



ROLE OF SENIOR MANAGEMENT SUPPORT ON ORGANIZATIONAL PERFORMANCE IN LIBYAN COMMERCIAL BANKS

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ABSTRACT

Libyan Bank's sector has suffered from weaknesses in their role in society and their financial and non-financial performance, which created an escape of employees with complaints from banks. The employees and the clients refrain from depositing their money in these banks. Libyan commercial banks suffer from several problems in their bank's performance, and that this lack includes financial and non-financial aspects. Hence, this examination's significant motivation was to approve and comprehend the effect of KM on OP in the Libyan commercial banking industry utilizing senior management support as the mediator. The Simple Random Sampling strategy is utilized to test the populace.

In contrast, Partial Least Square - Structural Equation Modelling (PLS-SEM) is utilized to confirm the general research model and its structural model and measurement model's integrity. The discoveries of this investigation are: (1) excellent KM positively affects OP; (2) KM has a hugely beneficial outcome on senior management support; and (3) senior management support positively affects OP. Hence, it is clear from the discoveries noted over that senior management support makes them intercede impact. It will likewise encourage the management in making and altering their institutional arrangements and rules concerning human asset enrolment, determination, preparation, and improvement.

1. Introduction

Currently, the business condition is far from being static since it is consistently experiencing and encountering evolving circumstances. Consequently, it is not critical for organizations working in this powerful business condition of the cutting-edge time to know about the progressions occurring; instead, they should likewise figure out how to adapt to the adjustments to stay competitive. Under these conditions, it must be sure turned into a testing issue for organizations to make methodologies and make arrangements that will encourage them to deal with the impacts of such vulnerabilities viably. That may emerge because of movements in either outer or interior situations and help them meet and outperform their performance desires (Aziz et al., 2015; Dar et al., 2014).

Even though business professionals and academic specialists collectively acknowledge its significance, there is an absence of an agreement on the standardized technique to quantify the performance of KM in organizations. Different models (e.g., Kao et al., 2014; Lin, 2015; Yin and Fai, 2014) have been proposed to enable organizations to structure possible answers to assess their KM systems' viability. In any case, earlier models are either excessively hypothetically arranged or hard to execute (Yusoff et al., 2018). Hence, there is a need to address this gap by developing a KM performance assessment structure to simplify the assessment and implementation process (Byukusenge & Munene, 2017; Salami & Mercy, 2015).

2. Literature Review

Regardless of whether the firm's knowledge-based perspective establishes a theory has been the subject of significant discussion (Foss, 1996; Phelan and Lewin, 2018). According to Grant (2002, p. 135), "The emerging knowledge-based view of the firm is not a theory of the firm in any formal sense." However, in this study, knowledge-based theory (KBT) supports that when knowledge is directed enough, it makes specific capacities that add to upgraded business performance through the turn of events (Grant, 1996; Leal-Rodríguez et al. 2013). Henceforth, unmatched business performance is practiced through suitable KM that progresses improvement (Ben et al., 2015; Damanpour et al., 2019). Various experts like Barney (2017), Warriar (2019), and Nonaka (2017) comparatively proclaim that fruitful KM through knowledge acquisition, knowledge sharing, and knowledge application adds to imaginativeness and progression, which serve to improve business performance.

2.1 Knowledge Management (KM)

KM is utilizing fastidious strides to secure, structure, oversee and share knowledge inside an organization to accomplish better performance, for example, decreased exorbitant adjust, quicker work, and usage of best practices (Ruggles and Holtshouse, 1999). KM and knowledge themselves ensure worldwide intensity and exceptional advantages (Valaei et al., 2017). Henceforth, to accomplish a compelling and fruitful KM usage inside the organization, the KM procedure

supported by the distinguished components and the components of these elements must be successful also (Merat and Bo, 2017). Consequently, appropriately utilized organizational knowledge is imperative to improved effectiveness, better profitability, and expanded benefits and to accomplish the manageable aggressiveness and dynamic phase of complete knowledge (Kärreman, 2019).

The past proposed conceptual KM models strive to illustrate the associations between KM activities and their potential enabling factors within the business environment and the performance of these activities to achieve organizational objectives. To this end, in these KM models, KM activities are classified and concentrated by the manners by which knowledge is managed in an organization's operations to expand the proficiency and adequacy of these exercises in accomplishing organizational objectives. It is recommended that KM exercises can be strategically arranged into four key measurements: (1) Knowledge Creation; (2) Knowledge acquisition; (3) Knowledge sharing; and (4) Knowledge storage (Salisbury, 2003).

