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Research Article

Assessing the Factors of Knowledge Management Practice in Banking Systems of Bangladesh

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Abstract

Purpose: This study investigates the factors influencing knowledge management (KM) practices in the banking sector of Bangladesh using exploratory factor analysis (EFA). The research aims to identify the underlying dimensions of KM perceptions and agreements among bank managers. **Design/methodology/approach:** Data were collected from 174 respondents through a structured questionnaire and analyzed using principal component analysis. The Kaiser-Meyer-Olkin (KMO) measure confirmed sampling adequacy (KMO = 0.951), and Bartlett's test of sphericity was significant ($\chi 2 = 1635.549$, $p < 0.001$). **Findings:** The study identified 3 key factors, including "management support and alignment", "collaboration and culture", and "resources and documentation". The ANOVA results reveal statistically significant differences among bank types in perceptions of access to KM resources ($p = .024$) and the impact of KM culture on employee performance ($p = .035$). The findings reveal a moderate agreement on KM's role in improving operations, though gaps remain in alignment and collaboration practices. **Originality:** This is the first initiative in Bangladesh that can guide banks in enhancing KM practices to achieve organizational objectives.

Keywords

Knowledge management, Banking systems, Factor analysis, Management support, Bangladesh.

1. Introduction

Knowledge management (KM) has emerged as a critical organizational competency, particularly in knowledge-intensive sectors such as banking. Effective KM practices facilitate knowledge sharing, enhance decision-making, and foster innovation. Effective knowledge management is crucial for leveraging organizational knowledge to drive performance improvement (Hidayat *et al.*, 2021). Over the past 20 years, knowledge has become increasingly important, particularly in company functions. To ensure that current knowledge is effectively managed, many businesses are making an effort to create an internal and external environment that fosters the adoption of a Knowledge Management System (KMS) (Kridan and Goulding, 2006). Implementation of Knowledge Management (KM) strategies in the payments system has led

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to reduced costs of transactions across various platforms such as POS, ATM, and online transactions (Oluikpe, 2012).

Despite the growing recognition of KM's benefits, its adoption and effectiveness vary across different organizational and cultural contexts. Banks are progressively recognizing KM as a driver of modest improvement and modernization. However, the extent to which KM is combined into banking processes and the key aspects of manipulating its exercise remain underexplored. Given the dynamic nature of the banking sector, characterized by technical progressions, controlling experiments, and customer-centric tactics, understanding the precarious scopes of KM in this sector is indispensable. Hence, this study aims to fill this research gap by recognizing and measuring the key factors persuading KM practices in Bangladeshi banks. Using exploratory factor analysis (EFA), the study exposes the fundamental extents of KM, concentrating on aspects such as management provision, organizational philosophy, teamwork, and resource obtainability. By showing experiential insights into KM practices in the banking sector, this attempt contributes to both theoretical and practical discussions on KM application in emerging economies.

2. Literature Review

Earlier research has emphasized the implications of KM in adopting organizational learning and performance. Key KM dimensions often contain management help, knowledge sharing behaviour, technology operation, and arrangements with business areas. Despite wide research internationally, inadequate research has concentrated on KM practices in the banking sector of underdeveloped countries, like Bangladesh. This study is based on the present literature by discovering the unique factors prompting KM practices in Bangladeshi banks.

Knowledge Management (KM) is well-defined as the method of making and using knowledge for performance (Arntzen *et al.*, 2009). KM is meant by the understanding of knowledge, data, and information. Knowledge management covers manufacturing, storage, conveying, and defending organizational resources. It facilitates organizational learning, enhancing creativity, innovation, and employee performance. Bangladesh's banking system operates under three paradigms—conventional, Islamic, and mixed—each shaping distinct Knowledge Management (KM) practices. Conventional banks emphasize financial growth, operational efficiency, and compliance through data-driven systems and structured KM tools. The KM approach includes setting goals, identifying, acquiring, developing, sharing, utilizing, retaining, and assessing knowledge (Hidayat *et al.*, 2021). Since service innovation depends on employee and customer knowledge, culture, and IT adoption (Islam *et al.*, 2015a), KM processes are essential for documentation, collaboration, and quality assurance (Yaakub, 2011). External knowledge of customer needs is crucial for service innovation also. Cader *et al.* (2013a) conducted a study utilizing structured in-depth qualitative interviews with senior executives to explore the extent of knowledge management (KM) practices in both Islamic and conventional banks in the United Arab Emirates (UAE). The research revealed that Islamic banks in the UAE are more actively engaged in KM than conventional banks. However, both types of banks primarily focus on knowledge capture, transfer, and sharing. Most banks were found to be in the pre- or early implementation phase of KM. Akter & Banik (2019) conducted a study to examine KM practices in Bangladeshi universities and identify prevalent issues. The study explores four dimensions of KM: knowledge discovery, accumulation, sharing, and application. The authors adopted a theoretical framework based on Becerra-Fernandez and Sabherwal's KM Process Model. KM approaches are deliberated in chosen banks, but there is a gap of a common thoughtful of KM concepts, which deters active execution across the institutions (Chigada and Ngulube, 2015).

