

The Impact of Sharing Culture on Knowledge Management in Commercial Banks in Vietnam

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ARTICLE INFO	ABSTRACT
Received: 28 Dec 2024	<p>This article is based on a review of domestic and international studies on sharing culture, organizational culture, and knowledge management, tailored to the specific characteristics of the banking sector. The aim is to identify the most relevant factors within sharing culture that influence knowledge management in commercial banks in Vietnam. Through discussion and focus group interviews, the author analyzes, synthesizes, and proposes a general research model outlining the elements of sharing culture that impact knowledge management in commercial banks, along with measurement scales for the research concepts within the model. This model serves as a starting point for the quantitative research phase, which can be conducted on a specific scope depending on the needs of research groups or managers.</p>
Revised: 18 Feb 2025	
Accepted: 26 Feb 2025	
Keywords: commercial banks, knowledge management, sharing culture	

1. INTRODUCTION

The banking sector in Vietnam has been rapidly developing in both breadth and depth, especially after the country became a member of the World Trade Organization (WTO). Therefore, the government's strategic planning for human resource development in banking is a core factor in ensuring both the quantity and quality of the workforce (Hofstede, 2001). The cultural values of each employee are influenced by knowledge sharing, and thus the effectiveness of an organization depends on the extent to which its cultural values are shared (De Jong & Den, 2007). On the other hand, many studies affirm that effectively managing and leveraging knowledge within organizations plays a crucial role in their sustainable development. Organizational culture (OC) in general, and sharing culture in particular—whether strong or weak—can have both positive and negative contributions to knowledge management. Sharing culture among employees and departments within an organization is essential for transferring individual and group knowledge into organizational knowledge, leading to improved work performance and increased employee loyalty and commitment (Davenport & Prusak, 1998). Globally, there are relatively few studies on the role of sharing culture in knowledge management. Therefore, building a general model that includes commonly discussed factors combined with the specific characteristics of commercial banks and identifying appropriate observed variables will help researchers form a foundation and starting point for quantitative research. At this stage, the article proposes to carry out research within a specific scope, depending on the needs of researcher groups or managers, to develop policies aligned with the unique features of commercial banks.

2. RESEARCH METHODOLOGY

2.1. Literature Review

Sharing culture is a component of organizational culture (OC), influenced and shaped by the OC itself, allowing employees within an organization to perceive, understand, act upon, and gradually form habits of sharing knowledge with colleagues, superiors, and customers when necessary. According to Park & Kim (2014), knowledge sharing refers to actions taken by organizational members to exchange information and insights regarding assigned tasks with colleagues and managers. The authors also argue that the knowledge-sharing process within organizations is highly correlated with elements of organizational culture.

Nguyen et al. (2019) state that sharing culture encompasses employees' habitual knowledge-sharing behaviors that align with the organizational culture and its regulations. Within the scope of this study, sharing culture in commercial banks is considered an internal knowledge management process that empowers employees to exchange information or skills with their colleagues within the bank. This enables staff to leverage their professional expertise internally to support and advance the bank in the context of today's evolving environment.

From the banking perspective, knowledge management is viewed as a set of practical activities that help commercial banks enhance their roles in education, research, and administration, as well as encourage individuals to apply and share data, information, and knowledge in decision-making processes (Safdar et al., 2020). According to Abubakar et al. (2019), knowledge management is the process of synthesizing, creating, and communicating information; selecting and applying both tacit and explicit knowledge to generate distinctive value, thereby strengthening the teaching and learning environment within commercial banks.

Therefore, based on the aforementioned concepts of knowledge management, knowledge management in commercial banks can be defined as the process of acquiring, creating, sharing, storing, and applying knowledge to drive the operations of commercial banks, thereby improving their overall performance.

2.2. Elements of sharing culture impact knowledge governance in commercial banks

There have been many studies at home and abroad showing that knowledge management in organizations in general and in credit institutions such as commercial banks in particular is affected by many different factors:

(1) The group of factors of sharing culture belongs to organizations and units that affect knowledge management. According to Stankosky & Baldanza (2001), the three main organizational factors that affect knowledge governance are: leadership, organizational structure, and organizational learning process. Leadership, organizational culture, and strategy are also seen as key drivers of knowledge governance in Zheng et al.'s (2010) study. In Vietnam, research by Pham Anh Tuan (2015); Nguyen Phuong Linh (2019) emphasized that the knowledge sharing of employees in Vietnamese enterprises is affected by factors belonging to the organization such as: short-term reward regime and long-term reward/incentive of the organization, human resource management policies, etc. organizational culture, organizational structure, support of senior leaders. Similarly, Lee et al. (2018) affirmed that leadership, organizational culture and reward regimes are factors that promote the successful implementation of knowledge management processes in commercial banks. The role of sharing culture in organizations in promoting the knowledge sharing process of employees or knowledge management processes in commercial banks is also affirmed in the research of Bui Thi Thanh (2014); Sahibzada & et al. (2020a). Staff development and training programs, internal communications, and workplace facilities are organizational factors that have been recently studied in commercial banks in Pakistan (Sahibzada et al., 2020b).

