

UNVEILING THE DYNAMIC NEXUS BETWEEN ROLE OF LEADER AND CREATING ORGANIZATION CULTURE FOR SOCIALIZING TO EFFECTIVE IMPLEMENTATION OF KNOWLEDGE MANAGEMENT IN D-SIBS IN SRI LANKA

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Abstract

Navigating the helm of an organization demands a formidable prowess, made all the more arduous when tasked with cultivating an organizational culture conducive to knowledge sharing. In the current landscape, where enterprises pivot on the axis of knowledge, the onus falls squarely on leaders to sculpt a fitting cultural milieu that propels the tenets of knowledge management. This study endeavors to elucidate the pivotal role assumed by leaders in orchestrating a socialized organizational culture, thereby amplifying the efficacy of knowledge management implementation in Domestic Systematically Important Banks (D-SIBs) in Sri Lanka. Through an epistemological lens rooted in positivism philosophy, this study employed a deductive approach to investigate its hypotheses. A sample of 377 bank executives with more than two years of experience was thoughtfully selected using judgmental sampling from a population of 26,682 bank employees. The sample was meticulously chosen through the human resources department of each bank. Data analysis was conducted using Pearson correlation and chi-square testing. The findings of this comprehensive study have unveiled a consequential impact of leadership practices on the cultivation of a socialized culture, thereby significantly augmenting the successful implementation of knowledge management endeavors. Notably, the discerned leadership facets contributing to this dynamic include the propensities to 1) foster encouragement, 2) culture of freedom, 3) build trust, 4) establish openness and 5) share work-related story insights. It is recommended bank managers, in their custodial roles, should meticulously ascertain that employees are endowed with the liberty to articulate their ideas seamlessly across a spectrum of platforms, encompassing meetings, workshops, inductions, and training sessions.

Keywords: Knowledge Management, Leadership Culture, Socialization.

1. Introduction

In the contemporary landscape of organizational dynamics, the interplay between leadership and organizational culture has garnered substantial attention for its profound impact on various facets of operational efficiency and strategic effectiveness. Particularly within knowledge-driven enterprises, the strategic management of knowledge assets and their efficient dissemination across the organizational spectrum have emerged as critical determinants of sustained competitiveness and innovation. At the core of this intricate web lies the pivotal role of leaders in shaping not only the organizational culture but also the pathways for knowledge sharing and management. This study explores the intricate interrelation between leadership, organizational culture, and effective knowledge management practices, with a specific focus on the socializing mechanisms that bridge these dimensions.

Central to this investigation is the underlying assumption that a carefully cultivated organizational culture, one that encourages openness, collaboration, and collective pursuit of knowledge, can significantly facilitate the processes of knowledge sharing and management. Key to instilling such a culture is the role of leaders who, through their actions, behaviors, and chosen leadership styles, exert a profound influence on the cultural norms and values within the organization. Their guidance serves to shape the way in which knowledge is perceived, valued and ultimately shared among employees.

The overarching aim of this study is to uncover the multifaceted relationship between leadership's influence in crafting an organization's cultural fabric and its subsequent impact on the effective implementation of knowledge management initiatives. By delving into this dynamic nexus, this research sheds light on the specific mechanisms through which leaders shape a culture conducive to knowledge sharing and how such a culture, in turn, fuels the success of knowledge management endeavors. Ultimately, the insights gleaned from this exploration stand to enrich both theoretical understanding and practical strategies within the realms of leadership, organizational culture, and knowledge management, fostering a deeper comprehension of their intertwined roles in the modern organizational landscape. The research has been conducted on the Domestic Systematically important Banks (D-SIB) in Sri Lanka.

2. Literature Review

2.1 Knowledge Management

The concept of knowledge management (KM) takes on a refined contour, as illuminated by Dalkir (2011), encapsulating a systematic and strategic approach meticulously aligning organizational architecture, human resources, and operational methodologies. This orchestration serves as a catalyst for the cultivation of innovation and the judicious reuse of resources. Within this context, KM operates as a structured procedural continuum, whereby organizations deftly capture, structure, share, and analyze knowledge, culminating in the seamless provisioning of relevant information for employees to execute their job responsibilities with agility, as underscored by Amsler's insights (2021). The KM paradigm embraces a spectrum of definitions that reflect divergent perspectives and approaches. In this regard, Sayyadi's exploration (2021) amplifies the discourse, positing that KM represents a dual alignment, meticulously intertwining information technology with human assets. This lens accentuates an anthropocentric vantage point in KM, where the human element is underscored, effectively transcending a technocratic orientation.

