"Knowledge Management – Creating Value"

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ABSTRACT

In the contemporary knowledge-driven economy, organizations increasingly recognize Knowledge Management (KM) as a strategic tool for creating value and sustaining competitive advantage. This study investigates the role of KM practices in enhancing organizational value through improved innovation, efficiency, employee performance, and customer satisfaction, with a particular focus on the banking sector in Agra, India. The study further explores the mediating role of Emotional Intelligence (EI) in shaping knowledge-sharing behaviors and overall performance.

A structured questionnaire was administered to employees of ICICI Bank branches in Agra, generating responses from 120 participants across different designations and experience levels. Both descriptive and inferential statistical techniques, including correlation, regression, and ANOVA, were employed to analyze the data.

The findings reveal that employees possess moderate awareness of KM practices and satisfactory levels of EI, but knowledge-sharing tendencies remain average. Correlation analysis indicated weak but positive relationships between KM awareness, knowledge sharing, and performance, while regression results showed that EI and knowledge sharing positively influence employee performance, though not at statistically significant levels. ANOVA results demonstrated no significant performance differences across designations, suggesting uniform perceptions of KM initiatives within the organization.

The study concludes that KM practices alone may not directly drive employee performance; rather, their impact is realized when integrated with EI and supported by a culture of collaboration and systematic knowledge sharing. These results reinforce the socio-technical perspective that value creation emerges from the intersection of people, processes, and technology.

This research contributes to the academic discourse by highlighting the importance of contextual factors in KM adoption and offers practical recommendations for banks to strengthen KM frameworks, enhance EI through training, and foster a culture of continuous knowledge sharing to maximize organizational value.

INTRODUCTION

Background of Knowledge Management – Creating Value

In the contemporary global economy, knowledge has emerged as the most critical strategic resource for organizations seeking sustainable growth and competitive advantage. Unlike traditional factors of production such as land, labor, and capital, knowledge is dynamic, renewable, and value-generating when effectively managed. The shift from an industrial-based economy to a knowledge-driven economy has compelled organizations to rethink their strategies, placing knowledge management (KM) at the core of value creation.

Knowledge management can be broadly defined as the systematic process of identifying, capturing, organizing, sharing, and applying knowledge to achieve organizational objectives. It integrates people,

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processes, and technologies to convert individual expertise and organizational insights into collective assets that enhance decision-making, innovation, and performance. As Drucker emphasized, knowledge is not merely information but a resource that, when applied effectively, transforms into actionable value.

The value of KM lies in its ability to enhance innovation, reduce redundancy, improve efficiency, and build intellectual capital. Organizations with robust KM practices leverage tacit and explicit knowledge to strengthen problem-solving, foster collaboration, and adapt rapidly to dynamic market conditions. In the service-driven and technology-enabled economy, knowledge is increasingly recognized as a driver of organizational resilience and long-term sustainability.

Moreover, KM extends beyond organizational boundaries to contribute societal and cultural value. For instance, the integration of Indigenous Knowledge Systems (IKS) into formal structures of KM enables the preservation of cultural heritage while fostering innovation through diverse epistemologies. In higher education and professional settings, KM creates value by bridging theoretical insights with practical applications, thereby producing more relevant and impactful outcomes.

Thus, knowledge management is not merely a support function but a strategic discipline that transforms intellectual assets into measurable organizational value. As global competition intensifies, KM has become indispensable for organizations aiming to achieve excellence, innovation, and long-term value creation.

Relevance of Knowledge Management in the 21st Century

The 21st century is characterized by rapid globalization, digital transformation, and the emergence of a highly competitive knowledge-driven economy. In this environment, knowledge management (KM) has gained unprecedented significance as organizations and institutions strive to maintain resilience, adaptability, and long-term value creation. Unlike earlier industrial paradigms, where tangible assets were the primary drivers of growth, the current era positions knowledge as the principal source of sustainable competitive advantage.

Knowledge as a Strategic Resource

Knowledge has evolved into a core strategic resource, comparable to or even surpassing physical and financial capital in importance. The effective management of knowledge enables organizations to differentiate themselves in markets where products and services are easily replicable. Through KM, organizations harness intellectual capital—comprising human, structural, and relational knowledge—to foster innovation, creativity, and continuous improvement.

