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ROLE OF KNOWLEDGE MANAGEMENT IN WORKER'S PRODUCTIVITY AND ORGANIZATIONAL PERFORMANCE: EMPIRICAL STUDY OF SOUTH PUNJAB, PAKISTAN

Jawad Khalil[1], Amjad Abbas Pitafi[2] & Naveed Yasin[3]

[1]Primary School Teacher, Punjab School Education Department, Pakistan
[2]Ph.D. Scholar, Ghazi University, Dera Ghazi Khan, Punjab, Pakistan
[3]Ph.D. Scholar, Ghazi University, Dera Ghazi Khan, Punjab, Pakistan

KEYWORDS	ABSTRACT
Knowledge Management Enablers, Knowledge Worker Productivity, Organizational Performance	This study exploited effect of knowledge management in knowledge worker productivity and empirically measured via cross-sectional study and data was collected from banks in south-Punjab Pakistan. There is lack of literature that deliberate interplay of knowledge management-enablers, knowledge worker's productivity, knowledge management process as well as the organizational performance. Thus, the findings as obtained through the statistical procedures provide significant information that helps in reaching the desired conclusion. The finding reveals positive significant effect of the knowledge management (KM) enablers on the knowledge management (KM) practices and process and subsequently, knowledge management practices and process has positive impact upon workers' productivity and organizational performance. Likewise, the knowledge workers productivity also significantly enhancing the firms' performance. *2022 Journal of Social Research Development*
Corresponding Author	Jawad Khalil
Email:	jawadkhan2293@gmail.com
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INTRODUCTION

The flow of knowledge within or outside the organization at the right time, right place and within right person representing function management function and discipline under with strategies are being formulated, implemented as well as evaluated to control this flow of knowledge (Shujahat, Sousa, Hussain, Nawaz, Wang & Umer, 2017). Therefore, productivity of knowledge workers in contemporary knowledge-based economies, looked like a source of organizational sustainability, its performance and reflected in its innovation. (Domenech, Escamilla & Tierno, 2016). Although, their knowledge related to the knowledge productivity

management strategies and solutions is not enough to solve problem (Xiao & Nembhard, 2014). Old productivity management strategies are used for weaknesses of manual workers with certain knowledge worker characteristics i.e., cleverness, creativity, tutorials, and wise training (Davenport, 2015). It is unanimously determined that the knowledge worker is absolutely productive and that he/she must be able to achieve personal goals of facilities and services that meet individual needs. Performance of knowledge workers refers to wise work performed by employees within designated responsibilities and structure settings or working environment.

The recent knowledge-based economy; functional productivity of knowledge worker is an important origin of structural improvement, concert and possibilities (Domenech et al., 2016). In current knowledge-based economies, the output of knowledge worker functions by way of crucial supply of structure improvement, enactment and assets (Domenech et al., 2016). The knowledge consumption expedites a knowledge operative capability for chore creation. In current knowledge management and organizational performance (OP) linked works; invention has been typically surveyed in terms of the production and methodology invention, essential and progressive invention and physical and talent invention. Although, exceptional analysis exertion has been completed about invention hurry and excellence, two essential elements of the improvement, which convey the consequences of knowledge management process which is affecting the organizational performance; Wang, Wang, Cao and Ye (2016). The work potency is one in every aspect of knowledge workers output that pay attentions on the stuff, measurable production related assistances however, it doesn't talk about rationa facts; Joo, Park and Lim (2016); Moussa et al., (2017); Palvalin, Voordt and Jylhä (2017).

Lazzolino and Laise, (2016) suggested that if the end result of knowledge management is invention and KM will encourage KWP then by logical and knowledge worker productivity concept, "Innovative", should be the last word which is affected by knowledge-worker productivity; Iazzolino and Laise, (2016); Joo et al. (2016); Moussa et al. (2017). Under this study, impact of KM (Knowledge Management) enablers on KM (Knowledge Management) practice is being observed to find out influence of knowledge management enablers on KM (Knowledge Management) process, association of knowledge management practices and organizational performance, the link between KM practice and KW productivity, KM process and OP. Find intermediaries for KM processes and KW productivity. Examine the link between KW productivity and OP. the research question is therefore are. RQ1, is there is any influence of the KME toward KMPr (Knowledge Management Practices)? RQ2, what influence do KME on the KMPo (Knowledge Management Process)? RQ3, is there is any relationship between KMPr & OP? RQ4, Does KMPr affects knowledge worker productivity? RQ5, how to analyze relationship of knowledge management practices with OP and KWP then KWP and OP?