2.2 Leadership culture

A leader aspires to guide their followers in achieving a task, it becomes essential to distinctly outline the constituents of their roles and articulate the anticipated outcomes (Schermerhorn, 2001). Consequently, communication emerges as a critical constituent in this process. Leaders assume a significant responsibility in enhancing communication by engaging in active listening, elucidating concepts, and effecting cultural and structure alterations. Additionally, as a mechanism to drive individuals to action, leaders must foster motivation and elucidate the personal gains therein. Most individuals engage in work endeavors to gratify their necessities (Ribiere & Sitar, 2003).

2.3 Socialization and Knowledge Management

The sharing of knowledge within development teams does not transpire automatically. Effective supplier integration necessitates processes that enable and facilitate knowledge transfer across functional and organizational boundaries. Socialization mechanisms are acknowledged as a primary approach for facilitating the seamless movement of knowledge among firms (Chung et al, 2000), allowing each partner to gain insights into the other's culture and adapt their conduct accordingly, thus laying the groundwork for successful outcomes. Mechanisms like team meetings, cross-functional teams, and collaborative workshops establish connections between individuals from both entities (Lawson, 2009). The resulting intensive interaction pattern cultivates a network of interdependent social exchanges, fostering heightened mutual trust and

respect within the development teams. These social interactions promote the exchange of information within the inter-organizational team, characterized by greater frequency, informality, higher quality, and an earlier occurrence in the development process (O'Donnell, 2000).

2.4 Leaders Encouragement in organization culture

The research outcomes reported by Ovbagbedia and Ochieng (2015), underscore that within Nigerian heavy engineering teams, the transfer of knowledge encounters certain barriers, notably encompassing factors such as: 1) individual vested interests, 2) self-doubt, 3) excessive self-assurance, 4) instances of bias, 5) absence of trust, and 6) the stance taken by senior management. In parallel, the study conducted by Rahman et al. (2018), substantiates the concept of leadership proficiency and its substantial influence on knowledge dissemination. This assertion finds robust support within the study's findings, wherein the discernible impact of leadership on knowledge transmission is deemed notable. Furthermore, it emerges from the research that the effective facilitation of knowledge transfer among employees hinges on an organizational milieu that actively fosters a sense of collectivity.

This collaborative disposition, wherein organizational constituents interact and cooperate towards shared objectives, forms the conduit facilitating informational exchange. This premise is echoed in the qualitative inquiry by Memon et al. (2020), which underscores the importance of engendering an environment that prompts personnel to share knowledge through interpersonally driven ideation. The study strongly suggests the cultivation of adept leadership that engenders a conducive cultural milieu that stimulates the inclination to partake in knowledge exchange.

Moreover, the insights provided by Ng (2022), illuminate the specific categories of organizational cultures that cultivate a proclivity towards knowledge sharing. Delving deeper, the study reveals that the relationship between organizational culture and the propensity to engage in knowledge sharing is influenced, albeit partially, by affective coworker trust and organizational commitment to adhocracy, clan, and market cultures. Conversely, these factors entirely mediated this relationship within the context of hierarchy culture. Building on this cumulative knowledge, both secondary research findings and primary research outcomes converge on the fundamental necessity of leader-driven encouragement within the knowledge management domain.

2.5 Role of Leader and Knowledge Management

According to Al-Hashimi & Hussain (2017), Creating a shared vision for knowledge management and communicating its importance to employees the leader's involvement in knowledge management is essential whereas Carmeli & Crossan (2005), identified that the leader is required to prove the resources and

support necessary for employees to engage in knowledge sharing and learning. Leaders must be an example to his/her employees. That is further emphasized in the research of Debowksi (2006), where leader's leader may be involved in knowledge management in the organization through role modeling knowledge sharing and learning behaviors. Employee engagement and employee interest may create motivation for knowledge sharing in an organization, and this was further confirmed by Lin & McDonough (2011), that leaders might reward and recognize employees for sharing and using knowledge. According to the findings of Raja (2019), it was noted that leaders must create a culture of trust and openness where employees feel comfortable sharing their knowledge and ideas.