This study is strategic and aims to establish a rationale for the performance measures of KM activities through identifying the associations among KM activities, the contextual factors they operate within, and the performance they potentially lead to. Therefore, these four key dimensions have been adopted in this study to classify KM activities. Hence, this investigation utilized knowledge acquisition, knowledge sharing, and knowledge application/responsiveness to knowledge as KM builds.

2.2 Organizational Performance (OP)

OP as an idea in present-day management has experienced both definition and practical lucidity issues in various territories (Katou & Budhwar, 2019). As indicated by Richard (2019), performance and profitability are extraordinary. OP is how an organization or organization is getting along as far as present business advertise. Notwithstanding having a productive performance, the organization can be performance revenue-driven making. The KM process is fundamental for an organization to be produced due to human assets' right determination. For the high and anticipated performance, as it is told before, KM is the foundation of everything. However, this is certainly not an adequate condition for viable performance. The senior management and employees' framework is the most crucial worry with any OP management framework (Mohamad and Lo, 2019).

The organization's capacities to shape a focal point of thought, growth, and advance, drawing in and creating, are indispensable for any organization. In this way, it is urgently vital and understands that for the performance of any organization concentrating on KM is essential (Leopold and Harris, 2019). Moreover, legitimate execution and use of KM strategies will guarantee that correct employees are held to play out the correct errand, which will fundamentally build the organization's performance (Mynatt et al., 1997). Accordingly, the OP will be moved forward.

2.3 Knowledge Management (KM) and Organization Performance (OP)

The dynamic thought of the new commercial place today has made an engaged persuading power among various associations to join and oblige their knowledge assets as a strategy for making regard that is sensible after some time. Numerous organizations are propelling broad KM endeavors (Malhotra et al., 2020).

Their paper's target was to record observational proof from existing writing on the impact of KM processability on the performance of firms and to recognize open doors for further research. It can create more knowledge to help comprehend this association promoting the enhancement of the commitment of knowledge to performance. An exact writing study strategy was utilized to gather data concerning KM processability and its impact on performance. The outcomes recommended that KM process operations decidedly affect performance. McCracken et al. (2015) took a gander at the general instructor's concurred that the way of life of sharing data on different subjects among staff has empowered their schools to enhance in the national examination. They likewise concurred that the way of life of receptiveness among educators, understudies, and guardians had empowered their school to exceed expectations. KM in this manner should be settled in schools to enhance performance and organization.

2.4 Senior Management Support

Senior management support is about senior management's level of advantage and inclusion in the venture (Hokoma, 2019). A remarkable item could not be created without a genuine initiative. Any ideal item/venture has a pioneer who guides to guarantee performance and advancement (Combs et al., 2016). Occasionally, senior directors do not clear up their support and contribution to the task. Frequently, they do not characterize the undertaking plan or do not encourage the group on their activities. These practices make a hazardous situation and demotivate the group, bringing about poor performance or disappointments (Abdullah et al., 2019).

Knowledge is detached into unequivocal, comprehended, and understood. The issue of KM arises where the knowledge is not shared among others who need it. The suggested knowledge, which is the knowledge that stays in the solitary head, is carefully bewildered to be shared when an individual rot to do as needs be (Aggestam et al., 2014). Nawaz and Gomes (2018) passed on the probability that under all occasion, individuals (for example, senior management) do not will all around offer knowledge as immaculate as the association would generally like them to do in that limit. This portrays

individuals as dynamically precious vitality of not sharing knowledge as extra as the association would. They are logically hesitant to share explicit knowledge, which they get implanted in their unique understanding, which makes knowledge putting away as time goes on. Knowledge putting away in Libyan commercial banks zone must be endured due to the explanation that it will be the vital obstacle to knowledge sharing. Considering an optimistic conviction framework, Libyan commercial banks give off an impression of being the most pleasant spot for the management of knowledge and practicing KMS, where employees are acknowledged as knowledge – making component. Zaied (2018) examined the constructive outcome of performance angles on performance execution and showed that the best management support is the essential determinant of the card application adequacy. Simultaneously, the card's expected advantages think about its clients' performance in the arranging, checking, and interchanges fields in the stock exchange in Thailand.