LITERATURE REVIEW

In this research, the most frequently learned supporters of KM include the leadership (KM leadership in the organization uses structured strategies to create knowledge management behaviors, establish knowledge opportunities, encourage knowledge management value and promote organizational learning (Koohang, Paliszkiewicz & Goluchowski, 2017), culture (Knowledge based culture may also be an important initiator of knowledge management activities. In this connection, it can be drawn back to the degree to which information is regarded by workers as a valued resource and as treasured resource by workers in diverse situations; Mills and Smith, (2011); Chang and Chuang (2011) and incentives (reflect value) that the organization provides to its knowledge employees; Cabrera and Johnson, (1999); Koohang et al., (2017); Masa'deh, Obeidat and Tarhini (2016); Ahmad, Lodhi, Zaman and Naseem (2015). In this connection, the ability of knowledge management process defined as to what extent organization forms or obtains shares and use of knowledge. In this regard, the researchers have extensively studied process of the knowledge acquisition (portents of these processes measured prospects, motivation, ability, and more apparent importance in the diverse situations.

The officialdoms should work under above mentioned conditions to proactively create the knowledge as Andreev and Kianto, (2011); Shu et al. (2012), the sharing (knowledge sharing could be printed mechanism that helps spread awareness among firms (Yang, Lai & Yu, 2005), and utilization of the knowledge utilization are the storage, recovery, claim as well as donation of knowledge (Gold, Malhotra & Segar, 2001) while printing it into nursing activity assistants and using knowledge to realize the operation of the business, goods and services, thus achieving excellent operation (Lee, Cheng, Yeung & Lai, 2011). KMPr will be divided into 10 categories of practices (HRM practices by use of knowledge based, data technology practices, task organization, considered knowledge management, knowledge protection, learning mechanisms, and supervision) (Inkinen, 2015). Then, the managers should discover and use individual KM Practices suitable for administrations in which they are working to encourage the familiarity process and participation in knowledge management process by knowledge management workers, thus increasing productivity of knowledge workers in the different situations.

There are about 10 knowledge management practices and these are, first Recruitment and Selection which is a crucial step, so recruiters or obtain the right candidate quality (Nielsen et al., 2011), second is training and development which is another vital human resource management practice in the knowledge sharing environment that improves teachers' sense of self-efficacy and gives them opportunity to share their relevant experiences with others at seminars, conferences and meetings (Liu & Liu, 2019), third Compensation and Rewards which is also becoming an important tool for enhancing employee motivation. Employees usually expect compensation and appreciation from company to make positive contribution to duplication of organizational goals (Nielsen et al., 2011), forth Performance Appraisal is

to simply evaluating the actual results of employees to identify cooperative behaviors, the system of coaching services and spirit of team is most likely to encourage development of behaviors of knowledge-sharing among workers. In addition, performance response is the fundamental process of entire Performance Management System. It can deliver workers with chances for active and incessant announcement with supervisors to guide performance as well as behavior.

This process provides better occasions for knowledge sharing and perception creation (Liu & Liu, 2019), fifth Work organization use especially in creating departments and roles that could enhance performance of the organization (Lee et al., 2011), sixth Strategic knowledge management enables companies to identify important planned knowledge properties and pay attention on using them to form the diffident benefit (Barney, 1991), seventh Learning mechanisms could also impact performance of the organization by leveraging very existing information in firm and legitimizing other erudition (Inkinen et al., 2015), eight Knowledge Protection has been regarded as a strategic KMP to improve organizational performance (Laukkanen, 2011), ninth supervisory work is considered the key knowledge management practices because of its ability to build an atmosphere of trust and respect and innovative organizational culture (Holsapple & Singh, 2001) and last one is Information technology practice in knowledge management has always been topic of heated discussion. Empirical tests show that there is a correlation b/w practices of IT and invention of firm performance (Inkinen et al., 2015).

The literature revealed organizational performance by relating predictable results with real results, probing deviations from the plans, measuring separate performance, and checking progress to goals (Akhavan et al., 2014). In this linking, it can be drawn back to the degree to which information is regarded by workers as valued resource and as treasured resource by workers in diverse situations (Zaman & Naseem, 2015). Thus, the knowledge workers productivity is that wherein the skilled and the independent employees generate and apply knowledge to produce tangible and intangible results. The productivity construction of knowledge workers is also divided into three types (Chang & Chuang, 2011). In this regard, one is work independently at work and meets time requirements and third one is task or work efficiency. In this regard, different researchers have extensively studied process of the knowledge acquisition (portents of processes measured prospects, motivation, ability, and more apparent importance in the diverse situations. Therefore, a multi-faceted conceptual knowledge work is usually regarded as the colleague's occupation, activity or characteristic (Dahooie et al., 2018).

Hypothesis Development

H1: Knowledge management enabler has significant and positive effect on knowledge management practices.

H2: Knowledge management enabler affects knowledge management process positively and statistically significant.

H3: Knowledge management practices has significant and positive effect on organizational performance.

H4: Knowledge management practices has significant and positive effect on knowledge worker productivity.

H5: Knowledge management process affects organizational performance positively and statistically significant.

