FROM NORMS TO NETWORKS: INVESTIGATING THE SYNERGY BETWEEN ORGANIZATIONAL CULTURE AND SOCIALIZATION IN IMPLEMENTING KNOWLEDGE MANAGEMENT PRACTICES IN SRI LANKA'S DOMESTIC SYSTEMATICALLY IMPORTANT BANKS

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Abstract

The ability to effectively manage and assess knowledge has become indispensable for business survival, making knowledge management capability a crucial asset in the banking industry. This close tie between knowledge management and organizational culture presents an opportunity to boost bank performance through socialization practices. Recognizing the importance of culture in implementing knowledge management through socialization, this study explores its impact within the Sri Lankan banking sector, specifically focusing on all four domestic systematically important banks. Utilizing an inductive approach within an interpretive framework, the research investigates cultural dimensions that contribute to knowledge diffusion. While acknowledging potential sample bias due to respondent selection methods and head office limitations, 20 executive-level staff, from November 2022 to February 2023, participated. A priori thematic analysis, guided by the SECI model's socialization aspects, revealed leadership, team dynamics, communication, and mentoring as key cultural dimensions influencing knowledge diffusion. The study concludes that the chosen banks' cultures encourage prioritizing socialization-based knowledge management practices for improved performance.

Keywords: Banking sector, Knowledge Management, Organization culture, Socialization.

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1. Introduction

The business was obliged to restructure and create a worldwide identity due to the economy's swift changes, which were supported by organizational knowledge and knowledge management (KM), which Pushpamali (2015) described as an invisible force in all corporate organizations. It is certain that effective management of intellectual capital and evaluating knowledge will be necessary for a company to survive, underscoring the fact that KM has developed into a valuable resource for businesses.

In order to succeed in business and gain a sustainable competitive advantage, the creation and dissemination of knowledge have become essential (Ahmadya et al., 2016). The performance of an organization is enhanced in a number of ways by organizational knowledge. The number of knowledge workers who capture, produce, and exchange knowledge within organizations has increased during the previous ten years. Employees or knowledge workers have a close bond with the organizational culture, which promotes the sharing of knowledge (Ahmad and Haron, 2000). The employers who create the corporate culture that is followed by the employees have an impact on the culture of the society. Organizational culture creates upon the components of values, norms, taken for granted assumptions, traditions, and behavior patterns, that further supports organizational learning. Knowledge management and organizational culture interact closely, which expands the chances for improving organizational performance (Wong, 2020).

The literature findings do not depict sufficient literature that the Sri Lankan banking sector organizations how they implement the knowledge management practices and use knowledge management systems in the banks. According to Alsajjan and Dennis (2010), systems for managing sensitive information and reducing financial risk help customers make the best decisions. They give banks a competitive edge by reducing operational inefficiency and streamlining internal communications. A strong financial knowledge management system assists the banking sector in achieving strategic objectives including trust, transparency, version control, and permissions. The banking sector depends extensively on paperwork to operate. The digital revolutions of many banking institutions today are being driven by knowledge-based systems. Regrettably, many of today's banking knowledge bases are still ineffective and unable to give clients and staff the knowledge they require to effectively use a bank's goods and services. Internal staff heavily relies on records and information gathered from several compartmentalized sources. The Bank of Ceylon (BOC), People's Bank (PB), Commercial Bank (COMB), and Hatton National Bank (HNB) are the majority of Sri Lanka's banks and are categorized as Domestic Systemically Important Banks (D-SIBs) (KMPG, 2020). The aim of this research is to identify the influence of organizational culture upon socialization in implementing knowledge management practices in the banking sector. The research will be conducted in the epistemological stances of interpretivism by conducting in-depth interviews with chosen 20 respondents in the selected two D-SIB in Sri Lanka.

2. Literature Review

Definitions of knowledge management

Initially KM was defined as methodical approach which applied to capture, organize, manage, and disseminate the knowledge in organization which then boost the office work, cut down the cost of rework, and practice from lesson learnt (Nonaka &and Tekuechi, 1995). The KM incorporates structured methods of acquire, develop codify or share the knowledge in the perspective of improving the organization competitiveness, organizational learning, and the organizational performance (Tsoukas &and Vladimirou, 2001). The knowledge management definition further elaborated as systematic plan of synchronizing the organization structure, employees and processes leading towards innovation and resus reuse (Dalkir, 2011). The same articles reveal that this can be enabled promoting the organizational learning through create, share, apply the organizational knowledge and improving the corporate knowledge with feeding best practices and lesson learnt. The KM is a procedure that organizations follow with the intention of capturing, structuring, sharing, and analyzing which allows employees to easily access the relevant knowledge to perform their job tasks (Amsler, 2021). The KM can be defined based on different perspectives and approaches where Sayyadi (2021), has reviewed in his articles stating that the KM is to parallelly consider the information technology and the human asset which emphasis the anthropocentric view of the KM than technocratic view.

