

	rewards employees who contribute to knowledge management initiatives**.**					
NO.	ITEM	**Strongly Disagree (1)**	**Disagree(2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
VI.	**Knowledge Management Practices**					
1	The organization follows a systematic plan to rotate its staff across different Divisions/Office (i.e. mobility).	1	2	3	4	5
2	The organization supports face-to-face discussions of its staff on work related issues.	1	2	3	4	5
3	The organization updates its database and portals to provide up-to-date information to its staff.	1	2	3	4	5
4	Staff are encouraged to participate in continuous education and to join postgraduate courses e.g. Masters or PhD	1	2	3	4	5
5	The organization conducts meetings, seminars, workshops to discuss updates on work related issue including work plans and accomplishment.	1	2	3	4	5
6	There is a central coordinating unit for knowledge management in the bank.	1	2	3	4	5
7	I think the bank is aware of the power and importance of knowledge. I.e. knowledge is seen as a strategic resource.	1	2	3	4	5

Thank you for your cooperation!

ባህር ዳር ዩኒቨርሲቲ

የቢዝነስ ና ኢኮኖሚክስ ኮሌጅ

የማኔጅመንት ትምህርት ክፍል

የተከበሩ የጥናቱ ተሳታፊ

የዚህ የጥናት መጠይቅ አላማ በባህር ዳር ከተማ በሚንቀሳቀሱ የግል ባንኮች የእውቀት አስተዳደር አሰራር ላይ ተጽእኖ የሚያሳድሩትን ነገሮች ለመፈተሽ ከተጠያቂዎች መረጃ መሰብሰብ ነው። የዚህ ጥናት ውጤት ጥራት እርስዎ በሚሰጡት መረጃ ትክክለኛነት ላይ የተመሰረተ ይሆናል. በመጨረሻ፣ ቃል እገባልወታለሁ፣ የምታቀርቡልኝ መረጃ ለአካዳሚክ ዓላማ ብቻ ነው። ለትብብርዎ እና ከጠቃሚ ጊዜዎትን ጥቂት ደቂቃዎችን እንድወስድ ስለፈቀዱልኝ ላመሰግናችሁ እወዳለሁ።

አጠቃላይ አቅጣጫ፡-

- **ለነጻ እና እውነተኛ ምላሾች፣ እባክዎን (√) በመረጡት ላይ ምልክት ያድርጉ።**
- **ስምወን መጻፍ አያስፈልግም።**
- **ለማንኛውም ጥያቄ እባክዎን በስልክ ያግኙኝ። - 09-34-64-54-38**

ክፍል I - የተጠሪ አጠቃላይ መረጃ

1. **ጾታ፡ ወንድ [ ] ሴት [ ]**
2. **ዕድሜ፡ < 25 [ ] 26-35 [ ] 36-45 [ ] 46-55 [ ] 56-65 []**
3. **በድርጅቱ ውስጥ የአገልግሎት ዓመታት: 0-5 [] 6-10 [] 11-15 [] > 16 []**
4. **የትምህርት ደረጃ፡ የባችለር ዲግሪ [] ማስተርስ ዲግሪ [] ፒኤችዲ []**
5. **በድርጅቱ ውስጥ ያለወት የስራ ድርሻ፡ የቅርንጫፍ ስራ አስኪያጅ [] የደንበኞች አገልግሎት አስተዳዳሪ (CSM) [] የአይቲ ድጋፍ ሰጭ ሰራተኞች [] SCSO []የደንበኛ ግንኙነት መኮንን (CRO) [] የደንበኞች አገልግሎት መኮንን (CSO) []**

ክፍል II የእውቀት አስተዳደር ልምዶችን እና የእውቀት አስተዳደርን የሚነኩ ምክንያቶች።

አቅጣጫ፡ - እባክዎን በሚከተሉት መግለጫዎች የተስማሙበትን/የማይስማሙበትን መጠን ያመልክቱ። በጣም አልስማማም ትንሹን ክብደት 1 ይይዛል በጽኑ ተስማምቶ ግን ከፍተኛውን 5 ይይዛል። እባክዎ በዚሁ መሰረት √ ምልክት ያድርጉ።