3. Methodology

The researcher chose a survey method for a few reasons, such as getting an all-encompassing view of the respondent and knowing the Libyan industrial bank's real situation. These can be identified with lower operational costs, depreciation of conceivable specialist's inclination, and expansion of probability of a more superior level of objectivity and value for speculations testing. Information was gathered from the managers working in the various parts of these 19 banks. The questionnaire items were adapted from the existing scales on KM, OP, and senior management support. However, the need for estimates of correlation coefficients varies (Araya 2015), and therefore, a careful methodological process has been crucial.

4. Results and Discussion

In this study, the estimation of the estimation model aimed to check the association between each marker and its associated development and ensure that each build differs from the others. Numerous tests were utilized to take a gander at these contemplations, and satisfactory outcomes were obtained. The findings show that the composite reliability and factor loading for each construct is more than 0.70, confirming the model's internal consistency reliability. It also suggests that the AVE is more than 0.50, indicating that the convergent validity has been carried out for all constructs. In line with Hair et al. (2017), HTMT can indicate discriminant validity checks. It shows that all values of HTMT were less than 0.85, which has been suggested as a threshold (Henseler et al., 2015).

Table 1. Measurement Model Evaluation

| Constructs | Items | Factor Loadings | Cronbach's Alpha | CR | AVE | Discriminant Validity (HTMT) |
|-----------------------|-------|-----------------|------------------|-------|-------|------------------------------|
| Knowledge Acquisition | KA1 | 0.908 | 0.709 | 0.806 | 0.559 | Yes |
| | KA2 | 0.910 | | | | |
| | KA3 | 0.907 | | | | |
| | KA4 | 0.905 | | | | |
| | KA5 | 0.786 | | | | |
| | KA6 | 0.882 | | | | |
| Knowledge Creation | KC1 | 0.846 | 0.868 | 0.898 | 0.559 | Yes |
| | KC2 | 0.807 | | | | |
| | KC3 | 0.812 | | | | |
| | KC4 | 0.738 | | | | |
| | KC5 | 0.693 | | | | |
| | KC6 | 0.674 | | | | |
| | KC7 | 0.641 | | | | |
| Knowledge Sharing | KS1 | 0.813 | 0.774 | 0.854 | 0.593 | Yes |
| | KS2 | 0.865 | | | | |
| | KS3 | 0.874 | | | | |
| | KS4 | 0.890 | | | | |
| | KS5 | 0.732 | | | | |
| Knowledge Storage | KG1 | 0.846 | 0.729 | 0.797 | 0.540 | Yes |
| | KG2 | 0.921 | | | | |
| | KG3 | 0.906 | | | | |

| | | | | | | |
|---------------------------|------|-------|-------|-------|-------|-----|
| | KG4 | 0.901 | | | | |
| | KG5 | 0.751 | | | | |
| | KG6 | 0.822 | | | | |
| | OP1 | 0.885 | | | | |
| | OP2 | 0.887 | | | | |
| OP | OP3 | 0.913 | 0.849 | 0.859 | 0.798 | Yes |
| | OP4 | 0.896 | | | | |
| | OP5 | 0.908 | | | | |
| | OP6 | 0.870 | | | | |
| | SMS1 | 0.943 | | | | |
| Senior Management Support | SMS2 | 0.953 | 0.736 | 0.855 | 0.679 | Yes |
| | SMS3 | 0.953 | | | | |
| | SMS4 | 0.813 | | | | |

Based on the above dialogue, this has a look confirms that the specified reliability and validity for the measurement model is achieved. As such, this confirms that the measurement model is valid for further analysis. The figure below shows the final model of this study.