H6: Knowledge management processes has significant and positive effect on knowledge worker productivity.

H7: Knowledge worker productivity has significant and positive effect on organizational performance.

Figure 1 Conceptual Framework
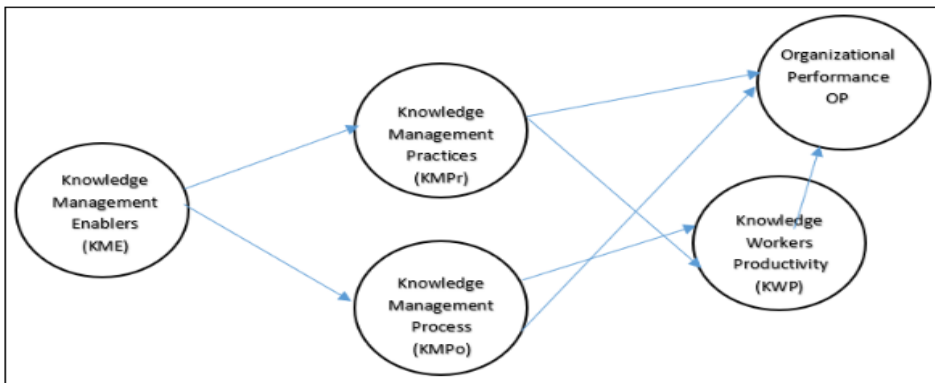
RESEARCH METHODOLOGY

The study used different methods and procedures supported by different tools as well as techniques to conduct the research. The self-administrator questionnaire was designed to collect the data from the respondents and it has two sections. First section is used to collect demographical information of the respondents (gender, age, city, education, specialization, banks, occupation and experience) and second section consists of adopted measures with seven-point Likert scale.

Table 1 Abstract of Instrument Design

Variables	Operationalization of Constructs	Items	Sources
	KM Leadership,	5	Wei et al., (2009)
KM Enablers	KM Culture	5	Wei et al., (2009)
	KM Incentives	8	Lin., (2007)
	Knowledge acquisition	3	Huang and Li., (2009)
KM Processes	Knowledge Sharing	5	Lee et al. (2005)
	Knowledge utilization	5	Lee et al. (2005)
Performance	Performance	5	Lee and Choi (2003)
KW Productivity	Job Autonomy	3	Morgeson and Humphrey (2006)
	Meeting time demand	2	Lerner et al, (2001)

	Work efficiency	2	Ramirez and Nembhard (2004).
KM Practices	Recruitment and selection, Training and development, Compensation and rewards, Performance appraisal, Task organizations, Strategic knowledge management, Learning mechanisms, Knowledge protections, Supervisory works, Data technology/IT Practices	27	Hussinki (2017)

DATA ANALYSIS

Descriptive Statistics

The results demonstrated the percentage of male and female and which showed that most respondents were male than female. It is obvious from huge respondents i.e., 74.9 % were male and only 25.1 % respondents' gender was female. Table shows that majority i.e., 65.3% respondents' age was between 20-29 years, 27.4% percent respondents' age was between 30-39 years, while 6.9% respondents' age was over 40 years and only 3.4% respondents' age was below 20 years. Further description of data is depicted in Table 2. This Table 4.3 displays that majority i.e. 69.4% respondents were residing in D.G.Khan City, 14.3 percent respondents were residing in Multan, 12.9 percent respondents were residing in the Layyah and only 3.4 percent respondents were residing other than D.G.Khan, Layyah and Multan. This Table 4.4 shows that 30.0% respondents' education was BBA, 24.0% of respondents' education was MBA, 22.6% respondents' education was B.A, 18.6% respondents' education was B.Com, 2.9 percent respondents' education was D.Com and only 2.0% respondents' education was F.A.

Table 4.5 shows that 30.9% of respondents' specialization was finance, 29.4% respondents' specialization was marketing, while 28.0% replied other and only 11.7% of the respondents' specialization was HRM. This Table 4.6 shows that 24.3% respondents were working in the Muslim commercial bank, 21.1% of the respondents were working in HBL, and 15.1 percent respondents were working in the Islamic bank, 13.7% respondents were working in Meezan bank, 13.4% respondents were working in MIB and 12.3% respondents were working in Al-Falah bank. This Table shows that 32.6% respondents' occupation was other than branch manager, credit manager, operation manager and IT manager, 22.6% respondents' whose occupation was operation manager, 21.1% respondents' occupation was the credit manager, 15.7% respondents' whose occupation was the branch manager and only 8.0% respondents' occupation was IT manager. In this linking, this Table 4.8 shows that the huge majority i.e., 56.0% respondents' working experience was between 1-4 years, 27.4 percent respondents' working experience was over 4 years as well as only 16.6% of respondents' experience was under 1 year.