2.6 Leaders' involvement in fostering an organization culture with freedom.

The organizational framework serves as a catalyst for knowledge exchange and decision-making, fostering an environment that grants individuals within the organization a degree of autonomy. This assertion is underscored by the empirical insights presented by Syed-Ikhsan and Rowland (2004). Based on Berge and Jewel's (2005), research findings corroborate this perspective, highlighting the inherent link between user empowerment and the cultivation of a risk-aware culture. The attainment of user empowerment is contingent upon endowing employees with unfettered agencies to make decisions that facilitate the seamless sharing of knowledge. Similar observations were elucidated by Seow-Wei and Hakim (2006), who discerned that an organizational structure characterized by employee empowerment in decision-making cultivates an environment conducive to information dissemination, thereby fostering learning, creativity, and innovation.

Moreover, Seow-Wei and Hakim (2006) posit that this phenomenon extends to teamwork, adaptability, and autonomy, all of which collectively contribute to enhancing creative thinking and generating novel ideas. The degree of empowerment is intricately linked to employees' latitude to influence decisions and proffer solutions to challenges. This is predicated on the premise that the level of autonomy afforded to employees in their roles influences their willingness to engage in learning and knowledge-sharing endeavors. The cumulative findings assert the imperative for leaders to cultivate a culture of autonomy, which, in turn, serves as a propellant for the efficacy of knowledge management within banking organizations.

2.7 Leaders role in building socializing culture through building trust

A multitude of qualitative and quantitative researchers in previous studies has recurrently underscored the notion of trust as an essential component of organizational culture. Scholars such as Mason and Pauleen (2003), Rzdca

(2017), Islam (2011), Mueller (2012), Japri et al. (2014), Pushpamali (2015), Jain et al. (2015), Cavaliere and Lombardi (2015), Muhammad et al. (2019), Cerchione et al. (2023), Rahman (2018), Gan et al. (2006), Zheng (2009), Jacks et al. (2012), Qamari (2015), Seyedyousefi et al. (2016), Saifi (2015), Figurska (2012), and Sawan et al. (2021) have collectively identified trust as a pivotal factor within the realm of organizational culture. Cultivating trust within employee interactions is acknowledged as a complex endeavor, often necessitating adept leadership, as consistently emphasized by numerous scholars in their research findings. Further, Mayer and Davis (1999), offer insights aligned with the imperative of building trust within leadership dynamics. Their research findings highlight that leader must not only make assurances regarding the appropriate handling of challenges but also consider the systemic and contextual facets of incidents to earn the trust of their team members. Furthermore, the researchers outline that trust comprises three fundamental dimensions: integrity, ability, and benevolence.

Elaborating on the realm of team building, Roodbari et. al (2016), elucidates that the cultivation of trust emerges as a prominent learning outcome within various team-building endeavors, whether conducted in indoor, outdoor, or outbound settings. Their research emphasizes leaders' pivotal role in fostering trust among team members, highlighting trust's centrality in cohesive team development.

Furthermore, Rusu (2021), research findings underscore the correlation between leaders' trust in their subordinates and the subordinates' capacity to excel in their roles. The intrinsic linkage between leadership-led trust and subordinate performance underscores trusts in motivating and enabling employees to demonstrate their competencies.

The pivotal role of trust in employee interactions, team dynamics, and individual performance underscores the significance of adept leadership in fostering and nurturing this critical element of organizational culture.

2.8 Leaders' involvement in fostering openness in organization culture

The cultivation of an open organizational culture by leaders engenders benefits for both employees and the organization itself, as evidenced by the findings of George and Zhou (2001). An environment characterized by high levels of openness serves as a conduit through which employees gain exposure to diverse emotions, thoughts, perspectives, and ideas. Consequently, individuals are inclined towards embracing novel concepts, leveraging their experiential breadth, and devising innovative approaches to tackling challenges and assignments. The facets of an openness culture are multifaceted, as discerned by Darviri and Woods (2006), who categorize these attributes into dimensions

such as creativity, cultural awareness, experiential seeking, and curiosity. This comprehensive configuration further propels the exchange of ideas among employees within the organizational framework.