Definitions of organizational culture

Organizational culture is described as the collection of common values, conventions, artifacts, activities, linguistic patterns, and beliefs that every person of an organization adheres to. According to this perspective, culture is seen as an accumulated collection of knowledge whose application and comprehension provide the organization its identity as well as a sense of shared identity between its staff members. This strategy disregards uncertainty and counts on members of the organization reaching consensus at all levels (Huff, 2014). An organization's shared values, attitudes, and practices are referred to as its "company culture" or "organizational culture." It represents the character of your business and has a big impact on how happy your staff members are overall (Heinz, 2022), of any organization directly impacts on its employee's performance and knowledge dissemination. The culture has defined through various key factors identified by Morgan (1977), 1) said and unsaid values, 2) straightforward behavior of the individuals, 3) different customs and rituals, 4) historical stories and myths, 5) informal language used within the group, 6) metaphors and symbols, and 7) individual interaction within the groups and external groups. Culture also can realize as the common understandings which are not stated that individuals and groups shared among them, and the common understandings can further be described as beliefs, paradigms, attitude, norms, and values (Sathe, 1985).

Socialization in implementing knowledge management practices

Research highlights of Minocha and Roberts (2008), depict the SECI framework and its support to build methods for socialization and knowledge construction that involved 2D and 3D virtual worlds. Though the research was conducted through

SECI model the findings further focused on creating a framework in developing the activities. As presented the research findings by Paraponaris and sigal (2015), they observed results are consistent with the literature and identify socialization as a crucial action in the initial stage of the SECI. The researchers demonstrated that a lack of socialization is to blame for the failure of information transfer since the absence of sustained scenarios in which the actors are present together, or a common context, prevents knowledge conversion. The study focused on knowledge transformation and knowledge sharing through SECI model. According to the results of the study of Hashimoto et al. (2015), They suggested a multi-agent model for the dissemination of knowledge based on Nonaka and colleagues' SECI model. To be more precise, researcher further proposed a simulation model in which knowledge fluctuates in an organization by representing knowledge (skill) possessed by workers, tasks, and a manual by bit tags, introducing worker agents and knowledge manager agents, and utilizing a knowledge spiral in the form of socialization, externalization, combination, and internalization. The findings of Rusland et al. (2020), it is simpler for the Royal Malaysian Navy fleet to combine the socialization and internalization modes of the knowledge generating process than the externalization and combination modes.

Organizational culture and the knowledge management
According to the research conducted by De Long & Fahey (2000), it appears that there are four ways the Organization Culture (OC) affects KM. The four ways as claimed in the findings are 1) the assumptions of OC and subcultures define the required knowledge and is worth managing , 2) the culture describes the relationship among individual and organizational knowledge with who has the control of knowledge, and who can share, 3) the way that knowledge will be used based on the social interaction created by the culture, and 4) culture define the new knowledge to be accomplished, created and disseminated in the organization. The organization managers can be benefited from the prosperity of the organization by utilizing their knowledge in the organization which depends on how OC nourishing the KM. OC must support by specifying the relationship among employees and breaking the obstacles towards KM. The OC components as such interpersonal trust, communication among employees, information systems, rewards and organization structure should be organized in a proper way to succeed in KM (Al-Alawi, 2007). The organization's survival always depends on the organization norms, values and beliefs which are considered as the components of the OC and OC has an effect on KM. The OC needs to be in line with the organization vision and future where the organizational values, beliefs and norms need to be rearranged in order ensure successful KM in the automobile industry (Ghods et al. ,2013).

According to Giritli et al. (2013) the OC effects on the KM based on subcomponents of the OC which are 1) inventory organizational culture, 2) organizational culture profile, 3) six-dimensional model and concurrent values model, 4) organizational profile questionnaire and, 5) values framework. Whereas as Wang & Wang (2016) claimed in their research the advantages that the organization can get through KM while maintaining a positive OC orientation as 1) employees feel free and like in exploring things, 2) senior management always encourage employees

in creating, sharing and application of knowledge right 3) Lower the constrain of sharing knowledge among employees, and 4) employees are encourage for learning and innovation through rewarding.

Based on the aforesaid findings it shows that the relationship between organizational culture and knowledge management is essential in any organization. Poor management of OC brings a negative impact towards the organization due to not taking place KM. However, the research findings depict that the OC depends on the organization which is differ and most researchers defined contradict OC factors effect on KM. As described previously in this section, understanding the various factors effect on KM is crucial especially in banking sector which less research findings could present due to lack of research conducted related to subject area and in banking sector. gather related sectors. Further, the cultural perspectives or the knowledge management practices are not very clear as the research tends to conduct only qualitative or quantitative research without the use of mixed methods. Therefore, the purpose of this research is to understand the influences of organizational culture when practicing proper knowledge management in the banking sector to gain benefits over the competition.

Quantitative research article findings
The scholars have identified different OC factors, categories and dimensions that impact on KM where some scholars have expanded the findings by defining the KM process through different stages and examined the impact of OC. According to the mentioned scholars have used quantitative research to conduct their research in different contexts.

According to the research conducted in Bangladesh for the service sector the researchers initially identified four OC factors that has effect on knowledge sharing and through the research results, that emphasized 1) trust, 3) communication between staff and 3) leadership has positive influence towards the knowledge sharing and specifically, the other factor of OC, 4) reward system has no relationship on knowledge sharing in service sector organizations (Islam et.al, 2011). The research was conducted based on engineering consultant of Austria and Germany has identified the cultural antecedents of 1) intrinsic motivation, 2) personal responsibility, 3) trust from top management, and 4) output orientation presented as the OC factors that has effect on the KM of organizations (Mueller, 2012). As stated in the research findings of Kaffashpoor et. al (2013), which was conducted selecting 14 Mashhad Municipality, in Iran, the KM plays a substantial role in any organization where KM leads in improving the organizational performance. The researchers have identified the OC factors that impact on KM as, 1) strategy, 2) leadership, 3) organizational culture, and 4) organizational structure.