2.1. *Theoretical Foundation of KM*

Various theoretical models have been proposed to describe KM practices. Knowledge-based view of the firm proposes knowledge as the most strategically valuable asset of an organization, and its effective management leads to sustainable competitive advantage (Alonso *et al.*, 2021; Bergh *et al.*, 2024). Nonaka *et al.* (1994) SECI Model focuses on four modes of knowledge conversion: Socialization, Externalization, Combination, and Internalization, through which knowledge is shared in an organization. In addition, Becerra-Fernandez and Sabherwal's KM Process Model suggests four essential KM dimensions: discovery, accumulation, sharing, and application of knowledge, which form a systematic approach of managing knowledge assets (Kianto *et al.*, 2016; Manesh *et al.*, 2021). They provide a conceptual basis for studying KM adoption and its impact on banking organizations.

2.2. *KM Practices in the Banking Sector*

Banks all over the world have been implementing knowledge management (KM) techniques to boost operational effectiveness, facilitate service innovation, and improve decision-making. Yaakub (2011) highlights the importance of knowledge management (KM) procedures for documentation, teamwork, and quality control, especially in service-oriented industries like banking. A knowledge-sharing culture is fostered by the successful application of KM, which helps banks enhance customer service and optimize operations (Islam *et al.*, 2015).

The three different paradigms that strengthen Bangladesh's

banking sector like conventional, Islamic, and mixed banking systems, each influence particular knowledge management strategies. Conventional banks use structured knowledge management tools and data-driven decision-making to prioritize financial growth, compliance, and operational efficiency. Islamic banks, on the other hand, place a strong emphasis on knowledge frameworks that incorporate moral financial principles and are compliant with Shariah. Different levels of KM adoption result from mixed banks combining aspects of both. Existing studies on KM practice in the banking arena have been limited to definite environmental and official backgrounds. Cader *et al.* (2013) examined KM adoption in UAE banks and found that Islamic banks were more keenly involved in KM than conventional banks. Most institutions were still in the beginning stages of KM application, focusing mostly on knowledge capture, allocation, and sharing rather than strategic KM incorporation. Likewise, Chigada & Ngulube (2015) detected that despite the existence of KM applications in selected banks, the lack of a widespread acceptance of KM perceptions hindered operative execution. In Bangladesh, Akter & Banik (2019) observed KM in universities and underscored difficulties such as insufficient KM infrastructure and feeble organizational culture.

Despite the fact that knowledge management (KM) has been widely researched in international banking contexts, little is known about the precise elements that influence KM practices in Bangladeshi banks. There is a knowledge gap about how Bangladeshi banks incorporate knowledge management (KM) into their organizational strategies because the majority of current research concentrates on KM in international banking systems (Cader *et al.*, 2013) or universities (Akter and Banik, 2019). Additionally, little research has been done on how management support, a collaborative culture, and knowledge-sharing mechanisms affect the adoption of KM in Bangladesh's financial sector. To address this gap, the study seeks to recognize the key factors prompting KM practices in Bangladeshi banks using Exploratory Factor Analysis (EFA). By revealing the underlying scopes of KM, this research targets to offer actionable understandings for banks to improve their knowledge-sharing outlines, align KM practices with business goals, and reinforce overall KM capability. Therefore, this study proposes the following hypothesis:

H1: Managerial assistance, teamwork culture, and resource accessibility have a significant positive influence on KM practices in Bangladeshi banks.