Table 2 Demographical Information of Respondents

	Category	Fre	%age
Gender	Male	262	74.9
	Female	88	25.1
Age	below 20	12	3.4
	20-29	218	62.3
	30-39	96	27.4
	over 40	24	6.9
City	DG khan	243	69.4
	Layah	45	12.9
	Multan	50	14.3
	Other	12	3.4
Education	F.A	7	2.0
	B.A	79	22.6
	BBA	105	30.0
	D.COM	10	2.9
	B.COM	65	18.6
	MBA	84	24.0
Specialization	Finance	108	30.9
	Marketing	103	29.4
	HRM	41	11.7
	Other	98	28.0
Bank	HBL	74	21.1
	MCB	85	24.3
	MIB	47	13.4
	Islamic bank	53	15.1
	Meezan bank	48	13.7
	Al-falah bank	43	12.3
Occupation	Branch Manager	55	15.7
	Credit Manager	74	21.1
	other employees	114	32.6
	Operation Manager	79	22.6
	IT Manager	28	8.0
Experience	under 1 year	58	16.6
	1-4 year	196	56.0
	over 4 year	96	27.4

Correlation Analysis & Descriptive Statistics

Mean, standard deviations (SD), correlation and reliability of constructs KWP, KME, KMPr, KMPo and OP are narrated below in table 3.

Table 3 Mean, SD, Correlation and Reliability matrix

Constructs	(Mean)	(SD)	KME	KMPr	KMPo	OP	KWp
KME	5.17	.74	(.79)				
KMPR	5.25	.72	.68**	(.90)			

KMPo	5.25	.79	.61**	65**	(.74)		
OP	5.22	.91	.53**	.58**	53**	(.69)	
KWP	5.26	.80	.59**	58**	52**	48**	(.75)

Structural Measurement (SM)

In this research, SEM was applied to investigate the recommended associations of research. SEM technique is strong measuring technique. Distinguish measurement programs also models of structural way with all model fit indexes maintained by SEM technique. It provided assistance to conclude model of significance (James et al., 2006). In interim, to encourage clients of these basic ways, they are imagined on origins of hypothesis and additional drained within product, help clients to make hearty thought of hypothesized model in investigation (Byrne, 2013). Singular way investigation and full arrangement of factors examination help to show estimated auxiliary models by utilizing factual qualities to discover the degree by which entire models' appropriate information. The suggested exemplary are acknowledged and dismissed on bases of integrity of fit insights. Standing level of esteem just normalized the relapse loads enhances and loan SEM approach has center components: 1) dimension version and 2) structural version. Thus, technique which followed was the two-step system while, complete dimension model replicate associations amongst found variables (Little et al., 2002; Kline, 2005).

Concurrently, the total size model tested association amongst objects of variable, referred to as experimental variable and suggested variables that could be referred as un-observed variables. After complete size model was demonstrated then implemented the operational fashions to justify recommended hypothesis. Operational models express route between un-observed variables alongside found variables both unswervingly or in roundabout way in version. In quick, structural version predictably refer to trails as started impartial variable (exogenous) causing the mediator/s and based variables (Byrne, 2013). The existing observe examined primary as sound mediating routes through SEM in software program AMOS 18 due to the fact SEM is consistent and appropriate to detect the importance of mediation or the indirect pathways (James, et al., 2006). It is likewise endorsed evaluation of SEM has commonly 3 instances more than indicators or scale's item (Tenenhaus et al., 2005). Thus, it is too important that sample size should be precise. This examination mentioned model healthy indexes that can be chi-rectangular (χ2), the stages of degree of the freedom, chi-square/degree of freedom (χ2/DF), index CFI, GFI, NFI & RMSEA. Correspondingly, statistics for overall, direct and oblique consequences have been also mentioned to analyze the mediation impact.

Full CFA Measurement Model

KWP, KME, KM Practices, KM process and OP are first analyzed over CFA which represents the greater than .9 values as the acceptance/appropriation criteria and below then .08 is the rejection cutoff value Bentler and Bonett., (1980); Bollen., (1989); Joreskog and Sorbom.,

(1999) and results as as χ21496.2; df781; p<.000; CFI.89; GFI.81; NFI.80; TLI.87 & RMSEA.05) represents the best fit and showing significance of model fitness. The model fit indexes are π2357.64; df235; p<.000; CFI.93; GFI.90; NFI.80; TLI.80 & RMSEA.04) suggesting that the model fits easily and supports the maximum factor analytical model authenticated. The figure thus displays the complete model of the measurement that has a factor loading to display full CFA.