Among abundant factors of OC Mahmoud et al. (2014), has identified 1) workgroup support, 2) information technology and 3) social interaction factors have more influence on sharing knowledge which the research conducted to a university in Malaysia. Researchers further discovered 4) reward systems in the OC have no significance in sharing knowledge. Additionally, the researchers exposed that knowledge sharing is high among academic staff employees who are having the responsibility of academic administration. Both individuals and groups in

organization tend to share the knowledge internally and externally where the OC components such as 1) leadership, 2) trust, and 3) communication has affected on knowledge sharing in any organization and that emphasized in the research conducted focusing the workplaces in Malaysia (Japri et. al, 2014).

The research conducted to find the impact of OC on knowledge sharing in selected banks of Sri Lanka, exposed that certain OC factors as such 1) trust, 2) collaboration, 3) communication among staff, 4) information system, 5) reward systems, 6) organizational structure, 7) management practices, 8) shared vision and 9) employee union have influenced on knowledge sharing (Pushpamali, 2015).

The research conducted in Malaysia by some of researchers have identified that from OC, organizational climate dimensions, that effects on the knowledge sharing (knowledge collecting and knowledge donating), 1) affiliation has clearly connection with knowledge donating and knowledge collecting, 2) fairness has no significant connection with knowledge donating and knowledge collecting. Further, the researchers emphasized that the two OC dimensions of trust affect as 3) cognitive trust influences knowledge donating where 4) affective trust influences knowledge collection (Jain et al., 2015). The various OC typologies identified by Cavaliere & Lombardi (2015), which influences the knowledge sharing in multinational corporations. The OC typologies identified as 1) innovative, 2) competitive, 3) bureaucratic and 4) community where the research findings proved that 1) involvement of the top management can creating interpersonal relationship, 2) emphasize the positive side of the bureaucracy, and 3) encouraging employees promote knowledge sharing.

The collaborative OC can consider as an influencing OC which promotes the knowledge sharing and that has been emphasized in the research conducted by Ahmed et al. (2016), through the facets of the collaboration culture have picked as 1) trust, 2) teamwork, and 3) empowerment. The research was conducted targeting the business organizations listed in the stock exchange of Pakistan.

The research which Suppiah & Sandhu (2017), directed to identify the OC influences on transmitting tacit knowledge by focusing the different cultures and which improves the KM. The OC has demonstrated through the competing value framework and the results demonstrated that 1) clan culture which has provided a platform for team development, has a positive effect on KM, 2) the hierarchical culture which has complex organization operating procedure shows negative impact on KM, and 3) market culture also holds the KM where the focus of the culture goes for improving the rivalry and productivity (Suppiah & Sandhu, 2017).

Three cultural dimensions as 1) results-oriented, 2) tightly controlled and 3) job-oriented have identified by Chang & Lin (2018), in the research conducted across different companies in Taiwan, which has been then tested for the impact of cultural dimension on KM process where creation, storage, transfer, and application have considered as the dependent variables. The study revealed that above mentioned cultural dimensions have a positive and strong connection with the KM processes. Hence, that leads to employee satisfaction along with employee retention.

Employee performance can be increased through the reward systems where Rohim & Budhiasa (2019), researchers wanted to confirm that the influence of rewards on knowledge sharing in their research which conducted in Indonesia. The

study deemed the rewards as the financial rewards that cover the remuneration and that included the performance allowances paid to the employees. The study further focused on the clan culture, adhocratic culture, hierarchical culture, and market culture remuneration rewards and their impact on knowledge sharing. The results showed that 1) clan culture creates a strong bond between remuneration and knowledge sharing, 2) adhocracy culture does not create a platform where remuneration would influence knowledge sharing, 3) hierarchical culture has a negative influence in linking the remuneration and knowledge sharing and 4) market culture shown moderate affect in connecting the remuneration in knowledge sharing but it further explained that the researchers identified the clan culture has direct impact on knowledge sharing.

There can be different OC factors to be consider as the prerequisites in knowledge creation and sharing where research findings of Stojanovic-Aleksic et al. (2019), proves that OC and organization 1) organic structure encourage the knowledge creation, but knowledge sharing is stimulated only by the OC factors. However, the researchers also identified that both 2) OC and 3) organizational structure determine KM. The research has conducted covering different industries in Republic of Serbia. The knowledge transfer and the factors effect on knowledge transfer from OC has researched by Muhammad et al. (2019), and the OC factors identified in the research as 1) trust among colleagues, 2) communication between organizational staff, 3) information systems, 4) formation of the reward system, and 5) structure of the organization.

The researchers further highlighted that the OC is playing a major role in promoting, sharing, and spreading knowledge in organizations. As claimed by Ahmed et al. (2020), OC can be considered in three perspective that includes 1) employees' satisfaction, 2) good leadership, and 3) organizational support that has influence on knowledge sharing (dimensions of knowledge sharing identified as innovation, collaboration, communication, trust, loyalty, and ethics) and researchers further acknowledged that among identified three OC perspectives, employees' satisfaction and good leadership has more impact on knowledge sharing. The organization culture together with the organization structure has supported organization knowledge sharing. Based on the research findings of Waqas et al. (2020), which conducted in banking sector, the 1) supportive culture created by the top management and 2) the learning and development culture, determines the knowledge sharing where collaborative culture has adverse influence towards the knowledge sharing. Moreover, the organization structural effect has been identified as if the structure is more centralized and formalized it intensifies the knowledge sharing. The researchers further exposed that the rewarding systems motivate individuals in the organization to improve knowledge sharing.