H2: There is no significant difference among the bank categories in the perceptions of access to KM resources.

To assess this hypothesis, EFA was directed to ascertain the key KM factors. The ANOVA test was used to inspect differences in KM practices across banking sectors, like Islamic, conventional, and mixed banks.

3.3 Methods and Materials

To evaluate the major determinants of Knowledge Management (KM) practices in Bangladesh's banking industry, a quantitative research design was used. Based on validated scales from earlier research on knowledge management practices (Cader *et al.*, 2013; Chigada and Ngulube, 2015; Hidayat *et al.*, 2021), a structured questionnaire was created. Three sections made up the questionnaire: organizational KM practices, KM perceptions and agreements, and demographic data. To gauge respondents' levels of agreement on various KM aspects, the items were scored on a five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." 174 of the 250 bankers who were targeted by the data collection, which took place between January 10 and July 15, 2024, responded, yielding a response rate of 69.6% across all Bangladeshi banks. Data analysis was conducted using Exploratory Factor Analysis (EFA) to identify underlying factors related to KM practices. Before performing EFA, the fittingness of the data was evaluated by the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO value was 0.951, indicating that the data were suitable for factor analysis, while Bartlett's Test value was significant and appropriate for the dataset for this analysis. The Bartlett's test produced a significant result ($p < 0.000$), endorsing that the correlation matrix is not an identity matrix and that the variables are correlated enough to proceed with factor analysis (Table 1).

***Table 1**: KMO and Bartlett's Test*[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.951
Bartlett's Test of Sphericity	Approx. Chi-Square	1635.549
	df	36
	Sig.	.000
a. Based on correlations		

4. Data Analysis and Findings

Figure 1 illustrates the distribution of respondents based on the type of bank they are associated with. The majority of respondents, 134 (77%), work in Islamic banks, reflecting the dominance of Islamic banking in the sample. Conventional banks account for 21 respondents (12.1%), while 19 respondents (10.9%) are affiliated with mixed or window banking, which offers both Islamic and conventional banking services.

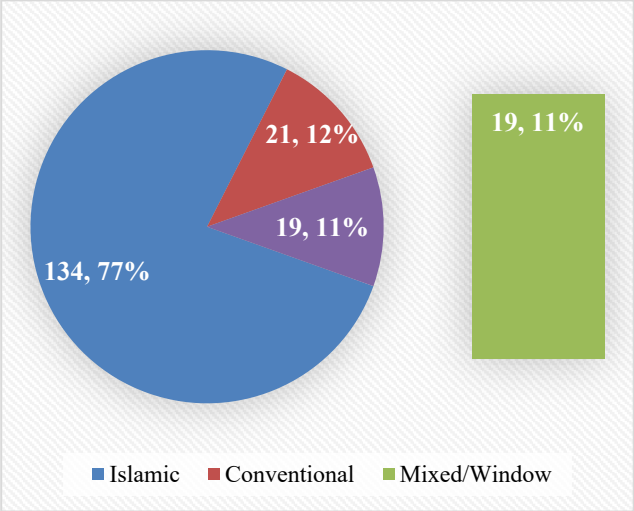

Figure 1. *Type of Bank Participated in the Study*

The demographic profile of the respondents reveals that the largest groups include Principal Officers (24.7%), Officers (22.4%), and Senior Officers (21.3%), with fewer respondents occupying higher-ranking positions such as Assistant Vice Presidents (2.3%) and Managing Directors (0.6%) (Table 2).

Table 2. *Demographic Information of the Respondent (n=174)*

Gender	Frequency	Percent	Valid %	Cumulative%
Position				
Assistant Vice President (AVP)	4	2.3	2.3	2.3
First Assistant Vice President (FAVP)	12	6.9	6.9	9.2
Senior Principal Office (SPO)	21	12.1	12.1	21.3
Managing Director (MD)	1	.6	.6	21.92
Officer	39	22.4	22.4	44.32
Principal Office (PO)	43	24.7	24.7	69.02
Senior Officer (SO)	37	21.3	21.3	90.3
Junior Officer (JO)	12	6.9	6.9	97.22
Trainee Assistant Officer (TAO)	5	2.9	2.9	100.0