Notably, the task of fostering an openness culture is not solely relegated to leadership intervention. Moreover, Elanain (2010), elucidates that the presence and influence of an openness culture are contingent upon various other factors. The propensity to embrace new experiences is subject to fluctuation contingent on organizational structure and culture, thereby delineating a multi-dimensional impact on the manifestation of an openness culture.

Moreover, the research insights posited by Tews (2011), substantiate a significant positive correlation between openness to experiences and the orientation towards learning. This confluence reinforces the underlying premise that an openness culture is pivotal in knowledge management. Consequently, it is underscored that leadership is central and indispensable in cultivating an environment that espouses openness within organizations.

2.9 Leaders involvement in creating a culture to share work-related stories

Narratives have been discerned as a fundamental component within the realm of organizational culture (OC), as evidenced by their inclusion in established OC frameworks such as the Cultural Web, pioneered by Gerry Johnson and Kevan Scholes in 1992. Secondary literature also confirms the significance of storytelling in the context of knowledge sharing. As articulated by Soule (2001), storytelling has historically served as a conduit for transmitting culture and disseminating knowledge across generations. However, it's noteworthy that in contemporary organizational paradigms, a pronounced predilection exists for tangible forms of knowledge—those amenable to classification, categorization, quantification, and analysis. Despite this, there has been a perceptible shift in organizational awareness, with leaders and entities recognizing the value of narrative and anecdotal data in the form of stories.

This resurgence in interest can be attributed to the heightened understanding of the centrality of knowledge within organizations. The recognition that certain dimensions of knowledge resist complete abstraction into categorical or analytical constructs has fostered a renewed appreciation for narrative-driven communication. Organizations are increasingly seeking avenues of communication that amalgamate information rather than solely subjecting it to evaluation. Storytelling emerges as a distinct mode of communication in this context. Dalkir (2005) contextualizes storytelling within the realm of knowledge management (KM) as a potent technique aimed at persuasively conveying knowledge to listeners. Additionally, storytelling is a comprehensive narrative

detailing managerial decisions, inter-worker interactions, and other informal intra-organizational occurrences.

The articles by Nazim and Mukherjee (2016), further underscore the efficacy of storytelling in sharing knowledge, particularly of the tacit and experiential variety. Within organizational ecosystems, employees adeptly disseminate knowledge, competencies, and experiences through the medium of storytelling. The same scholars emphasize that the potency of storytelling extends to enhancing the potential for information sharing within workplace environments, thereby augmenting knowledge exchange dynamics.

3. Methodology

This research study was framed within the epistemological standpoint of positivism, which emphasizes the objective observation of phenomena. A deductive approach was employed, where research starts with established theories and tests hypotheses. The research focused specifically on systematically important bank employees within the domestic context. The research sample was meticulously constructed, consisting of 377 participants who met strict criteria: the bank employees with more than two years of experience and held executive-level positions. This group was carefully selected to ensure their experience and insights were relevant to the research objectives. The selection process involved collaborating with the human resources departments of each bank to obtain a comprehensive list of eligible participants. This list was used as the sampling frame to draw the final research sample. Data collection was carried out using a structured questionnaire, which facilitated the systematic gathering of quantitative data. Two statistical methods were employed to analyze the data and test the research hypotheses: Pearson correlation and chi-square testing. Pearson correlation was used to assess the strength and direction of relationships between variables, while chi-square testing was applied to examine associations and dependencies between categorical variables. These methods were selected based on their appropriateness for the research questions and the data type.

4. Data Analysis and Results

The data was collected once in the study, and quantitative data analysis was conducted based on descriptive statistical analysis using SPSS 6.0. The survey questionnaire consisted of 21 questions on a Likert scale basis under freedom, encouragement, trust, openness and work-related stories categories. The reliability test conducted for the research questionnaire depicted Cronbach's alpha is 0.875, which indicates a high level of internal consistency in the sample.