	ድርጅታዊ መዋቅር እና የእውቀት አስተዳደር	1	2	3	4	5
1	በጥሩ የቢሮ ዲዛይን ውስጥ እሰራለሁ.					
2	የስራ ቦታዬ በስራ ባልደረቦቼ መካከል መስተጋብርን የሚያበረታታ የስራ አካባቢ ይፈጥራል።					

3	እውቀትን ለመጠቀም ክፍት በሆነ የስራ ቦታ ውስጥ እሰራለሁ.					
4	ኩባንያው እውቀትን እንደ የሥራ ሂደት አካል አድርጎ ይቆጥረዋል.					
5	በሠራተኞች መካከል የእውቀት መጋራት በስራ ሂደት ውስጥ ተካትቷል.					
6	ለእውቀት አስተዋጽያዬ እንደ ቦነስ እና ከፍተኛ ደሞዝ ያሉ ድርጅታዊ ሽልማቶችን አገኛለሁ።					
7	የቢሮው መዋቅር በቡድን እንድሠራ ይረዳኛል.					
8	የስራ ቦታ እውቀትን ለማግኘት አስቻይ ነው.					
9	ድርጅታዊ መዋቅር የእውቀት እና የመረጃ ፍሰት ይፈቅዳል.					
	ድርጅታዊ ባህል እና የእውቀት አስተዳደር	1	2	3	4	5
1	በኩባንያዬ ውስጥ ችግሮችን ለመፍታት የሰራተኛው የመረጃ ልውውጥ ይበረታታል።					
2	ውድቀትን ለመቀበል እና እነሱን ለማሸነፍ ጠንክሬ ለመስራት ፈቃደኛ ነኝ።					
3	ፕሮጀክት በሰዓቱ እንዲጠናቀቅ ከስራ ባልደረቦቼ ጋር በቅርበት እሰራለሁ።					
4	በሠራተኞች መካከል የጋራ መተማመን አለ።					
5	እውቀቴን ከስራ ባልደረቦቼ ጋር ለመለዋወጥ ክፍት ነኝ።					
6	ኩባንያዬ የመማርን አስፈላጊነት ከፍ አድርጎ ይመለከተዋል።					
7	በእኔ ኩባንያ ውስጥ ስህተቶች እንደ የትምህርት አካል ይቆጠራሉ።					
8	አስተዳደሩ ሰራተኞቹን በአክብሮት በተቀመጡ ግቦች አቅጣጫ ይመራል እና ያነሳሳል።					
9	ባማገኘው ሽልማት እና እድገት ምክንያት እውቀቴን ሁል ጊዜ ለሰዎች አጋራለሁ።					
10	በኩባንያዬ ውስጥ ባለው የትብብር ወይም የቡድን መንፈስ ረክቻለሁ					
11	በድርጅቴ ውስጥ ያለው አጠቃላይ አካባቢ እውቀትን መፍጠር እና ማስተላለፍን ያመቻቻል።					
	የኢንፎርሜሽን ቴክኖሎጂ (አይቲ) እና የእውቀት አስተዳደር	1	2	3	4	5
1	በድርጅቴ ውስጥ እውቀትን ለማካፈል የአይቲ ስርዓቶች እና ሂደቶች አሉ።					
2	እውቀቴን ለማካፈል ኢንተርኔት፣ ኢሜል እና የኤሌክትሮኒክስ ማስታወቂያ ሰሌዳዎችን እጠቀማለሁ።					
3	እውቀቴን ለባልደረባዎች ለማካፈል የድርጅቶቹን ኢንተርኔት እጠቀማለሁ።					
4	በድርጅቴ ውስጥ ካሉ ባልደረቦች መካከል እውቀት ለመለዋወጥ የሚያገለግል ፖርታል አለ።					
5	የእኔ ድርጅት ለዕውቀት መጋራት የሚያገለግሉ ለተጠቃሚ ምቹ የሆኑ የመረጃ ቴክኖሎጂ ሥርዓቶች አሉት።					
6	እውቀቴን እና የስራ ልምዴን ሁልጊዜ በድርጅቱ የውሂብ ጎታ፣ ፖርታል ወይም ኢንተርኔት ውስጥ አስቀምጣለሁ።					
7	እውቀቴን እና የስራ ልምዴን ሁልጊዜ በእጅ ወረቀቶች ውስጥ አስቀምጫለሁ/አከማችታለሁ።					
	የሰው ሀብት ከእውቀት አስተዳደር አንፃር	1	2	3	4	5