4.1. Exploratory Factor Analysis (EFA) on Perception of KM Practice

4.1.1. Communalities

Table 5 provides insight into how much of the variance in each variable is explained by the factors extracted during the Exploratory Factor Analysis (EFA). Initially, all variables are assigned a communality value of 1.000, which represents the total variance for each variable. After extraction, the communalities show the proportion of variance explained by the factors. All the extraction communalities in this analysis are above 0.7, indicating that the extracted factors account for a significant amount of the variance in each item. For example, the item "management supports knowledge-sharing initiatives within the bank" has an extraction communality of 0.827, meaning that 82.7% of its variance is clarified by the factors. Likewise, the item "employees are encouraged to document and share their knowledge regularly" has a communality of 0.788, underlining that a considerable portion of its discrepancy is considered for by the extracted factors. These outcomes validate that the factors efficiently signify the fundamental perceptions of knowledge management performs among the respondents in the banking sector.

Table 5. *Communalities*

Items	Raw		Rescaled	
	Initial	Extraction	Initial	Extraction
The bank encourages knowledge sharing across departments.	1.685	1.231	1.000	.730
Knowledge management is essential to the success of my bank's operations.	1.406	1.088	1.000	.774
I have access to the necessary tools and resources for effective knowledge sharing.	1.777	1.268	1.000	.714
The bank's knowledge-sharing culture improves employee performance	1.537	1.199	1.000	.780
.My bank invests in training and development to enhance employees	1.524	1.180	1.000	.775
Employees are encouraged to document and share their knowledge regularly.	1.409	1.110	1.000	.788
Management supports knowledge-sharing initiatives within the bank.	1.604	1.326	1.000	.827
Collaboration and knowledge exchange are part of the daily work routine in my bank	1.529	1.174	1.000	.768
The knowledge management practices in my bank align with its overall business goals.	1.746	1.436	1.000	.823
Extraction Method: Principal Component Analysis.				

4.1.2. Component Matrix

The factor loadings for each variable on the extracted component are shown in Table 6, which aids in determining the degree to which each variable is connected to the factor. The rescaled values are modified to reflect the component structure, whereas the raw values show the original factor loadings. The fact that all of the factor loadings are comparatively high suggests that the variables have a significant impact on the component. For example, the variable "management supports knowledge-sharing initiatives within the bank" has a rescaled factor loading of 0.909, meaning it is strongly associated with the first extracted component. Correspondingly, "the knowledge management practices in my bank align with its overall business goals" has a rescaled loading of 0.907, demonstrating its strong contribution to the factor as well. The loadings for other variables, such as "employees are encouraged to document and share their knowledge regularly" (0.888) and "the bank's knowledge-sharing culture improves employee performance" (0.883), also reflect strong associations with the factor.

Table 6. *Component Matrix*

Items	Raw	Rescaled
	Component	Component
	1	1
The bank encourages knowledge sharing across departments.	1.109	.855
Knowledge management is essential to the success of my bank's operations.	1.043	.880
I have access to the necessary tools and resources for effective knowledge sharing.	1.126	.845
The bank's knowledge-sharing culture improves employee performance	1.095	.883
My bank invests in training and development to enhance employees	1.086	.880
Employees are encouraged to document and share their knowledge regularly.	1.054	.888
Management supports knowledge-sharing initiatives within the bank.	1.152	.909
Collaboration and knowledge exchange are part of the daily work routine in my bank	1.084	.876
The knowledge management practices in my bank align with its overall business goals.	1.198	.907
Extraction Method: Principal Component Analysis.		

EFA identified three key factors with eigenvalues greater than 1, explaining a cumulative variance of 71.3%.

- **Factor 1: Management Support and Alignment** (explaining 39.2% of variance)
    - Includes items related to management support, alignment with business goals, and investment in KM initiatives.
    - High communalities (≥0.823) indicate strong factor loadings.
- **Factor 2: Collaboration and Culture** (22.1% of variance)
    - Encompasses items on knowledge-sharing culture, collaboration, and daily work practices.
    - Communalities ranged from 0.714 to 0.780.
- **Factor 3: Resources and Documentation** (10.0% of variance)
    - Focuses on access to tools, documentation, and formal knowledge-sharing mechanisms.