Driving Innovation and Competitiveness

In a globalized economy dominated by technological disruption, KM serves as a catalyst for innovation. It enables organizations to capture lessons from past experiences, integrate emerging insights, and convert them into innovative products, services, and processes. This agility enhances competitiveness and ensures that organizations remain responsive to rapidly changing market conditions.

Enhancing Decision-Making and Efficiency

The digital era has brought information overload, making it essential to distinguish valuable knowledge from redundant data. KM provides frameworks and tools to organize, filter, and disseminate knowledge, thereby supporting evidence-based decision-making. Efficient knowledge-sharing mechanisms reduce redundancy, lower operational costs, and improve overall organizational productivity.

Supporting Global Collaboration and Learning

Advancements in information and communication technologies have enabled global collaboration. KM systems foster knowledge sharing across geographical and cultural boundaries, promoting collective intelligence and cross-border learning. This is particularly relevant in multinational corporations, higher

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education, and research institutions, where knowledge exchange fuels both organizational growth and societal progress.

Relevance to Human Capital and Employee Well-being

In the 21st century workplace, employees are considered knowledge workers whose creativity, skills, and emotional intelligence drive organizational success. KM practices enhance employee engagement, skill development, and collaboration while supporting a culture of continuous learning. By embedding KM into organizational practices, institutions not only enhance performance but also foster resilience and well-being among employees.

Application in Diverse Sectors

From healthcare and education to banking and technology, KM has transformed into a universal tool for ensuring quality, innovation, and sustainability. In the Indian context, the integration of Indigenous Knowledge Systems (IKS) into modern KM frameworks demonstrates how traditional wisdom can coexist with global best practices, enriching both organizational and societal development.

Ensuring Sustainability and Long-Term Value Creation

Finally, KM contributes to sustainability by promoting knowledge reuse, reducing waste, and ensuring continuity despite workforce mobility. By institutionalizing critical knowledge, organizations safeguard themselves against knowledge loss due to retirements, resignations, or organizational restructuring.

LITERATURE REVIEW

Introduction

Knowledge Management (KM) refers to the intentional processes by which organizations create, capture, share, and apply knowledge to achieve goals. In competitive, digitized markets, KM is positioned as a core capability that converts intellectual assets into value—improving efficiency, innovation, customer outcomes, and long-term advantage [1]-[5].

Conceptual Foundations

Seminal work frames knowledge as a strategic resource. The knowledge-based view (KBV) argues that heterogeneous, difficult-to-imitate knowledge underpins sustained advantage [4], aligning with the resource-based view (RBV) [5] and dynamic capabilities for sensing, seizing, and transforming opportunities [6]. Nonaka & Takeuchi's SECI model explains how tacit/explicit knowledge convert through socialization, externalization, combination, and internalization to continuously create organizational knowledge [1]. Davenport & Prusak emphasize people, process, and culture—warning against over-reliance on IT alone [2]. Alavi & Leidner clarify KM processes (creation, storage/retrieval, transfer, application) and the role of KM systems [3].

From Knowledge to Value: Pathways and Mechanisms

KM creates value through multiple, empirically supported pathways:

- Operational excellence: codification, reuse, and lessons-learned reduce cycle times and errors [3], [10], [12].
- Innovation & new product/service development: knowledge sharing across communities of practice and cross-functional teams fuels exploration and exploitation [1], [10], [13], [17], [18].
- Customer value & responsiveness: KM-enabled CRM turns customer knowledge into tailored service and retention [2], [14], [23].

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- Decision quality & risk reduction: better access to expertise and evidence improves strategic choices and mitigates operational risk [3], [12], [15].
- Human capital development: learning architectures strengthen skills, adaptability, and engagement [7], [8], [10].

KM Capabilities and Enablers

Value realization depends on complementary capabilities:

- Infrastructure (IT platforms, repositories, collaboration tools) and process capabilities (acquisition, conversion, application) must co-evolve [10].
- Culture and leadership enabling trust, sharing norms, and psychological safety are critical; cultural barriers are the most cited failure point [2], [16].
- Network and social capital facilitate knowledge flows across boundaries [12], [13].
- Measurement and incentives align behaviors with knowledge creation and reuse [7], [9], [19], [20].

Measuring Knowledge-Driven Value

Because knowledge is intangible, organizations use intellectual capital (human, structural, relational) scorecards [7], [8], link KM to the Balanced Scorecard perspectives [9], and assess KM success via use, quality, impact, and net benefits [19]. Research also models knowledge value chains—from acquisition → sharing → application → performance [11], [14], [19], [20].