Figure 2 Full CFA Measurement Model
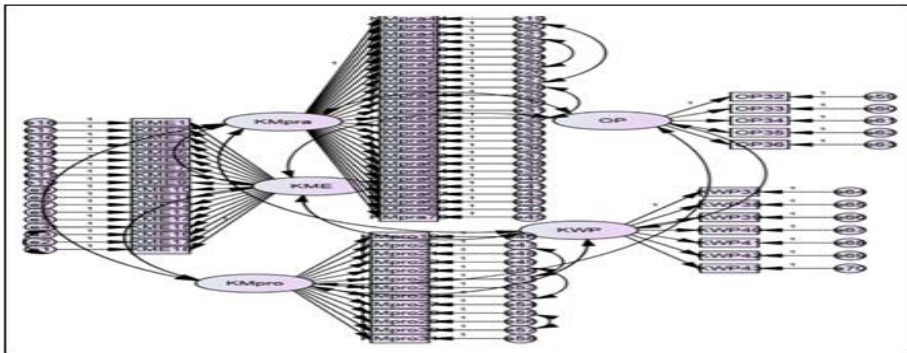
Direct Paths Using SEM (Direct Structural Model)

Further process, next verifying of CFA Model, was structural models for investigative direct pathways, mediation or parallel mediation for confirming the projected supposition. In this study, about 12 pathways were used under the direct structural model for the investigation and these are

Structural Path Model for KME & KMPR

H1, according to H1, significant and positive effect was hypothesized between the KME and KMPr. Results of SEM described that Quality personalization was strongly associated to Customer trust. This model presented good fit χ2346.73, df156, P<.000, χ2/df2.22, CFI.86, GFI.91, TLI.83, NFI.98 and RMSEA .05. The physical model fit diagram for H1 is explained in Figure 3.

Figure 3 Path Model KME & KMPR
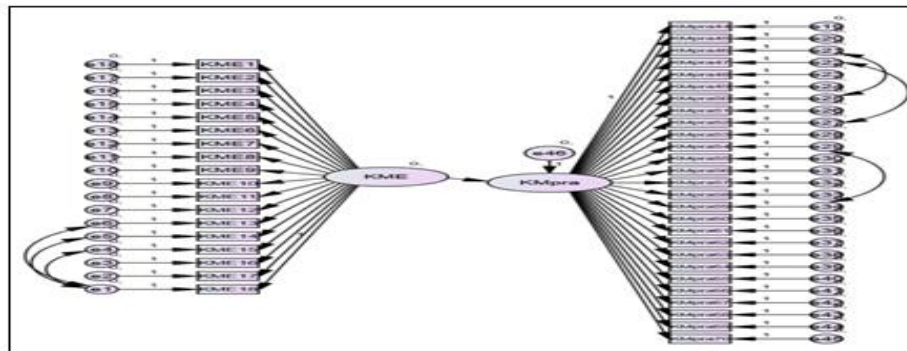
The additional validation of tolerability of that classical was concluded limit approximates standards that confined consistent regression coefficient and P value. Homogeneous path coefficient disclosed significant associate between knowledge management enabler and knowledge management practices (β=.41; p<.000). Knowledge management enabler was significantly correlated with self-reported knowledge management practices (R^2 =. 17; p < .000) and explained 17% variance in self-reported knowledge management practices. So, H1 was supported.

Structural Path Model for KME & KMP
Under H2 significant effect of KME on KMPo is hypothesized and overall SEM results are χ2 = 1150.38, DF = 526, p < .001, (χ2/df) = 2.18, CFI = .92, GFI = .91, TLI = .93, NFI =.85 and RMSEA =.04. Parameters values approximate exposed and established appropriateness of structural model and exhibited that self-reported knowledge management enabler had significant positive association along knowledge management process (β = .75; p < .000). As well squared multiple correlation amid knowledge management enabler and knowledge management process (R^2 = .56; p < .000) with the variance 56% knowledge management process. Entire indexes and estimated values gave complete favor to H2. Figure 4 revealed H2 structural pathway.

Figure 4 Structural Path Model KME & KMP
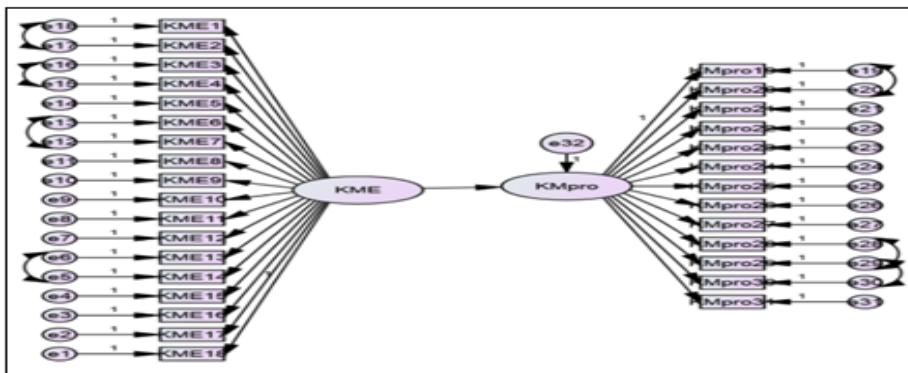
Structural Path Model for KMPR and OP
H3 was proposed that there is substantial impact of KM practices and OP. It was verified in SEM and outcomes of the SEM represent that the knowledge management practices were significantly linked with Organizational performance. Anywhere goodness of model fit indexes is χ2 = 533.27, DF = 220, p < .000, (χ2/df) = 2.42, CFI = .79, GFI = .89, TLI = .80, NFI =.70 and RMSEA =.05. The identical path coefficient exposed the significant confident link with KP Practices and OP (β = .41; p < .000). Meanwhile correlation between KM practices and OP (R^2 = .62; p < .000) was exposed the substantial link with the variance of 62% for organizational performance.