1	በእኔ ኩባንያ ውስጥ በእውቀት ላይ የተመሰረተ ውድድር አለ.					
2	ድርጅቱ ክህሎትን እና ብቃቶችን ለማሳደግ መደበኛ የስልጠና መርሃ ግብሮችን አከናውኗል።					
3	የእኔ ኩባንያ ሰራተኞች በየጊዜው አዳዲስ ሀሳቦችን እንዲያመነጩ ያበረታታል.					
4	አስተዳደሩ ሰራተኞቹ ልምምዶችን በመማር እና በመጋራት እንዲሳተፉ ጊዜ እና ግብዓቶችን ይሰጣል።					
5	በማነሳሳት ስለ ኩባንያዬ ተገቢውን እውቀት አግኝቻለሁ።					
6	የእኔ ኩባንያ ሰራተኞቹን እንደ ጠቃሚ ድርጅታዊ ሀብቶች አድርጎ ይመለከታቸዋል.					
7	ድርጅቱ በሽልማት እና እውቅና ሰራተኞቹን ለማቆየት ጠንክሮ ይሰራል።					
	ከእውቀት አስተዳደር አንፃር የአስተዳደር ድጋፍ	1	2	3	4	5
1	ከፍተኛ አመራር ለእውቀት አስተዳደር ተነሳሽነት ግልፅ እና ተከታታይ ድጋፍ ይሰጣል።					
2	ከፍተኛ አመራር በእውቀት አስተዳደር እንቅስቃሴዎች ውስጥ በንቃት ይሳተፋል.					
3	ከፍተኛ አመራር ለዕውቀት አስተዳደር ተነሳሽነት አስፈላጊ የሆኑትን ግብዓቶች (ለምሳሌ በጀት፣ ሰራተኞች፣ ቴክኖሎጂ) ያቀርባል።					
4	ከፍተኛ አመራር የእውቀት አስተዳደርን አስፈላጊነት ለድርጅቱ ያስተላልፋል.					
5	ከፍተኛ አመራር ለእውቀት አስተዳደር ተነሳሽነት አስተዋፅየ ያላቸውን ሰራተኞች እውቅና እና ሽልማት ይሰጣል።					
	የእውቀት አስተዳደር ልምዶች	1	2	3	4	5
1	ድርጅቱ ሰራተኞቹን በተለያዩ ክፍሎች/ቢሮ (ማለትም ተንቀሳቃሽነት) ለማዞር ስልታዊ እቅድ ይከተላል።					
2	ድርጅቱ ከስራ ጋር በተያያዙ ጉዳዮች ላይ የሰራተኞቹን ፊት ለፊት መወያየት ይደግፋል።					
3	ድርጅቱ ወቅታዊ መረጃዎችን ለሰራተኞቻቸው ለማቅረብ የመረጃ ቋቱን እና ፖርታሎቹን ያሻሽላል።					
4	ሰራተኞች በተከታታይ ትምህርት እንዲሳተፉ እና የድህረ ምረቃ ኮርሶችን እንዲቀላቀሉ ይበረታታሉ ለምሳሌ. ማስተርስ ወይም ፒኤችዲ					
5	ድርጅቱ የስራ እቅዶችን እና አፈፃፀሞችን ጨምሮ ከስራ ጋር በተያያዙ ጉዳዮች ላይ አዳዲስ ለውጦችን ለመወያየት ስብሰባዎችን ፣ ሴሚናሮችን ፣ ወርክሾፖችን ያካሂዳል።					
6	በባንኩ ውስጥ ለዕውቀት አስተዳደር ማዕከላዊ አስተባባሪ ክፍል አለ።					
7	ባንኩ የእውቀትን ኃይል እና አስፈላጊነት የሚያውቅ ይመስለኛል። እውቀት እንደ ስልታዊ ምንጭ ነው የሚታየው።					

ለትብብርዎ እናመሰግናለን!