Qualitative research article findings
Very fewer number of scholars have attempted to conduct qualitative research on the chosen topic and the secondary research findings are presented below.

The OC changes could directly impact the KM where Mason & Pauleen (2003), have conducted the research based on the perspectives of the middle managers on KM in New Zealand organizations. The researchers explored the

barriers of KM as 1) organizational culture, 2) leadership, and 3) education which drivers of KM have recognized as 1) competition, 2) peer pressure, and 3) increased productivity. Additionally, the OC factors identified under the sub factors of 1) trust, 2) culture, 3) communication, 4) sharing 5) organizational culture, and 6) organization structure (Mason and Pauleen, 2003).

A case study analysis conducted by Gan et. al (2006) has constructed the OC factors of 1) collaboration, 2) mutual trust, 3) learning, 4) leadership and 5) incentives and rewards have a significant influence on the KM among Multimedia Super Corridor companies in Malaysia.

The OC categories have been identified as 1) Orientation to knowledge (Shared ownership which has on knowledge, Prioritizing the knowledge, Critical attitude that is having toward existing knowledge), 2) Orientation to people (Trust, Care, Openness, teamwork, Cohesiveness), and 3) orientation to work (Entrepreneurship, Positive outlook), by Zheng (2009), that correspondingly effects on KM in terms of effectiveness, efficiency, and sustainability. Each OC categories has a different impact on KM and its different terms based on the study results provided.

Based on the literature review analysis conducted by Figurska (2012), it appeared that the OC factors of 1) trust, 2) corporate, and 3) learning have an impact on KM, which the research was conducted in order to emphasize the importance of KM in a knowledge-based economy. A meta-analysis conducted by Jacks et. al (2012) based on 56 articles through various scholars who conducted quantitative and qualitative research led to present the findings as OC factors of 1) power, 2) openness and 3) trust have an impact on KM.

Based on the previous research analysis conducted by Al Saifi (2015), has revealed findings that extensive knowledge of OC directs that 1) artifacts, 2) espoused 3) beliefs and values, and 4) assumptions have an impact on KM which further explained the knowledge creation, sharing and application relies on identified components of OC. The research findings of Qamari (2015) have emphasized that four dimensions of OC, 1) trust, 2) communication, 3) leadership, and 4) reward have a positive effect on sharing knowledge in organizational contexts.

Based on the factor analysis conducted by Seyedyousefi et. al (2016), has identified that OC factors of 1) knowledge-oriented organizational culture, 2) flexibility, 3) support, 4) cooperation, 5) trust, 6) learning, 7) power and 8) reliability having and impact of KM.

The research findings of Rzdca (2017) depict that OC factors such as 1) Team collaboration, 2) Open communication, 3) Trust, 4) Experimentation, and 5) Autonomy have an effect on KM in small IT companies in Poland. The study further emphasized as presented in the Hofstede cultural aspects the national culture has a low impact on KM in small companies (Rzdca, 2017).

Qualitative research conducted by Memon et. al (2020), shows that it is required to encourage employees to share ideas between employees based on social interactions, and has suggested that it is needed to nurture proper leadership that creates a better culture that encourages knowledge transferring. The OC factors that affect the KM have been identified in this research conducted covering the banks in Pakistan as 1) less adaptability to new technology, 2) lack of awareness of the need

for KM, 3) not using a formal language, and 4) less employee empowerment (Memon et. al, 2020).

Literature summary
Table 1: Literature review summary

Findings	Authors with Year Published	Sector	Qualitative or Quantitative
Trust, communication, leadership positively influence knowledge sharing; reward system has no impact.	Islam et al., 2011	Service Sector (Bangladesh)	Quantitative
Intrinsic motivation, personal responsibility, trust from top management, and output orientation impact KM.	Mueller, 2012	Engineering Consultant (Austria & Germany)	Quantitative
KM significantly improves organizational performance; impacted by strategy, leadership, culture, and structure.	Kaffashpoor et al., 2013	Municipality (Iran)	Quantitative
Workgroup support, information technology, social interaction facilitates knowledge sharing.	Mahmoud et al., 2014	University (Malaysia)	Quantitative
Trust, communication, and leadership affect knowledge sharing positively.	Japri et al., 2014	Workplace (Malaysia)	Quantitative
Various OC factors (trust, collaboration, communication, etc.) influence knowledge sharing.	Pushpamali, 2015	Banks (Sri Lanka)	Quantitative
Affiliation, cognitive trust positively connects with knowledge donating; fairness does not.	Jain et al., 2015	Malaysia (Banking)	Quantitative
Innovative, competitive, bureaucratic, and community OC types of impact knowledge sharing in MNCs.	Cavaliere & Lombardi, 2015	Multinational Corporations	Quantitative
Collaboration culture (trust, teamwork, empowerment) enhances knowledge sharing.	Ahmed et al., 2016	Business Orgs (Pakistan)	Quantitative
Clan, hierarchical, and market cultures affect KM differently; clan culture promotes KM.	Suppiah & Sandhu, 2017	Various Cultures	Quantitative
Results-oriented, tightly controlled, job-oriented cultures positively impact KM processes.	Chang & Lin, 2018	Companies (Taiwan)	Quantitative
Reward systems influence knowledge sharing positively in certain organizational cultures.	Rohim & Budhiasa, 2019	Indonesia	Quantitative
Organic structure supports knowledge creation; OC factors crucial for knowledge sharing.	Stojanovic-Aleksic et al., 2019	Republic of Serbia	Quantitative