Figure 5 Path Model of KMPR and OP
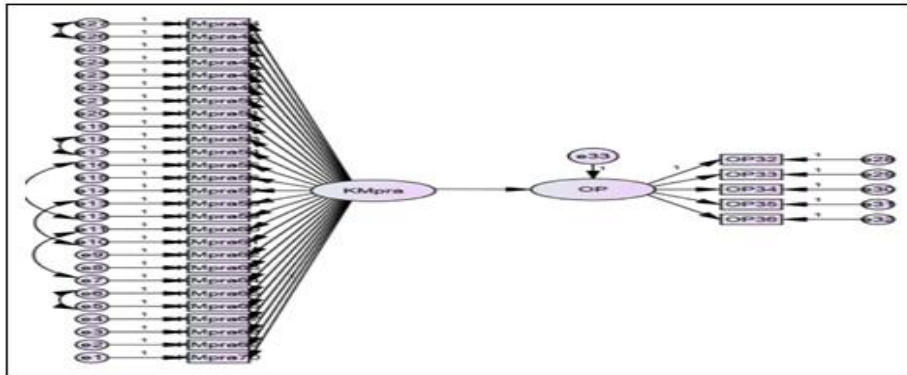
Structural Path Model for KMPR & KWP

Hypothesis 4 proposed that there is substantial encouragement of KM practices and KW Productivity". To explore and inspect this suggested link in recent research surveyed SEM practice somewhere outcomes of the operational trail model show that KM practices had strong significant positive relation with knowledge worker productivity and goodness of typical fit catalogs shared as $\chi2$ = 65.50, df = 33, P < .000, ($\chi2$/DF) = 1.98, CFI = .95, GFI = .96, TLI = .94, NFI =.91 and RMSEA =.05. The regular path coefficient discovered significant positive connection in KM practices along KW productivity (β = .47; p < .000). And showed link among this connotation (R^2 = .22; P < .000) with 22% of variance for the knowledge worker productivity. Hypothesis have maintained by results. See Figure 8 of structural model for hypothesis H4.

Figure 6 Path Model of KMPR and KWP
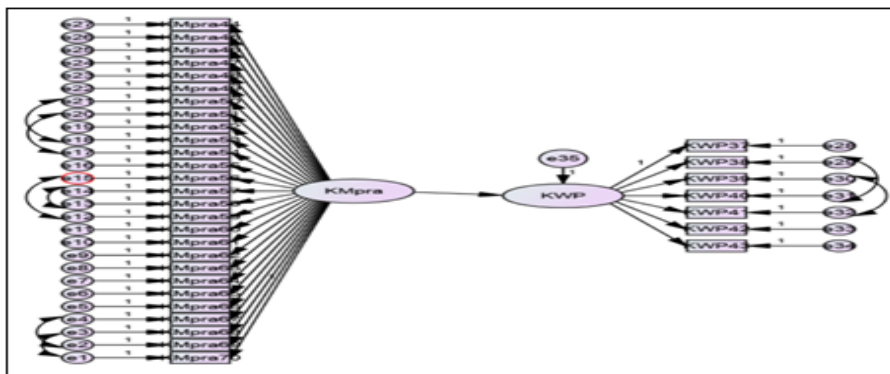
Structural Path Model for KMP & OP

Hypothesis 5 was stated as "there is essential influence of knowledge management process and organizational performance". To inspect and study this planned connection current