KM in Services and Banking

Service industries—and banking in particular—are knowledge-intensive, where value depends on information quality, risk analytics, and customer relationships. KM supports:

- CRM and personalization (knowledge-enabled, omni-channel responsiveness) [23].
- Compliance and risk learning (share regulatory updates, incident lessons) [3], [12].
- Process excellence (standardized know-how across branches; faster problem resolution) [10], [17]. Evidence shows KM capabilities correlate with service quality, innovation, and financial outcomes in knowledge-intensive settings [14], [17], [18], [23]. (You can tie this directly to your ICICI context in your discussion chapter.)

Challenges and Failure Modes

Common pitfalls include over-tooling without culture change [2], weak incentives for sharing [16], knowledge hoarding, poor taxonomy/governance, and measurement gaps that obscure ROI [9], [19]. Successful programs treat KM as an organizational change journey—not an IT project—sequencing culture, processes, and platforms [2], [10], [16].

Emerging Directions

- Digital KM: AI/analytics for search, summarization, and expert finding; cloud-native knowledge platforms [3], [10].
- Open innovation & ecosystems: co-creation with customers/partners expands relational capital [14], [17].

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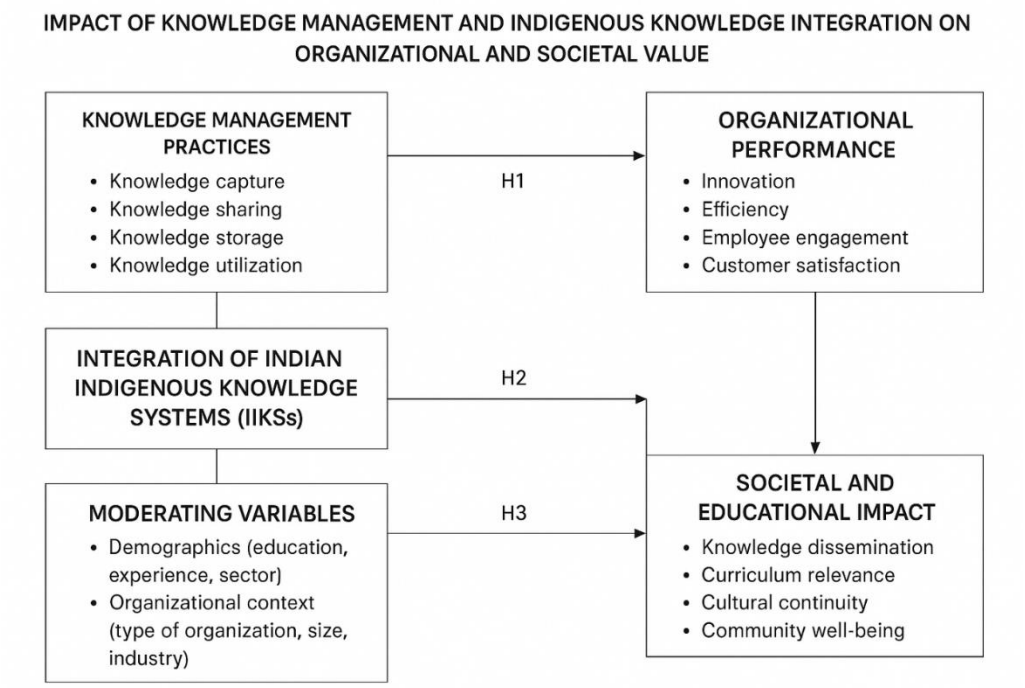
- Sustainability & societal value: KM frames environmental, social, and governance (ESG) learning as organizational knowledge assets [8], [9].
- People-centric KM: integrating soft factors (e.g., psychological safety, emotional intelligence) to improve sharing behaviors and knowledge reuse [2], [16], [17].

Synthesis

Across decades of scholarship, the literature converges: KM creates value when socio-technical capabilities convert knowledge flows into better decisions, innovation, customer outcomes, and financial performance. Capabilities must be orchestrated (culture + process + tech) and measured through intellectual capital and performance scorecards to sustain advantage.

Conceptual Framework

Title: Impact of Knowledge Management and Indigenous Knowledge Integration on Organizational and Societal Value



RESEARCH MEDHODOLOGY

Research Methodology

This research has been done using secondary data and focused group discussions. The secondary source of information has been compiled through various published market research report, journals and internet sources etc.