Trust, communication, information systems, reward systems, organizational structure impact KM.	Muhammad et al., 2019	Not specified (OC focus)	Quantitative
Employee satisfaction, good leadership key OC elements for promoting knowledge sharing.	Ahmed et al., 2020	Malaysia	Quantitative
Supportive culture, learning and development culture impact knowledge sharing positively.	Waqas et al., 2020	Banking Sector (Malaysia)	Quantitative
OC types like collaboration, trust, communication, leadership impact KM; barriers identified.	Mason & Pauleen, 2003	New Zealand	Qualitative
Collaboration, trust, learning, leadership, incentives impact KM in Multimedia Super Corridor companies.	Gan et al., 2006	Multimedia Companies (Malaysia)	Qualitative
Trust, openness, culture, communication, leadership impact KM effectiveness, efficiency.	Zheng, 2009	Not specified (OC focus)	Qualitative
Trust, corporate culture, learning impact KM positively in knowledge-based economy.	Figurska, 2012	Not specified (KM focus)	Qualitative
Power, openness, trust positively impact KM; OC components affect knowledge creation, sharing.	Jacks et al., 2012	Meta-Analysis	Qualitative
Artifacts, beliefs, values, assumptions in OC impact KM processes (creation, sharing, application).	Al Saifi, 2015		Qualitative
Knowledge-oriented culture, flexibility, support, trust, learning impact KM positively.	Seyedyousefi et al., 2016		Qualitative
Team collaboration, open communication, trust, experimentation, autonomy impact KM in small IT companies.	Rzdca, 2017	Small IT Companies (Poland)	Qualitative
Lack of technology adaptability, awareness, formal language hinder KM in banks.	Memon et al., 2020	Banks (Pakistan)	Qualitative

Source: Developed by author

Note 1**:** The table demonstrates the overall summary of the identified variables through the preliminary research conducted to assess both the poverty gap and the propensity to become poor/non-poor

3. Methodology

The purpose of this study is to identify the organizational culture factors influencing Knowledge Management (KM). The study has been designed from an interpretivist epistemological standpoint, employing an inductive approach. The primary research focused on collecting data from all Domestic Systemically Important Banks (D-SIBs) in the Sri Lankan context. Data collection was conducted exclusively from the head offices of these banks. This decision was justified because head offices are typically

the locus of strategic decision-making and centralized knowledge management activities, which are critical for understanding the organizational culture's impact on KM practices. Head offices generally house the senior management and key departments responsible for shaping and implementing KM strategies, making them ideal for this study's objectives. However, it is acknowledged that cultural aspects may differ significantly between head offices and branch offices. Branch offices may exhibit variations in culture due to localized practices and regional influences. These differences can provide valuable insights into how KM practices are adapted across different levels of the organization. Therefore, future research could benefit from including branch offices to capture a more comprehensive view of the organizational culture and KM practices.

The study was conducted using a mono-method choice of in-depth interviews. A total of 20 executive-level employees, specifically department heads from both public and private sector D-SIBs, were selected for interviews. These department heads were chosen because they possess a holistic view of the organization's KM strategies and cultural dynamics. They were working for the selected banks from November 2022 to January 2023. Recognizing that interviewing only department heads limits the diversity of perspectives on culture and KM practices, it is recommended to include employees from different hierarchical levels in future research. Including middle managers, frontline employees, and branch office staff would provide a richer, more nuanced understanding of how KM practices are perceived and enacted throughout the organization. Data was collected through in-depth, structured interviews and analyzed using a priori thematic analysis with the support of MAXQDA software. Knowledge Management is a broad concept covered extensively by various professionals over the years, particularly through KM models and KM cycles. This research specifically addresses KM practices through the lens of the SECI model (Socialization, Externalization, Combination, and Internalization), elaborating and testing these practices within the studied context. By focusing on these aspects, the study aims to provide insights into how organizational culture influences KM and how these practices can be effectively implemented and managed within the banking sector in Sri Lanka.

4. Results and Discussion

Socialization is the process of transforming a person's tacit knowledge into interpersonal relationships through the sharing of one's thoughts, feelings, experiences, and conceptual representations with others within the organization. The interactions between the individuals and their clients and suppliers are suggested, not only that they may be employees of the same department or organization. Apart from routine conversations and the interchange of neutral expressions, socialization must arouse deeper layers of memories and stored information. Socialization was identified through knowledge capturing and sharing in this research which supported various OC factors as described by the respondents.

It was emphasized that both the public banks and the both the private banks have organized more cultural activities, sports activities and various events for employees throughout the year. However, it was further noticed that except few

respondents' the majority have confirmed that during the aforementioned events knowledge sharing is taking place.