study trailed SEM technique, yet, results of structural path model represent that knowledge management process had strong significant positive relation with organization performance and goodness of model fit indexes corporate as $\chi2 = 351.88$, df = 127, p < .000, ($\chi2$/df) = 2.77, CFI = .89, GFI = .98, TLI = .89, NFI =.84 and RMSEA =.05. Then, the identical path coefficient explores significant positive connection in the knowledge management process along organizational performance (β = .59; p < .000), showed strong positive correlation among this association (R^2 = .34; p < .000) with 34% of the variance for the organizational performance. Hypothesis have sustained by outcomes. See Figure 7 of structural model for hypothesis H5.
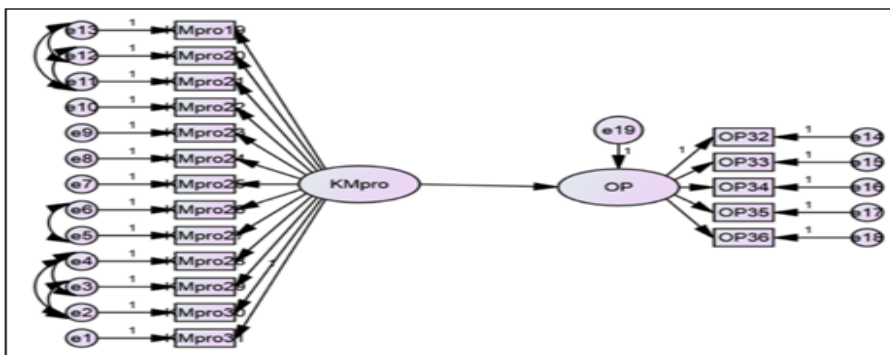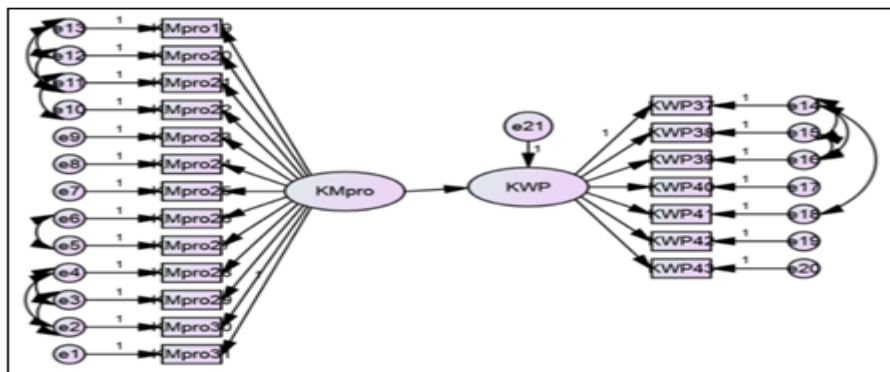
Figure 7 Path Model of KMP and OP

Figure 8 Path Model of KMP and KWP

Structural Path Model for KMP & KWP
Hypothesis 6 was proposed as "there is significant influence of KMPo and KWP. Overall SEM results showed that knowledge management processes were positively significant linked with time knowledge worker productivity, model fit indexes are $\chi2 = 318.88$, df = 157, p < .000, ($\chi2$/df) = 2.03, CFI = .92, GFI = .97, TLI = .91, NFI =.86 and RMSEA =.04. As well, ethics of constraints estimate exposed and established the suitability of physical exemplary and presented that the knowledge management processes had significant positive association

along knowledge worker productivity (β = .64; p < .000). thus, as the well squared multiple correlation among knowledge management processes and knowledge worker productivity (R^2 = .41; p < .000) with variance 41% knowledge worker productivity. So, totally these catalogs and estimation values providing complete sustenance to H6. Figure 8 revealed H6 structural path.

Structural Path Model for KWP and OP

Hypothesis 7 was stated that there is significant inspiration of KWP and OP. To probe and observe suggested association present study trailed SEM technique where outcomes of structural path model show that Knowledge worker productivity had strong significant positive relation with organizational performance and goodness of model fit indexes corporate as χ2 = 110.551, DF = 45, p < .000, (χ2/df) = 2.45, CFI = .95, GFI = .95, TLI = .93, NFI =.92 and RMSEA =.05. Nevertheless, the consistent path coefficient exposed significant positive connection in Knowledge worker productivity along organizational performance (β = .50; p < .000). And showed strong positive correlation between proposed association (R^2 = .25; p < .000) with 25% of variance for the organizational performance. Therefore, this hypothesis has maintained by the outcomes. See Figure 9 of structural model for the hypothesis H7.
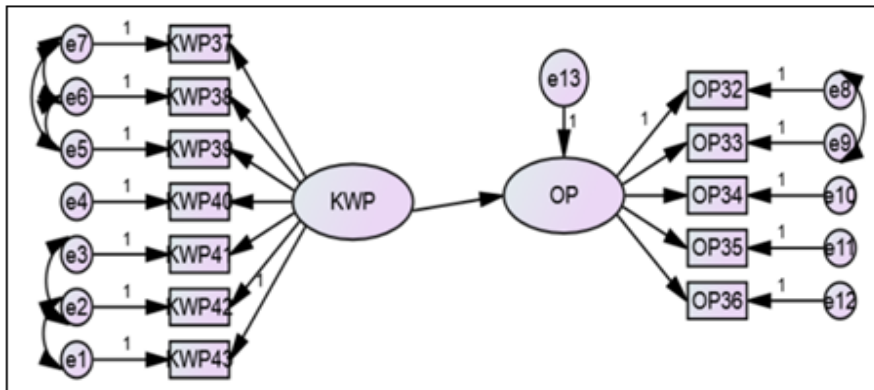
Figure 9 Path Models of KWP and OP