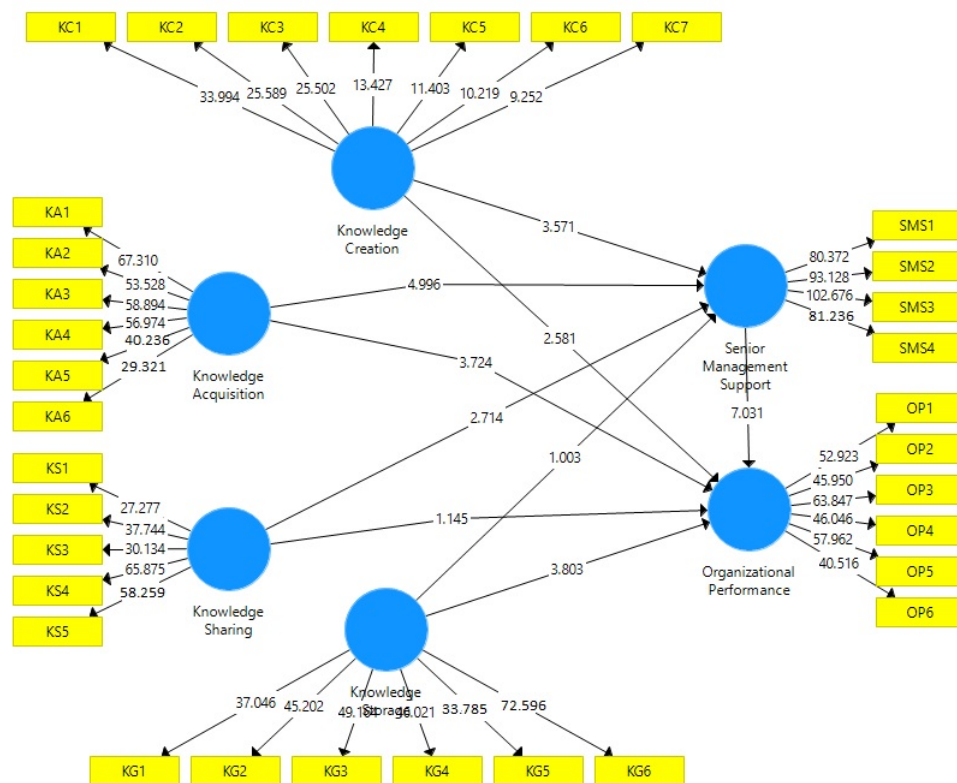


Figure 1. Structural Model

The results indicate that knowledge creation has a significant positive effect on OP ($\beta = 0.287$, $t\text{-value} = 3.643$, $p \leq 0.05$). Knowledge acquisition also has a significant positive effect on OP ($\beta = 0.368$, $t\text{-value} = 5.756$, $p \leq 0.05$). Besides, knowledge sharing has a significant positive effect on OP ($\beta = 0.129$, $t\text{-value} = 2.199$, $p \leq 0.05$). Furthermore, knowledge storage has also a significant positive effect on OP ($\beta = 0.193$, $t\text{-value} = 3.783$, $p \leq 0.05$). Senior management support also has a significant positive effect on OP ($\beta = 0.404$, $t\text{-value} = 7.031$, $p \leq 0.05$). Besides, knowledge creation has a significant positive effect on senior management support ($\beta = 0.276$, $t\text{-value} = 3.571$, $p \leq 0.05$). Knowledge acquisition has also a significant positive effect on senior management support ($\beta = 0.373$, $t\text{-value} = 4.996$, $p \leq 0.05$). Knowledge sharing has also a significant positive effect on senior management support ($\beta = 0.183$, $t\text{-value} = 2.714$, $p \leq 0.05$). However, knowledge storage has a positive but insignificant effect on senior management support ($\beta = 0.062$, $t\text{-value} = 1.003$, $p \geq 0.05$).

Table 2. Path Coefficient and Hypothesis Testing (Direct Effect)

| Hypothesis | Associations | Path Coefficients | Std Dev | T Statistics | P Values |
|------------|--|-------------------|---------|--------------|----------|
| H1 | Knowledge Creation -> OP | 0.287 | 0.079 | 3.643 | 0.000 |
| H2 | Knowledge Acquisition -> OP | 0.368 | 0.064 | 5.756 | 0.000 |
| H3 | Knowledge Sharing -> OP | 0.129 | 0.059 | 2.199 | 0.028 |
| H4 | Knowledge Storage -> OP | 0.193 | 0.051 | 3.783 | 0.000 |
| H5 | Senior Management Support -> OP | 0.404 | 0.057 | 7.031 | 0.000 |
| H6 | Knowledge Creation -> Senior Management Support | 0.276 | 0.077 | 3.571 | 0.000 |
| H7 | Knowledge Acquisition -> Senior Management Support | 0.373 | 0.075 | 4.996 | 0.000 |
| H8 | Knowledge Sharing -> Senior Management Support | 0.183 | 0.067 | 2.714 | 0.007 |
| H9 | Knowledge Storage -> Senior Management Support | 0.062 | 0.062 | 1.003 | 0.316 |