> *Public Bank 01: We have many different events, province-wise, and even branch-wise, even though it's a fun occasion, seniors used to tell their personal stories and situations from the past during these get-togethers. Consequently, everyone else in the department has the chance to share their thoughts. Public Bank 02: some people used to share work-related stories and their experiences among others during the event and I think that it is also a good chance for staff to learn from others. Private Bank 01: Before the pandemic, there were a lot of events organized but after the pandemic, it was less. Basically, work-related things will not be discussed during these outings in our bank as that is considered as stay away from work. However, we do have different training programs for that, especially to share work-related stories. Private Bank 02: often we have different events, and we enjoy ourselves rather than sharing work experiences.*

It was recognized that the OC dimension of **Leadership Culture, Communication Culture, Team Culture and Mentoring Culture**, support in socialization so that provide an opportunity for the banking staff to capture, create, store and share the knowledge in D-SIBs as proven below.

Communication culture in socialization

Any procedure for sharing knowledge has two parts: delivering and receiving. Knowledge sharing can be described as sharing information to others what one's personal knowledge assets, whereas knowledge gathering can be described as consulting coworkers to encourage them to contribute their intellectual assets (Hooff and Ridder, 2004). The communication is necessary when the organization is attempting to share the decisions and the knowledge among staff members so the employees would practice the right thing. The bank respondents have mentioned that the banking culture of private and public has defined clear communication paths. Whenever the decisions are going to be made and whenever the new circular is released that is to be communicated to relevant parties and further will be communicated to the operational level employees.

> *Public Bank 01: We take notes during meetings and create minutes afterward, discussing key points verbally among team members before distributing the minutes to everyone. Most decisions are communicated verbally. The training and development center schedules various trainings, and employees receive email notifications to participate. Public Bank 02: Employees receive emails with new circulars, which are also available on our intranet for easy access. Private Bank 01: Team decision-making involves all members, allowing for idea sharing to reach the best decision, ensuring everyone is informed and aligned. Private Bank 02: For top-level decision-making, we take notes on important points, discuss multiple solutions, and prepare memos to inform others of the final decisions.*

The impact of a well-defined communication culture within D-SIBs (Domestic Systemically Important Banks) is profound. Clear communication pathways ensure that decisions, knowledge, and important information are effectively disseminated across various levels of the organization. In the context of knowledge management, this means that employees at all levels are well-informed and can access necessary information swiftly, facilitating better decision-making and operational efficiency. For instance, regular team meetings, detailed meeting minutes, and the use of intranets and emails for distributing circulars and updates, as highlighted by respondents from both public and private banks, illustrate the structured approach to communication. This organized communication framework supports not only the transfer of explicit knowledge but also promotes a culture where implicit knowledge and insights are shared informally, enhancing overall organizational knowledge.

Leadership culture in socialization

Based on the research findings of Sheehan (2016), employee knowledge-sharing is proven to be directly boosted by "pro-knowledge-sharing" leadership behaviors and transformational leadership in general. It emphasized that there is a friendly leadership in the banks which supports and guides employees, when necessary, in sharing knowledge.

> ***Public Bank 01:*** *Sharing ideas depends on both individual initiative and the support of leaders. When managers are approachable and value input, employees feel encouraged to freely share their ideas during meetings and gatherings.* ***Public Bank 02****: Effective leadership is crucial for fostering a culture where sharing ideas is encouraged and valued among employees.* ***Private Bank 01:*** *Leadership should prioritize both effective communication and active listening. When leaders listen well, team decisions benefit from diverse perspectives, leading to better outcomes.* ***Private Bank 02:*** *Leadership involves forming cohesive teams and facilitating open discussions among colleagues. Our culture encourages collaborative problem-solving rather than unilateral decision-making. Heads of Departments often consult with Managing Directors to ensure all viewpoints are considered.*

Further, it was noted that one respondent has mentioned that the employees fear sharing knowledge due to poor leadership and the employees fear that they lose their jobs if they are going to provide new ideas or point out the faults in the current system to be corrected.

> ***Public Bank 01****: Giving ideas depends on the individual as well as the manager or leader. Staff members experience fear if the manager or leader is not very encouraging, but there will be no fear in expressing ideas if the leader is more approachable and eager to hear others' opinions.* ***Private Bank 01****: I have seen that some of the team members do not want to give ideas because of the fear that if they are going to show some lacking areas that might affect to their jobs, but our bank is always giving and opportunity to talk freely and open.*

Leadership plays a crucial role in fostering a culture of knowledge sharing within D-SIBs. Pro-knowledge-sharing leadership behaviors, such as those described by Sheehan (2016), create an environment where employees feel encouraged and safe to share their ideas and experiences. The findings indicate that friendly and approachable leadership significantly enhances the willingness of employees to share knowledge, reducing the fear associated with sharing potentially critical insights. In public and private banks, leaders who actively listen and encourage participation help build a trusting and open culture. This approach not only improves the flow of knowledge but also ensures that diverse perspectives are considered in decision-making processes, leading to more innovative and effective solutions. Conversely, poor leadership can stifle knowledge sharing, as fear of job loss or retribution may prevent employees from voicing their opinions and suggestions.

Mentoring culture in socialization

According to the research findings presented by Bencsik et al. (2014), managers mainly view traditional mentoring programs as a way to educate new hires. Further, than the traditional mentoring, supporting, and training efforts, it is a must to manage this process as a crucial component of knowledge management where two-way information sharing takes place. Mentoring in sharing knowledge was emphasized in both public banks and one private bank where the one public bank directly mentioned that mentoring is used to share knowledge and other banks have mentioned that the experts and the senior staff members will always share their knowledge and experiences through the orientation or induction programs. Further, the newcomers always will be guided by the department head or the branch manager.