Table 3 Standardized Direct Path Coefficients of Hypothesized Model

SEM-Paths		Estimate	SE	CR
H1	KME→ KMpra	.82***	0.12	6.51
H2	KME→ KMpro	.74***	0.12	6.13
H3	KMpra → OP	. 61***	0.11	5.96
H4	KMpra → KWP	.78***	0.12	6.15
H5	KMpro → OP	.52***	0.10	4.74
H6	KMpro → KWP	.62***	0.13	6.58
H7	KWP→ OP	.52***	0.10	7.54

Table 4 Direct Effect Results

HNo	IV	DV	Conclusion
H1	KM Enablers	KM Practices	Confirmed (S*)
H2	KM Enablers	KM Process	Confirmed (S*)
H3	KM Practices	Organizational Performance	Confirmed (S*)
H4	KM Practices	KW Productivity	Confirmed (S*)
H5	KM Process	Organizational Performance	Confirmed (S*)
H6	KM Process	KW Productivity	Confirmed (S*)
H7	KW Productivity	Organizational Performance	Confirmed (S*)

Cross sectional data on proposed hypothesis that incorporate the direct study's constructs however, descriptive statistics and correlation analysis had also completed. Furthermore, testing of these associations, this research combined structural equation modeling. Also, this chapter proven good support for the suggested links, though, it originates full support for hypothesis H1, H2, H3, H4, H5, H6 and H7 that hypothesized as direct paths were fully acknowledged and confirmed.

DISCUSSION & CONCLUSION
Current learning is to examine and certify the knowledge management enablers in worker productivity and organizational performance and this segment clarify the analysis style of arguments. This segment contains answers of research objectives and research question. In current study the data is collected and separated at cross- sectional data. Study rescued 350 questionnaires for cross sectional data which is completely match answers of the same respondent. Lastly, the study limits are assumed to better understand the current study findings. This study has several contributions which are helpful for the academicizing and practitioners of filed. Hence, contributions are classified into two important sections which hare described below and same are discussed one by one for the guidelines and directions of the readers and managers. In this connection, there is a large sample size, though not large sufficient to be universal for the extra parts of the population. The current study based upon data which composed from the banking industries of south Punjab. However, the limitations of the cross-sectional study must be deliberated in order to find the actual image of this study.

The association between the KM on KW Productivity as determined under this study was thoroughly explained and analyzed however the study examines KM on KW Productivity and OP. For this resolve quantitative design of research was admitted and a questionnaire used to collect data banking industry of the South-Punjab Pakistan. Present study showed in order to fill the collapse in the running study of KM and its relationship b/w knowledge worker Productivity and organizational performance. Study consequences with significant and strong positive relationship among the variables showed the role of KM in KWP and OP in banking industries of south Punjab. Yet future studies can consider organizational performance of the banking industry in relation with the employee's satisfaction whereas

exploring knowledge management dynamics in relation to services industry carriage. The future studies by considering the banking sector in relation to satisfaction of employees as organizational performance.

Theoretical Contribution

The research initiates that actual execution of knowledge management process is substantial involved to organizational performance of banking industries. These conclusions expose that actual execution of knowledge management process in banking industries can lead to enhance the industries productivity, employee's satisfaction, the industry development and awareness to the environmental contest. The outcomes suggested the equally rational of OP and KMPr and also crucial offer of organizational performance that can be effective for knowledge assets and enables to accomplish the grander performance. Who accompanied research in universities perspective and decided substantial and direct relationship amid KMPo and OP. Moreover, study maintains the quarrel of Shahzad et al. (2016). Through strong development policies, we mean behavior of the organization that in the extended to legalize communal, environmental, and financial prospects of both interior and exterior stakeholder and essential situation is to generate prosperity for all stakeholders and also to sustenance the KMPo essentially by giving necessary knowledge and improvement its flow or a movement.

Practical Contributions

KWP and knowledge worker may be success of knowledge base industry firm concerning inventions and output of knowledge workers except knowledge worker become involved with belongings. Moreover, the knowledge related firms not merely take initiatives of KM architecture and organizational performance, but must be certifying that their particular or respective knowledge employees have the inspirations, maintenance, and information that is used the creativities occupied. Subsequently, knowledge worker is to enhance the good will and patents of the organization with their efficiency and organizational innovation. The suggested techniques care knowledge-based organization to evaluate the efficiency of workers, very managerial problem for such type of organization. The consequences also to designate essential part of separate knowledge management practices as to calculate and improving the productivity. The strong and substantial influence of KM processes on firm performance is expected to provide the impetus for consultants and representatives to appliance and influence from the KM processes expand organizational enactment in the banking industries.

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