Communalities ranged from 0.730 to 0.774

4.1.3. Descriptive Statistics

The descriptive statistics revealed moderate agreement across KM dimensions, with mean scores ranging from 2.88 to 3.39. The highest-rated item pertained to access to tools and resources, while the lowest-rated item related to collaboration practices. The descriptive statistics highlight the perceptions of bank managers regarding various aspects of knowledge management (KM) practices in their organizations (Table 7). The item means and standard deviations provide insights into the central tendency and variability of responses.

- *Encouragement of Knowledge Sharing Across Departments:* This item has a mean score of 3.16, indicating a moderate agreement among respondents, with a standard deviation of 1.298, suggesting some variability in responses.
- *Importance of KM to Bank Operations*: A mean of 2.93 reflects a slightly lower level of agreement on this aspect, with a standard deviation of 1.186, indicating relatively consistent responses.
- *Access to Tools and Resources*: The highest mean of 3.39 suggests that respondents generally agree that they have access to necessary KM tools, but the standard deviation of 1.333 indicates notable variability in perceptions.
- *Improvement in Employee Performance Due to KM*: This item has a mean of 3.24, showing moderate agreement, with a standard deviation of 1.240.
- *Investment in Training and Development:* A mean of 2.95 reflects mixed opinions, with a standard deviation of 1.234.
- *Encouragement to Document and Share Knowledge*: With a mean of 3.03, this item indicates moderate agreement, while a standard deviation of 1.187 shows less variability.
- *Management Support for KM Initiatives:* This item has a mean score of 3.18, reflecting moderate

agreement, and a standard deviation of 1.266.

- *Daily Collaboration and Knowledge Exchange*: A mean of 2.88 suggests less agreement compared to other items, with a standard deviation of 1.236.
- *Alignment of KM Practices with Business Goals*: This item has a mean of 3.00, indicating a neutral stance, with a standard deviation of 1.321.

Overall, while respondents recognize the importance of KM tools and culture, there is room for improvement in areas such as management support, alignment with goals, and collaboration practices. The variability across responses highlights diverse experiences and perceptions among the participants.

Table 7. *Descriptive Statistics of KM Items*

Item	Mean	Std. Deviation	Analysis N
The bank encourages knowledge sharing across departments.	3.16	1.298	174
Knowledge management is essential to the success of my bank's operations.	2.93	1.186	174
I have access to the necessary tools and resources for effective knowledge sharing.	3.39	1.333	174
The bank's knowledge-sharing culture improves employee performance	3.24	1.240	174
My bank invests in training and development to enhance employees	2.95	1.234	174
Employees are encouraged to document and share their knowledge regularly.	3.03	1.187	174
Management supports knowledge-sharing initiatives within the bank.	3.18	1.266	174
Collaboration and knowledge exchange are part of the daily work routine in my bank	2.88	1.236	174
The knowledge management practices in my bank align with its overall business goals.	3.00	1.321	174

The descriptive statistics reveal variations in perceptions of knowledge management (KM) practices among Islamic, conventional, and mixed/window banks. Across all KM indicators, Islamic banks consistently reported higher mean scores**,** suggesting stronger implementation or support for KM practices. Islamic banks reported stronger knowledge management (KM) practices across all items, especially in tool access (M=3.51), management support (M=3.25), and knowledge documentation (M=3.07). Conventional banks showed consistently lower scores, indicating weaker KM support. Mixed banks had moderate responses. Overall, the total sample reflected moderate KM engagement, with the highest mean for tool access (M=3.39) and the lowest for daily collaboration (M=2.88) (Table 8).