Note: *p<0.05; **p<0.01; ***p<0.011

The results also indicate that knowledge creation ($\beta = 0.111$, $t = 3.476$ and $p \leq 0.05$), knowledge acquisition ($\beta = 0.151$, $t = 3.901$ and $p \leq 0.05$), and knowledge sharing ($\beta = 0.074$, $t = 2.359$ and $p \leq 0.05$) have significant positive indirect effect on OP through senior management support. However, knowledge storage has no significant indirect effect on OP through senior management support ($\beta = 0.025$, $t = 0.998$ and $p \geq 0.05$).

Table 3. Total Effects (Indirect Effect)

| Hypothesis | Associations | Path Coefficients | Std Dev | T Statistics | P Values |
|------------|--|-------------------|---------|--------------|----------|
| H10 | Knowledge Creation -> Senior Management Support -> OP | 0.111 | 0.032 | 3.476 | 0.001 |
| H11 | Knowledge Acquisition -> Senior Management Support -> OP | 0.151 | 0.039 | 3.901 | 0.000 |
| H12 | Knowledge Sharing -> Senior Management Support -> OP | 0.074 | 0.031 | 2.359 | 0.019 |
| H13 | Knowledge Storage -> Senior Management Support -> OP | 0.025 | 0.025 | 0.998 | 0.319 |

Note: *p<0.05; **p<0.01; ***p<0.011

5. Conclusion

The organization's capacity to frame a focal point of thought, development, and progress, drawing in and creating, is an essential piece of any organization. Along these lines, it is critically significant, and fathoms that for the accomplishment of any organization concentrating on human asset management is fundamental. Moreover, legitimate execution and usage of HRM arrangements will guarantee that the correct employees are utilized to play out the correct assignment, which will fundamentally build the employees' performance. Thus, OP will be improved. Hemdi (2019) looked at general educators who agreed that the lifestyle of sharing information on various subjects among staff had enabled their schools to upgrade in the national assessment. They, in like manner, agreed that the lifestyle of openness among instructors, understudies, and gatekeepers had enabled their school to surpass desires. KM as such ought to be settled in schools to improve performance and organization. Heising (2019) found that the level of knowledge cooperation fundamentally influenced its use to support organizational KM. This has recommendations for the KM process, expressly knowledge application, which oversees how knowledge resources are used to deliver a motivating force for firms after application.

In the knowledge economy, knowledge is perceived as the significant wellspring of riches generation and overseeing knowledge viably and proficiently is a crucial achievement factor to increase an excellent upper hand for organizations (Obeidat et al., 2016). The upper hand is entirely founded on the practical application, influence, and creation of knowledge, particularly knowledge installed in human resources. Overseeing knowledge viably is a critical factor in enhancing quicker and superior contenders (Yasir et al., 2017). Shujahat et al. (2018) recommended that another HRM worldview is developing towards "strategic human resources" theory in the firm's quest for the upper hand. This worldview is based on two columns: strategic readiness and KM. In any case, a significant part of the writing of KM keeps on mirroring a techno-driven center, like that of data management, which fundamentally views knowledge as an element that can be caught, controlled, and utilized. This is a constrained and, at last, risky observation (Valaei et al., 2017). Kärreman (2019) represented a rejuvenation of the HRM capacity to react to the knowledge economy's requests, glimpsing both inside and outside the organization. The conventional spotlight on overseeing individuals has been expanded to overseeing organizational abilities, connections, learning, and knowledge. Davenport et al. (2018) likewise accept that we should look past human money to a progressively maintainable and comprehensive perspective on people, proposing the expression "reasonable human capital" that moves from the customary perspective on human capital.

KM has become a significant angle for all organizations, and if they are effectively and skilfully embrace and keep up optimistic KM rehearses, their performance will improve. They can make a situation that supports knowledge move. This exploration has assembled the principal factors and examined the direct impacts of KM in the Libyan commercial banking part. The end that can be drawn from this exploration is that the various parts of organizational elements influence KM as one gathering. Various instruments can assist organizations with improving their general KM performance. Nonetheless, the association between KM and OP has presented in this study that there is an urgent need to implement the KM to its fullest in the Libyan banking sector to cope with the potential customers' needs.

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