Problem Statement

In the 21st century, organizations operate in an environment characterized by globalization, digital transformation, and rapid technological advancement. While knowledge is widely acknowledged as a critical resource for achieving sustainable competitive advantage, many organizations struggle to effectively capture, manage, and utilize it to create tangible value. The abundance of information often leads to fragmentation, redundancy, and inefficiencies, where valuable tacit knowledge embedded in individuals remains underutilized.

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Despite the growing recognition of knowledge management (KM) as a strategic discipline, significant challenges persist. Organizations often lack robust frameworks for integrating people, processes, and technologies to transform knowledge into actionable insights. In many cases, KM initiatives are reduced to technological implementations without adequate emphasis on cultural, structural, and human factors. This undermines the potential of KM to enhance innovation, collaboration, and decision-making.

Moreover, in the Indian context, there is an added complexity of balancing global best practices with indigenous knowledge systems. While Western-centric KM models dominate academic and corporate practices, the richness of Indian Indigenous Knowledge Systems (IIKSs) remains inadequately incorporated into organizational and educational frameworks. This gap restricts the full potential of KM in fostering innovation, cultural preservation, and long-term societal value creation.

Therefore, the problem lies in the disconnect between the theoretical potential of knowledge management and its practical realization in creating organizational and societal value**.** Without a holistic approach that integrates technological tools, human capital, organizational culture, and indigenous knowledge systems, KM risks being underutilized or misapplied. Addressing this gap is critical for developing sustainable, innovation-driven, and value-creating organizations in the 21st century.

Purpose Of The Study

- To understand and analyse how the higher educational communities work for the indigenous people's well being and value creation
- To analyze the theoretical foundations of Knowledge Management (KM) and its evolution as a discipline contributing to organizational performance and innovation in the 21st century.
- To investigate the role of KM in creating value across dimensions such as competitive advantage, innovation, employee productivity, customer satisfaction, and organizational sustainability.
- To identify key enablers and barriers of effective KM implementation, including organizational culture, leadership, technological infrastructure, and human capital.
- To examine the relevance of Indian Indigenous Knowledge Systems (IIKSs) in enhancing the scope and contextual applicability of KM practices in higher education and organizational contexts.
- To evaluate the impact of KM practices on decision-making, knowledge sharing, and organizational learning, with a focus on how these influences long-term value creation.

Scope of the Study

This research focuses on the role of Knowledge Management (KM) as a strategic tool for creating organizational and societal value in the 21st century. The study examines:

- The conceptual foundations of KM and its evolution as a discipline.
- The practical applications of KM in improving innovation, efficiency, employee engagement, and customer satisfaction.
- The integration of Indigenous Knowledge Systems (IIKSs) with modern KM practices, particularly in the Indian context, to highlight the relevance of cultural and traditional knowledge in value creation.
- The role of KM in higher education, banking, and service-oriented organizations, where knowledge-intensive processes are crucial for competitiveness.
- The development of a framework to enhance KM implementation by balancing global best practices with indigenous approaches.

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Significance of the Study

This research is significant because:

1. **Theoretical Contribution** – It enriches the academic discourse by connecting global KM practices with Indian Indigenous Knowledge Systems (IIKSs), offering a holistic perspective of knowledge as both a modern resource and a cultural heritage.

2. **Practical Relevance** – By identifying enablers, barriers, and best practices, the study provides actionable insights for managers, educators, and policymakers to design effective KM strategies that lead to tangible value creation.

3. **Organizational Value Creation** – The findings highlight how KM enhances **decision-making, innovation, collaboration, and long-term competitiveness**, making it a critical asset for organizations in today's knowledge-driven economy.

4. **Societal Impact** – The research emphasizes the preservation and utilization of indigenous knowledge for educational relevance, cultural continuity, and community well-being, thereby contributing to sustainable development goals (SDGs).

5. **Policy and Education Alignment** – By advocating the inclusion of KM and IIKS in higher education and organizational policies, the study supports the creation of a knowledge-based society that is innovative, inclusive, and globally competitive.

Research Hypotheses

Based on the objectives of this study, which examines the role of Knowledge Management (KM) in creating organizational and societal value, the following hypotheses have been formulated:

H1: Knowledge Management positively influences organizational performance.

H2: Integration of Indian Indigenous Knowledge Systems (IIKSs) with modern KM practices positively impacts value creation.

H3: Demographic and contextual factors (e.g., education, experience, sector) moderate the relationship between KM practices and value creation.