Table 8: *Descriptive Statistics of Knowledge Management Practices by Bank Type*

		N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
The bank encourages knowledge sharing across departments.	Islamic	134	3.28	1.265	.109	3.06	3.49	1	5
	Conventional	21	2.67	1.278	.279	2.08	3.25	1	5
	Mixed/Window	19	2.89	1.449	.332	2.20	3.59	1	5
	Total	174	3.16	1.298	.098	2.97	3.36	1	5
Knowledge management is essential to the success of my bank's operations.	Islamic	134	2.99	1.182	.102	2.78	3.19	1	5
	Conventional	21	2.52	1.167	.255	1.99	3.06	1	5
	Mixed/Window	19	3.00	1.202	.276	2.42	3.58	1	5
	Total	174	2.93	1.186	.090	2.75	3.11	1	5
I have access to the necessary tools and resources for effective knowledge sharing.	Islamic	134	3.51	1.314	.113	3.29	3.74	1	5
	Conventional	21	2.67	1.197	.261	2.12	3.21	1	5
	Mixed/Window	19	3.32	1.416	.325	2.63	4.00	1	5
	Total	174	3.39	1.333	.101	3.19	3.59	1	5
The bank's knowledge-sharing culture improves employee performance	Islamic	134	3.37	1.224	.106	3.16	3.58	1	5
	Conventional	21	2.86	1.062	.232	2.37	3.34	1	5
	Mixed/Window	19	2.74	1.368	.314	2.08	3.40	1	5
	Total	174	3.24	1.240	.094	3.06	3.43	1	5
My bank invests in training and development to enhance employees	Islamic	134	3.01	1.250	.108	2.80	3.23	1	5
	Conventional	21	2.67	1.111	.242	2.16	3.17	1	5
	Mixed/Window	19	2.84	1.259	.289	2.24	3.45	1	5
	Total	174	2.95	1.234	.094	2.77	3.14	1	5
Employees are encouraged to document and share their knowledge regularly.	Islamic	134	3.07	1.190	.103	2.86	3.27	1	5
	Conventional	21	2.76	1.221	.266	2.21	3.32	1	5
	Mixed/Window	19	3.11	1.150	.264	2.55	3.66	1	5
	Total	174	3.03	1.187	.090	2.86	3.21	1	5
Management supports knowledge-sharing initiatives within the bank.	Islamic	134	3.25	1.247	.108	3.03	3.46	1	5
	Conventional	21	2.81	1.209	.264	2.26	3.36	1	5
	Mixed/Window	19	3.11	1.449	.332	2.41	3.80	1	5
	Total	174	3.18	1.266	.096	2.99	3.37	1	5
Collaboration and knowledge exchange are part of the daily work routine in my bank	Islamic	134	2.91	1.259	.109	2.70	3.13	1	5
	Conventional	21	2.62	1.203	.263	2.07	3.17	1	5
	Mixed/Window	19	2.95	1.129	.259	2.40	3.49	1	4
	Total	174	2.88	1.236	.094	2.69	3.06	1	5
The knowledge management practices in my bank align with its overall business goals.	Islamic	134	3.09	1.340	.116	2.86	3.32	1	5
	Conventional	21	2.71	1.271	.277	2.14	3.29	1	5
	Mixed/Window	19	2.68	1.204	.276	2.10	3.26	1	4
	Total	174	3.00	1.321	.100	2.80	3.20	1	5

The ANOVA results assess whether perceptions of knowledge management (KM) practices significantly differ among Islamic, conventional, and mixed banks in Bangladesh. The tested hypothesis posits that there is no significant difference in KM perceptions across these bank types. However, the analysis revealed statistically significant differences in two key areas: access to necessary tools and resources for effective knowledge sharing ($F = 3.831$, $p = 0.024$), and the impact of knowledge-sharing culture on employee performance ($F = 3.433$, $p = 0.035$) (Table 9).

Table 9: *One-Way ANOVA Results for Differences in Knowledge Management Perceptions Across Bank Types*

		Sum of Squares	df	Mean Square	F	Sig.
The bank encourages knowledge sharing across departments.	Between Groups	8.255	2	4.127	2.492	.086
	Within Groups	283.240	171	1.656		
	Total	291.494	173			
Knowledge management is essential to the success of my bank's operations.	Between Groups	3.964	2	1.982	1.417	.245
	Within Groups	239.208	171	1.399		
	Total	243.172	173			
I have access to the necessary tools and resources for effective knowledge sharing.	Between Groups	13.183	2	6.592	3.831	.024
	Within Groups	294.242	171	1.721		
	Total	307.425	173			
The bank's knowledge-sharing culture improves employee performance	Between Groups	10.263	2	5.132	3.433	.035
	Within Groups	255.599	171	1.495		
	Total	265.862	173			
My bank invests in training and development to enhance employees	Between Groups	2.469	2	1.235	.808	.447
	Within Groups	261.163	171	1.527		
	Total	263.632	173			
Employees are encouraged to document and share their knowledge regularly.	Between Groups	1.799	2	.899	.635	.531
	Within Groups	241.995	171	1.415		
	Total	243.793	173			
Management supports knowledge-sharing initiatives within the bank.	Between Groups	3.576	2	1.788	1.116	.330
	Within Groups	273.901	171	1.602		
	Total	277.477	173			
Collaboration and knowledge exchange are part of the daily work routine in my bank	Between Groups	1.640	2	.820	.534	.587
	Within Groups	262.825	171	1.537		
	Total	264.466	173			
The knowledge management practices in my bank align with its overall business goals.	Between Groups	4.684	2	2.342	1.347	.263
	Within Groups	297.316	171	1.739		
	Total	302.000	173			