> *Public Bank 01: We organize training sessions to provide practical knowledge for newcomers, supported by mentors. While we cannot guarantee comprehensive knowledge transfer, we offer manual access and encourage notetaking for day-to-day operations. Public Bank 02: Our senior staff conduct training sessions covering a wide range of skills, including lectures, seminars, and knowledge-sharing sessions. Branch and department personnel extend additional learning opportunities during on-the-job training, promoting continuous learning through notetaking. Private Bank 02: During induction, department heads share essential knowledge, ensuring new hires receive necessary guidelines. Training sessions led by experienced staff emphasize understanding our products, with knowledge-sharing occurring throughout. Branch managers oversee ongoing learning via our intranet, fostering continuous improvement and practice.*

Mentoring within D-SIBs serves as a critical mechanism for knowledge transfer, particularly for new hires. Traditional mentoring programs, supplemented with ongoing support and training efforts, ensure that new employees quickly acclimate to the organizational culture and processes. Mentoring facilitates two-way knowledge sharing, where experienced employees impart their expertise, and new hires bring fresh perspectives. The research indicates that structured training sessions,

practical knowledge sharing, and the assignment of mentors help embed new employees into the organizational fabric. This approach not only enhances the immediate productivity of new hires but also builds a robust pipeline of knowledgeable employees who are well-versed in the organization's operations and culture, thereby strengthening the overall knowledge base of the bank.

Team culture in socialization

Study results of Jamshed (2018), shows that the team members are urged to share the diverse knowledge, viewpoints, paradigms, and expertise needed to complete team activities in order to operate well as a unit. According to a study, teams with visible performance indicators have strong team cultures, which are crucial for information exchange among team members. Rather than making individual decisions since banks are dealing with customers and when it comes to handling the customers the cases can differ it is highly value to discuss matters with others to make the correct decisions. The team culture makes banks make decisions easier and work easier, which was proven through the respondents' viewpoints given in four different contexts.

> **Public Bank 01:** *Teams at provincial, committee, head office, and branch levels convene monthly to discuss progress and plan development initiatives.* **Public Bank 02:** *We empower team members to share ideas freely during decision-making processes, fostering a collaborative environment.* **Private Bank 01:** *I consistently gather feedback from my team members, who often share work-related stories to facilitate easier collaboration and learning, benefiting both current staff and newcomers. We promote group decision-making across specialized teams at branch and head office levels, encouraging interconnected work and idea sharing.* **Private Bank 02:** *Our teams thrive in a supportive banking culture that minimizes pressure, enabling successful task execution and informed decision-making. Team spirit is crucial; individual decisions alone cannot uphold the bank's performance standards.*

A strong team culture within D-SIBs is essential for effective knowledge-sharing and decision-making. Teams that encourage the sharing of diverse knowledge and perspectives can operate more cohesively and make better-informed decisions. The findings show that teams with clear performance indicators and regular meetings foster an environment where knowledge is freely exchanged. This collaborative approach is particularly valuable in the banking sector, where customer cases can vary widely, and team input can lead to more accurate and comprehensive solutions. Team culture also alleviates individual pressure by distributing responsibilities and fostering a supportive environment. Consequently, employees are more likely to engage in knowledge sharing and contribute to the collective intelligence of the organization.

The aforementioned findings demonstrate that Leadership Culture, Communication Culture, Team Culture, and Mentoring Culture influence socialization in the implementation of knowledge management practices. The conceptual framework generated from this research as illustrated in Figure 1, will be

tested through empirical study. The integration of these cultural dimensions' communication, leadership, mentoring, and team culture into the socialization process significantly enhances the knowledge management practices within D-SIBs. Effective communication ensures that knowledge is disseminated efficiently, while supportive leadership fosters an environment where knowledge sharing is encouraged and valued. Mentoring programs ensure that new hires quickly become productive and knowledgeable members of the organization. A strong team culture promotes collaboration and collective problem-solving, leading to better decision-making and operational efficiency. Collectively, these practices can lead to a more agile, informed, and responsive organization, capable of adapting to changes and maintaining a competitive edge in the banking industry. The conceptual framework derived from these findings offers a structured approach to implementing knowledge management practices, which can be empirically tested to validate its effectiveness further.

Figure 1: Conceptual framework
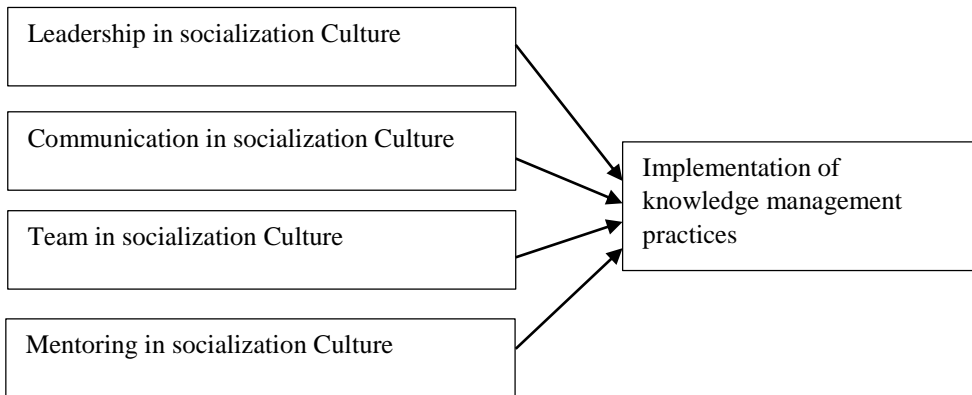
Source: Author Developed 2023

5. Conclusion

The performance of banking organizations will inevitably be influenced by how they handle organizational knowledge. Consequently, adopting qualitative research, the initial interviews were carried out to identify the OC dimensions that affect socialization in implementing KM practices in D-SIBs.