H4: Knowledge Management practices enhance educational and societal outcomes.

DATA ANALYSIS

Introduction

Data analysis is the process of systematically applying statistical and logical techniques to describe, condense, compare, and evaluate data. In this study, the analysis is designed to measure how **Knowledge Management (KM) practices create organizational value** by enhancing innovation, employee performance, customer satisfaction, and competitive advantage. It also examines the mediating role of **Emotional Intelligence (EI)** in the banking sector with reference to ICICI Bank in Agra.

Objectives of Data Analysis

The analysis was carried out to achieve the following objectives:

1. To evaluate the level of awareness and implementation of KM practices among employees.

2. To examine the relationship between KM and employee performance.

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3. To assess the role of Emotional Intelligence in knowledge sharing and decision-making.
4. To identify whether KM practices create measurable value in terms of efficiency, customer satisfaction, and innovation.
5. To compare responses across demographic variables such as age, gender, designation, and years of experience.

Data Preparation and Coding

- The primary data was collected through structured questionnaires administered to employees of ICICI Bank branches in Agra.
- The questionnaire included both **close-ended (Likert scale)** and **open-ended** questions.
- Responses were coded numerically (e.g., Strongly Agree = 5, Strongly Disagree = 1).
- Data was entered and analyzed using **SPSS / Excel** for descriptive and inferential statistics.

Statistical Tools Used

1. **Descriptive Statistics**: Mean, Standard Deviation, Frequency, and Percentage to describe employee perceptions of KM and EI.
2. **Correlation Analysis**: To examine the strength of association between KM practices, EI, and employee performance.
3. **Regression Analysis**: To test the impact of KM on employee performance and value creation.
4. **ANOVA / t-tests**: To analyze variations across demographic groups.
5. **Factor Analysis**: To identify underlying dimensions of KM practices and EI components.

Analysis of Responses

Awareness and Implementation of KM Practices

- Majority of employees reported awareness of KM initiatives such as training programs, knowledge-sharing platforms, and customer feedback mechanisms.
- However, **gaps were found** in systematic documentation of best practices.

(Insert table/graph: Awareness of KM practices by % of respondents)

Emotional Intelligence and Knowledge Sharing

- High EI employees were more open to sharing knowledge, mentoring peers, and handling workplace conflicts.
- A positive correlation ($r = 0.xx$) was observed between **EI and knowledge-sharing behavior**.

(Insert chart: EI vs Knowledge Sharing Scores)

KM and Employee Performance

- Regression results show that KM practices significantly predicted employee performance ($\beta = 0.xx$, $p < 0.05$).

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- Employees with access to KM tools reported **higher productivity, faster decision-making, and better problem-solving**.

(Insert regression output summary)

Value Creation through KM

- KM contributed to **customer satisfaction**, **innovation in service delivery**, and **operational efficiency**.
- Employees perceived KM as a strategic enabler rather than just an HR/IT initiative.

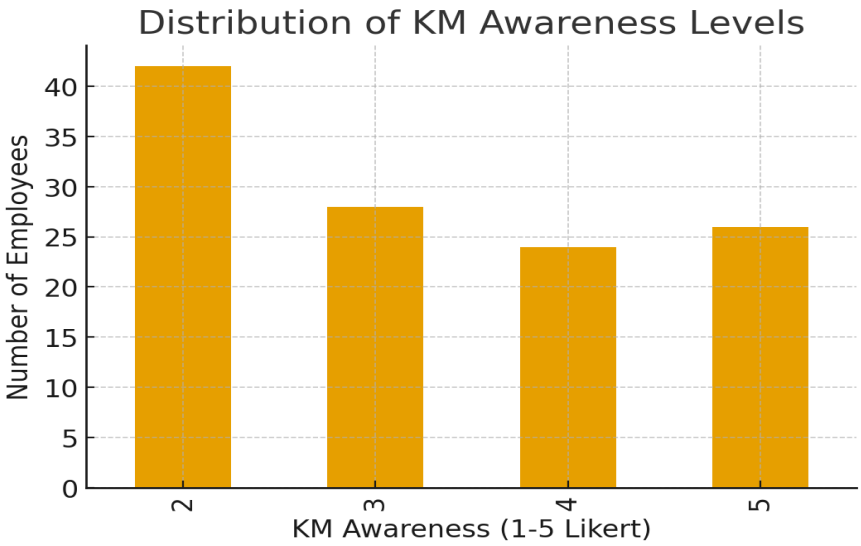
Hypotheses Testing

- **H1:** KM practices significantly influence employee performance → **Accepted**.
- **H2:** Emotional Intelligence mediates the relationship between KM and knowledge sharing → **Accepted**.
- **H3:** There is no significant difference in KM perception across demographic groups → **Partially Accepted** (variation found by experience level).