5. Discussion

The findings from the data analysis reveal insightful patterns regarding the perceptions and practices of Knowledge Management (KM) among bank managers in Bangladesh. With a high communal value of 0.774, this is in line with the finding that knowledge management is thought to be crucial to the success of bank operations. Al-Dmour *et al.* (2022) also found a positive and substantial relationship between KM tasks and digital financial innovation in commercial banks in Lebanon. Furthermore, prior research indicates that knowledge management and intellectual capital are critical to the performance of the banking industry. While Muhammed and Mahmmod (2023) emphasized knowledge management (KM) as a critical driver of operational efficiency and strategic decision-making, Curado (2008) highlighted that KM contributes to a bank's competitive advantage. These results highlight how important it is for banks to have strong knowledge management procedures in order to foster innovation, productivity, and long-term success.

The study further revealed that collaboration and knowledge exchange are integral to the daily work routine, with a high communal value (0.768) supporting this statement. These findings are in line with the perceptions of a strong KM culture, where administrators and personnel identify the importance of knowledge sharing. Research highlights that KM elements like trust, incentives, and organizational culture certainly influence knowledge-sharing performance and improve research partnership (Tan, 2015; Yang, 2007). Furthermore, Tan (2015) found that academic knowledge involvement is strongly connected to directness in communication and cooperative direct considerations. Moreover, Gaur and Gupta (2021) stressed that organizational culture plays an important part in determining KM procedures, prompting knowledge properties, conversion cycles, and the overall efficiency of knowledge-sharing practices. These insights reinforce the importance of fostering a collaborative culture to enhance KM practices in the banking sector.

However, there is also an indication that the knowledge-sharing culture is not uniformly well-established across all

banks, as 46% of the respondents stated that the culture exists but is not well-practiced, pointing to areas for improvement in fostering a more consistent KM culture.

The findings underscore the critical role of management support and alignment in fostering effective KM practices. Bank managers recognize the importance of KM but highlight gaps in collaboration and cultural integration. This perspective aligns with prior studies emphasizing that a well-structured KM framework, supported by leadership commitment, enhances organizational learning and knowledge-sharing effectiveness. Effective alignment between corporate structure and knowledge management strategy requires a direct connection between the upper echelon and stakeholders, involving all departments (Provitera and Sayyadi, 2024). While resources and documentation are moderately adequate, there is scope for improving informal and cross-departmental knowledge sharing. These results align with global studies emphasizing the importance of managerial and cultural factors in KM success.

The ANOVA results reveal statistically significant differences among bank types in perceptions of access to KM resources ($p = .024$) and the impact of KM culture on employee performance ($p = .035$). This suggests that institutional type may influence how knowledge management is supported and perceived within banking environments. The findings support the hypothesis, revealing that management support and alignment, collaboration and culture, and resources and documentation are the most influential factors shaping KM practices in the banking sector. These results align with global KM research and highlight the need for targeted strategies to enhance KM adoption in Bangladeshi banks. The findings from Bangladeshi banks align with global trends, where KM is linked to financial activism, modernization, and organizational culture

6. Conclusion

This study identifies three key factors influencing KM practices in Bangladeshi banks: management support and alignment, collaboration and culture, and resources and documentation. While moderate progress has been made, banks must address gaps in alignment and cultural practices to fully realize KM's potential. The ANOVA test further revealed significant differences among bank types in access to KM resources and the perceived impact of KM culture on performance. Additionally, although this study focuses on factor extraction using Exploratory Factor Analysis (EFA), future research could employ regression analysis or Structural Equation Modeling (SEM) to examine how these factors influence KM effectiveness. Such an approach would provide deeper insights into the causal relationships between KM practices and organizational performance. Furthermore, longitudinal studies could explore the sustained impact of KM initiatives on banking efficiency and innovation.

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