KM practices through SECI in selected D-SIB banks. The thematic analysis findings indicated the following mentioned elements of the culture is having influence on knowledge management which further has proven by the previous research conducted in different contexts as mentioned below. The first OC dimension of Leadership Culture has been identified by many researchers (Islam, 2011); (Kaffashpoor et. al, 2013); (Japri et.al, 2014); (Ahmed et. al, 2020); (Rahman, 2018); (Gan et. al, 2006); (Qamari, 2015); as an OC dimension in their research that influences sharing knowledge. However, leadership culture is not specifically recognized in any of the cultural models as a cultural component. Further, interview findings show that leadership culture has an influence on socialization, combination and internalization in implementing the KM practices in D-SIBs. Second OC

dimension identified was Communication culture which has considered as an OC factor (Mason and Pauleen, 2003); (Rzdca, 2017); (Islam, 2011); (Japri et.al., 2014); (Pushpamali, 2015); (Muhammad et al., 2019); (Stojanovic-Aleksic et al., 2019); (Qamari, 2015); that impact on knowledge sharing and management in the previous research studies. This OC dimension also has not been recognized in any of the OC theoretical frameworks as a component of OC. Moreover, interview results depict that communication culture has influence on socialization and internalization in implementing the KM practices at D-DIBs. The third OC dimension identified through the interview findings was Team culture. Team culture and its influence on KM was studied (Rzdca, 2017); (Pushpamali, 2015); (Ahmed et al., 2016); (Wiewiora et al., 2013); (Poul et.al, 2016); (Gan et. al, 2006); (Zheng, 2009); by many previous researchers as well as the Team culture has recognized in the OC theoretical frameworks of 1) Deal and Kennedy model of organizational culture, and 2) Competing values framework also as a component of OC. Moreover, interview results show that team culture has influence on socialization and externalization in implementing the KM practices at D-DIBs. Fourth OC dimension Mentoring Culture has not been identified by many researchers as an OC factor that affects KM in organizations. However, according to the research findings presented by Bencsik et al. (2014), managers mainly view traditional mentoring programs as a way to educate new hires. In addition to traditional mentoring, support, and training efforts, it is essential to manage this process as a critical component of knowledge management, fostering two-way information sharing. The emphasis on mentoring for knowledge sharing was evident in both public banks and one private bank. One public bank explicitly stated that mentoring is used for knowledge sharing, while other banks mentioned that experts and senior staff members regularly share their knowledge and experiences through orientation or induction programs. Newcomers are consistently guided by department heads or branch managers. This underscores the importance of a mentoring culture in implementing knowledge management practices.

Surprisingly, mentoring culture was not recognized in any of the organizational culture theoretical frameworks. It was identified as an organizational culture dimension that specifically influences socialization in implementing knowledge management practices within Domestic Systemically Important Banks (D-SIBs).

Based on these findings, it is recommended that top management in D-SIBs provide proper training to second-level management in people handling, leadership, and employee management to foster a culture where operational-level employees feel valued and considered. Improving communication can be achieved through the adoption of innovative technologies related to artificial intelligence for knowledge management. Furthermore, D-SIBs should encourage leaders to engage in knowledge-sharing through enjoyable activities. Lunch meetings with subordinates, and even buddy lunches, can help build trust between leaders and their teams.

To enhance the research, data collection should involve different levels of the organization, utilizing surveys and structured interviews to validate the identified dimensions in the study. The findings should be further tested through a survey to facilitate generalization.

The performance of banking organizations is significantly influenced by their ability to manage and leverage organizational knowledge effectively. This study contributes to knowledge management (KM) practices by identifying critical organizational culture (OC) dimensions, Leadership Culture, Communication Culture, Team Culture, and Mentoring Culture, that affect the implementation of KM practices within Domestic Systemically Important Banks (D-SIBs) in Sri Lanka. By employing qualitative research and the SECI model, the findings reveal that these cultural dimensions, although not always recognized in traditional OC frameworks, play a pivotal role in socialization, combination, and internalization processes of KM. This research extends existing KM literature by highlighting the importance of leadership, communication, teamwork, and mentoring in fostering a knowledge-sharing environment, providing actionable insights for D-SIBs to enhance their KM practices through targeted training, improved communication technologies, and fostering informal knowledge-sharing activities. Moreover, the study's methodological approach and its focus on previously underexplored cultural dimensions offer valuable perspectives for future research and practical applications in diverse organizational contexts.

The limitations of this study include the focus solely on head offices, which may not fully capture the cultural dynamics present at branch levels within D-SIBs. Additionally, the use of a mono-method approach through interviews with department heads limits the diversity of perspectives on organizational culture and KM practices. Furthermore, while the identified OC dimensions, Leadership Culture, Communication Culture, Team Culture, and Mentoring Culture, are explored in depth, their generalizability across different organizational settings and industries remains to be validated through broader empirical research involving multiple levels of the organization.

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