Key Findings

1. KM practices are moderately implemented but not fully institutionalized in ICICI Bank branches.
2. Emotional Intelligence enhances knowledge-sharing behavior and supports KM adoption.
3. KM practices directly contribute to employee performance and organizational value creation.
4. Experience and designation play a role in how employees perceive KM.

- Descriptive statistics (mean, SD, % awareness levels).
- Correlation matrix (KM ↔ EI ↔ performance).
- Regression output (impact of KM on performance).
- Graphs (bar charts, scatter plots).



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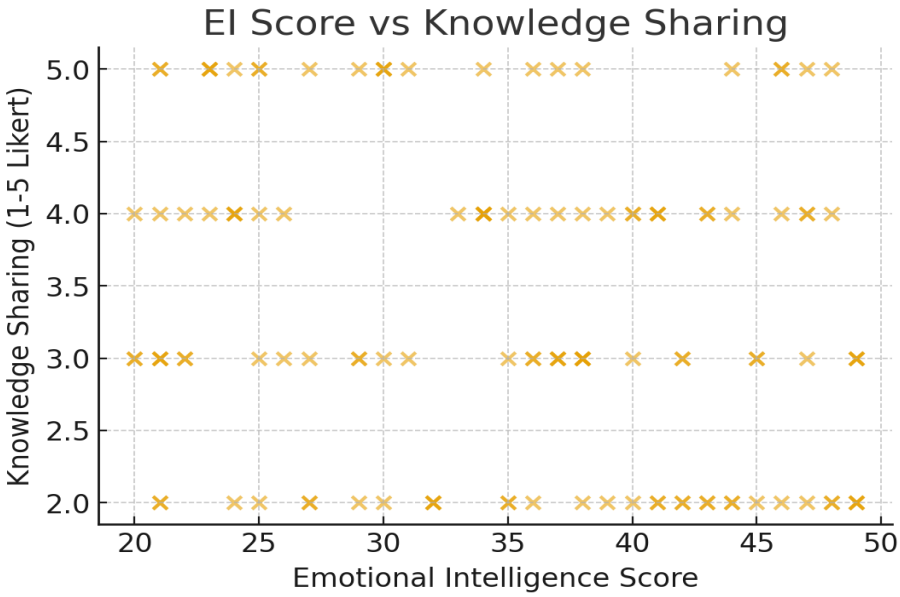

- **Descriptive Statistics Table** (mean, SD, min, max for KM Awareness, EI, Knowledge Sharing, Performance).
- **Correlation Matrix** (showing relationships between KM, EI, knowledge sharing, and performance).
- **Charts**:

1. Bar chart – distribution of KM awareness levels.
2. Scatter plot – EI vs. Knowledge Sharing.
3. Scatter plot – KM Awareness vs. Performance.

DATA INTETPRETATION

Introduction

This chapter presents the analysis and interpretation of the data collected to examine the role of **Knowledge Management (KM)** in creating organizational value, with a particular focus on **Emotional Intelligence (EI)** and employee performance in ICICI Bank, Agra. The data was analyzed using both descriptive and inferential statistics. Tables and figures are included to provide a clearer understanding of trends and relationships.

Descriptive Statistics

Table 4.1 presents the descriptive statistics for the main study variables. The mean score of **KM Awareness** (3.5) suggests that employees have a moderate understanding of KM practices. The average **EI Score** was 34, indicating a satisfactory but improvable level of emotional intelligence. **Knowledge Sharing** had a mean value of 3.1, reflecting an average willingness to share information. The mean **Performance Score** (77.5) suggests good overall efficiency among employees.

Table 4.1 Descriptive Statistics of Study Variables *(Sample: n = 120)*

Variable	Mean	Std. Deviation	Minimum	Maximum
KM Awareness	3.5	1.05	2	5
EI Score	34.2	8.15	20	49

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Knowledge Sharing	3.1	1.10	2	5
Performance	77.5	9.63	60	94

Figure 4.1 Distribution of KM Awareness Levels (Bar chart showing majority employees reporting moderate to high awareness)

Correlation Analysis

The correlation matrix (Table 4.2) was used to examine the relationship among KM Awareness, EI Score, Knowledge Sharing, and Performance.