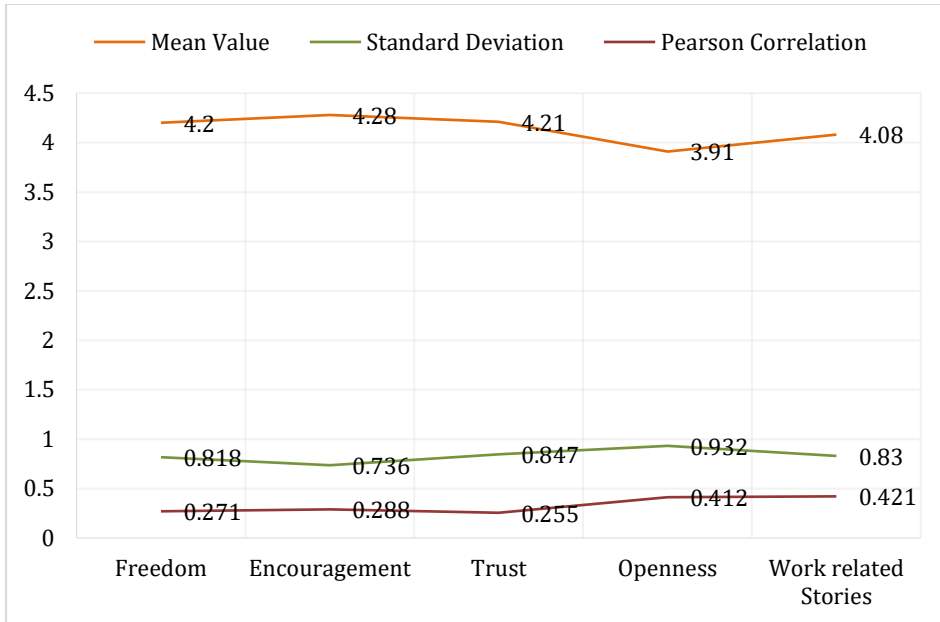


Figure1: Descriptive Statistical Analysis

For the Questions, participants have responded from Strongly Disagree to Agree Strongly. The mean values depicted for freedom, encouragement, trust, openness and work-related stories, respectively 4.20, 4.28, 4.21, 3.91 and 4.08. That emphasized that an average number of respondents tend to select the Agree answer whereas the standard deviation of 0.818, 0.736, 0.847, 0.932 and 0.830 depicted also show considerable deviation from the mean value.

Correlation analysis generated for freedom, encouragement, trust, openness and work-related stories, respectively the Pearson correlation values 0.271, 0.288, 0.255, 0.412, and 0.421, which confirms that leader creating freedom, encouragement, and trust in OC for KM has low positive relationship whereas leader supporting, openness and sharing work-related stories in the organization culture has a moderate positive relationship in implementing knowledge management in D-SIBs.

As per the test output, the Pearson Chi-square value (p) is 0.000 for rounded three decimal points. Since the p -value is less than the chosen significance level $\alpha = 0.05$ for freedom, encouragement, trust, openness and work-related stories, Null Hypothesis (H_{01} , H_{02} , H_{03} , H_{04} , and H_{05}) was rejected, and concluded that there is a relationship between of leader and creating organization culture for socializing has an influence on successful implementation of knowledge management in D-SIBs.

5. Discussion of the Findings

The leader and creation organization culture for socializing has an influence on the successful implementation of knowledge management in D-SIBs, research hypothesis was tested through 1) Freedom, 2) Encouragement, 3) Trust, 4) Openness, 5) Work-related stories independent variable dimensions.

Based on the inferential statistical findings, Pearson correlation values have indicated a low positive association between OC constructs of 1) Freedom, 2) Encouragement, 3) Trust and socialization in implementing the KM practices in D-SIBs, whereas a moderate positive association indicated between 4) Openness, 5) Work related stories and socialization in implementing the KM practices in D-SIBs.

A Leader creating socialization organization culture through providing freedom to employees to share their knowledge is also recognized as a positive factor by Syed-Ikhsan & Rowland (2004); Berge and Jewel (2005); and Seow-Wei & Hakim (2006) in their research findings. This research finding also depicted that freedom in the OC has more opportunities for socialization, making it easier for KM, which is further depicted through the acceptance of an alternative hypothesis. If employees are provided a friendly culture that is fear-free, then employees would become further motivated to be involved in KM, and this is where the leader needs to consider the best way to create freedom in the banking culture for banking employees to share ideas and knowledge among coworkers and also with the top-level employees. It is generally acknowledged that giving employees more responsibility results in improved quality. The findings affirm that leaders need to create a culture with freedom to amplify the KM in the banking organizations.

It is the leaders' responsibility to create a good culture where employees get encouraged to share their knowledge, which was proven through the primary research findings and similar findings presented by Ovbagbedia & Ochieng (2015); Rahman et al. (2018); Memon et. al (2020); and Ng (2022), in their research findings. The aforementioned secondary research and the primary research findings indicate that a leader's encouragement is essential in KM.

If the leaders supported the employees to create trust among other employees and open culture, then further, employees would focus on sharing the knowledge among other staff members, which confirmed in the primary research by accepting the alternative hypothesis and further confirmed by secondary research findings of (Mason & Pauleen, 2003); (Rzdca, 2017); (Islam, 2011); (Mueller, 2012); (Japri et.al, 2014); (Pushpamali, 2015); (Jain et al., 2015); (Cavaliere & Lombardi, 2015); (Muhammad et al., 2019); (Cerchione et.al, 2023); (Rahman, 2018); (Gan et. al, 2006); (Zheng, 2009); (Jacks et. al, 2012); (Qamari, 2015); (Seyedyousefi et. al, 2016); (Saifi, 2015); (Figurska,

2012); (Sawan et.al, 2021); Hammond (2008); and Rusu (2021). It is evident that the leader must create trust in the culture, leading to successful KM in the banking organizations.

It is not only to create a better culture of knowledge sharing, but the leader's job role is there, allowing employees to meet them whenever they want and share work-related stories with the employees so they can easily gain knowledge. The primary research findings have depicted that the aforementioned fact was correct, and the same is affirmed by George and Zhou (2001); Darviri and Woods (2006); Elanain (2010) and Tews (2011) in their research findings.

The storytelling as potential for information sharing in the workplace can be increased through storytelling. It offers advantages to few other KM technologies or conventional organizational communication methods. It was noted in the primary research findings that there is a relationship between leader creating a culture support employee to socialize and share work-related stories and that promotes KM, which also confirmed in the research findings of Dalkir (2005) and Nazim and Mukherjee (2016).

6. Conclusion and Policy Implications

The participation of leaders and the adoption of specific leadership styles within the organizational culture wield a substantial influence over establishing a socialized cultural environment that encourages employees to exchange knowledge amongst themselves. Knowledge sharing and the practice of knowledge management are of paramount importance, particularly within the context of banking sector organizations, given their role in delivering services to customers.

D-SIB employees should be granted autonomy over their respective tasks, demonstrating trust and encouragement for them to take full responsibility for making decisions. Additionally, the research highlights the importance of leaders supporting employees and creating an environment where they feel comfortable sharing their ideas. One of the most challenging aspects for new recruits is understanding their role and place within the organization. Informal interactions with other employees in the D-SIB can help uncover skills, interests, and other defining characteristics that may have otherwise been overlooked, ensuring that employees feel valued. Through this process, new hires can gradually develop their work identity and better understand their unique position within the banks (Ford, 2022).

D-SIB leaders who directly engage with operational-level employees typically include Heads of Departments, Managers, and Branch Managers. The involvement of leaders is crucial in creating a socialization culture, as indicated by the primary research findings of this study. Not all D-SIB leaders interact extensively with their employees, which needs improvement across all D-SIBs.

However, it was emphasized that leaders should share work-related stories with staff during lunch breaks and free time. It was noted that this interaction happens more frequently between managers and employees, suggesting that a closer connection can be fostered through organizing social activities.

The research findings encourage organizations, especially those in the banking sector, to invest in leadership development programs emphasizing the significance of a leadership style aligned with fostering knowledge sharing. Additionally, these insights suggest the need for the implementation of knowledge management systems and practices that facilitate seamless knowledge dissemination among employees.

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