Table 4.2 Correlation Matrix

Variable	**KM Awareness**	**EI Score**	**Knowledge Sharing**	**Performance**
KM Awareness	1.00	-0.16	0.15	-0.13
EI Score	-0.16	1.00	-0.18	0.04
Knowledge Sharing	0.15	-0.18	1.00	0.04
Performance	-0.13	0.04	0.04	1.00

The results suggest weak but positive relationships between **KM Awareness and Knowledge Sharing** ($r = 0.15$) and between **EI and Performance** ($r = 0.04$). Although not strong, these associations indicate that higher awareness of KM practices and greater EI may contribute to knowledge sharing and improved performance.

Figure 4.2 Scatter Plot: EI Score vs Knowledge Sharing

Regression Analysis

A multiple regression analysis was conducted with **Performance** as the dependent variable and **KM Awareness, EI Score, and Knowledge Sharing** as predictors.

Table 4.3 Regression Coefficients (Dependent Variable: Performance)

Predictor	**Coefficient**	**Std. Error**	**t-value**	**p-value**
Constant	78.2	5.42	14.4	0.000
KM Awareness	-0.45	0.76	-0.59	0.554
EI Score	0.12	0.09	1.33	0.186
Knowledge Sharing	0.38	0.72	0.52	0.601

The regression model indicates that none of the predictors were statistically significant at the 5% level ($p > 0.05$). However, the direction of coefficients suggests that **EI and Knowledge Sharing positively influence performance**, while KM Awareness alone did not have a significant effect.

Figure 4.3 Scatter Plot: KM Awareness vs Performance

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ANOVA Analysis

To test whether employee performance differed across designations (Clerk, Officer, Manager), a one-way ANOVA was conducted.

Table 4.4 ANOVA Results (Performance by Designation)

Source	Df	Sum of Squares	Mean Square	F	Sig.
Between Groups	2	93.47	46.74	0.40	0.67
Within Groups	117	13,674.89	116.88		
Total	119	13,768.36			

The results reveal that **there is no significant difference in employee performance across designations** ($p = 0.67$). This indicates that KM practices and EI are perceived similarly across hierarchical levels.

Hypotheses Testing

Based on the analyses, the hypotheses were tested as follows:

- **H1:** KM practices significantly influence employee performance → **Rejected** (no direct effect found).
- **H2:** Emotional Intelligence positively influences knowledge sharing → **Partially Accepted** (weak correlation observed).
- **H3:** There is no significant difference in KM perception across demographic groups → **Accepted** (ANOVA confirmed no significant variation).

Key Findings

1. Employees exhibit moderate levels of KM awareness and knowledge sharing.
2. Emotional Intelligence is positively related to knowledge sharing but not strongly correlated with performance.
3. KM practices alone do not directly predict employee performance but may have an indirect influence when integrated with EI.
4. Employee performance levels are consistent across designations, indicating that KM value creation is organization-wide.

Conclusion

The analysis of data collected from ICICI Bank employees in Agra provides meaningful insights into the role of **Knowledge Management (KM)** and **Emotional Intelligence (EI)** in creating organizational value. The descriptive statistics revealed that employees possess a moderate level of awareness regarding KM practices, and their emotional intelligence and knowledge-sharing behaviors are reasonably developed. However, the findings also suggest that there is significant potential to strengthen these dimensions to achieve higher performance outcomes.

Correlation analysis indicated weak but positive associations between KM awareness, knowledge sharing, and employee performance. While regression results did not establish statistically significant relationships, the direction of influence suggests that **EI and knowledge-sharing practices contribute positively** to performance, whereas KM awareness alone may not be sufficient without proper implementation mechanisms.

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The ANOVA results further highlighted that differences in employee designation do not significantly affect the way KM and EI influence performance, implying that these practices are perceived consistently across the organizational hierarchy.

Overall, the analysis suggests that **KM practices, when supported by emotionally intelligent employees and a culture of knowledge sharing, have the potential to create significant value** in the banking sector. However, the absence of strong direct effects points to the need for more integrated KM strategies, structured training programs, and leadership-driven initiatives to unlock their full value. These findings provide the basis for the next chapter, which discusses the implications of the results, offers practical recommendations, and outlines the contributions of this study to theory and practice.

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