(2) The group of factors of knowledge sharing belongs to individual employees who affect knowledge management. Safdar et al. (2020), affirmed that the majority of research on this topic is being of interest to researchers and conducting accreditation in organizations in developing countries. In the same view, Sarwat & Abbas (2020), emphasized that confidence in one's own capacity (creative capacity) and individual commitment to participate in the knowledge creation process will contribute to promoting the knowledge creation capacity of each individual and organization. The willingness to experience organizational changes is also an important factor in promoting knowledge governance in organizations, especially the process of knowledge creation (Park et al., 2014). Lotfi et al. (2016), when examining the influence of factors in the 5-factor personality model on the knowledge sharing process of employees in Malaysian commercial banks, emphasized the willingness to experience new things, extroverted personality and dedication to work that impact receptive behavior. Employee knowledge sharing.

Tan & Noor (2013), when studying the factors influencing the knowledge sharing process of employees in Malaysian commercial banks, pointed out that in addition to organizational and technological factors, individual factors also have an impact on the knowledge sharing process of employees to promote research collaboration. Personal factors include: trust, openness in communication, and the process of direct communication. Trust in colleagues and leaders has also been identified as a factor promoting knowledge management in businesses and commercial banks (Le & Lei, 2018; Sahibzada et al., 2020a).

* *Technological factors that affect knowledge management:* According to Noor & Salim (2011), technological factors are not organizational or individual factors, but constituents, the role of technology promotes the role of sharing culture, thereby having an impact on the organization's knowledge management activities. The support of information technology is also considered a factor supporting the culture of dividing children, thereby promoting knowledge management in organizations, especially in the context of the current technological boom. According to Huang & Lai (2014), information infrastructure or the support of information technology will help organizations effectively accumulate information and knowledge flows. The functional characteristics of the information system will affect the attitude and intention of the employees in the organization to apply knowledge management. Alkaffaf et al. (2018), assert that besides organizational factors, information technology factors have the greatest impact on knowledge governance in social security organizations in Jordan. The use of information technology tools such as intranets, emails, databases, websites, and online forums will promote the process of sharing and transferring knowledge inside and outside the organization.

Table 1. Summary of Sharing Culture Factors Influencing Knowledge Management

No.	Measurement Dimension	Source(s)
1	Leadership	Stankosky & Baldanza (2001); Davenport et al. (1998); Wei et al. (2009); Zheng et al. (2010); Lee et al. (2018); Pham Anh Tuan (2015); Nguyen Phuong Linh (2019)...
2	Organizational Culture	Lee & Choi (2003); Zheng et al. (2010); Lee et al. (2018); Wei et al. (2009); Alkaffaf et al. (2018); Sahibzada et al. (2020a); Bui Thi Thanh (2014)...
3	Reward Policies	Davenport & Prusak (1998); Lee et al. (2018); Pham Anh Tuan (2015); Nguyen Phuong Linh (2019); Sahibzada et al. (2020b)...
4	Self-Efficacy	Kankanhalli et al. (2005); Bock et al. (2005); Marouf & Agarwal (2016); Sarwat & Abbas (2020); Le & Lei (2018); Sahibzada et al. (2020a)...
5	Willingness to Embrace Change	Park et al. (2014); Marouf & Agarwal (2016); Lotfi et al. (2016); Le & Lei (2018); Sahibzada et al. (2020a)...
6	IT Support	Lee & Choi (2003); Lee & Lee (2007); Alkaffaf et al. (2018); Tan & Noor (2013); Noor & Salim (2011); Huang & Lai (2014)...
7	Knowledge Acquisition and Creation	Lee & Choi (2003); Huang & Li (2009)
8	Knowledge Sharing	Marouf & Agarwal (2016); Lee et al. (2005); Huang & Li (2009); Sahibzada et al. (2020b)
9	Knowledge Storage and Application	Gold et al. (2001); Huang & Li (2009); Abubakar et al. (2019)

2.3. Research steps

After reviewing the research to analyze and synthesize the factors identified by many studies to determine the role of sharing culture in knowledge management in commercial banks, the author synthesizes from related studies to outline the criteria for expressing the connotation of those factors. All the elements and criteria that embody their connotations are presented in detail in the first draft. Next, the author conducts qualitative research through 2 steps:

Step 1: Conduct a group discussion directly with a group of lecturers from the Faculty of Business Administration, Foreign Trade University. Each lecturer participating in the discussion will receive a manuscript to follow, express their opinions and record their opinions directly on the manuscript. The author analyzes and synthesizes the

comments in the manuscripts, obtains factors affecting knowledge management from the sharing culture and the draft scale of the factors. At the end of step 1, the author builds the (second) manuscript for the next step.

Step 2: Conduct in-depth interviews with 03 groups of officials and employees of a number of commercial banks in Hanoi city (from 03 banks Agribank, Vietcombank, Vietinbank and VPBank) in online form. Officers and employees participating in the interview are sent a draft (second) of the influencing factors of the sharing culture affecting knowledge governance in commercial banks and their draft scales, the authors themselves record their opinions and synthesize them, inform the team before the end of the interview.

The result of the analysis and synthesis of the opinions obtained in step 2 is a research model on the factors of the sharing culture that affect knowledge governance in commercial banks (**Figure 1**) and the scale of the factors.

2.4. Research model

Sharing culture is a constituent part of organizational culture, a major factor affecting knowledge management in commercial banks, within the scope of research of the thesis, PhD students identify the components of sharing culture, thereby studying the influence of these components on knowledge management in Vietnamese commercial banks, concrete:

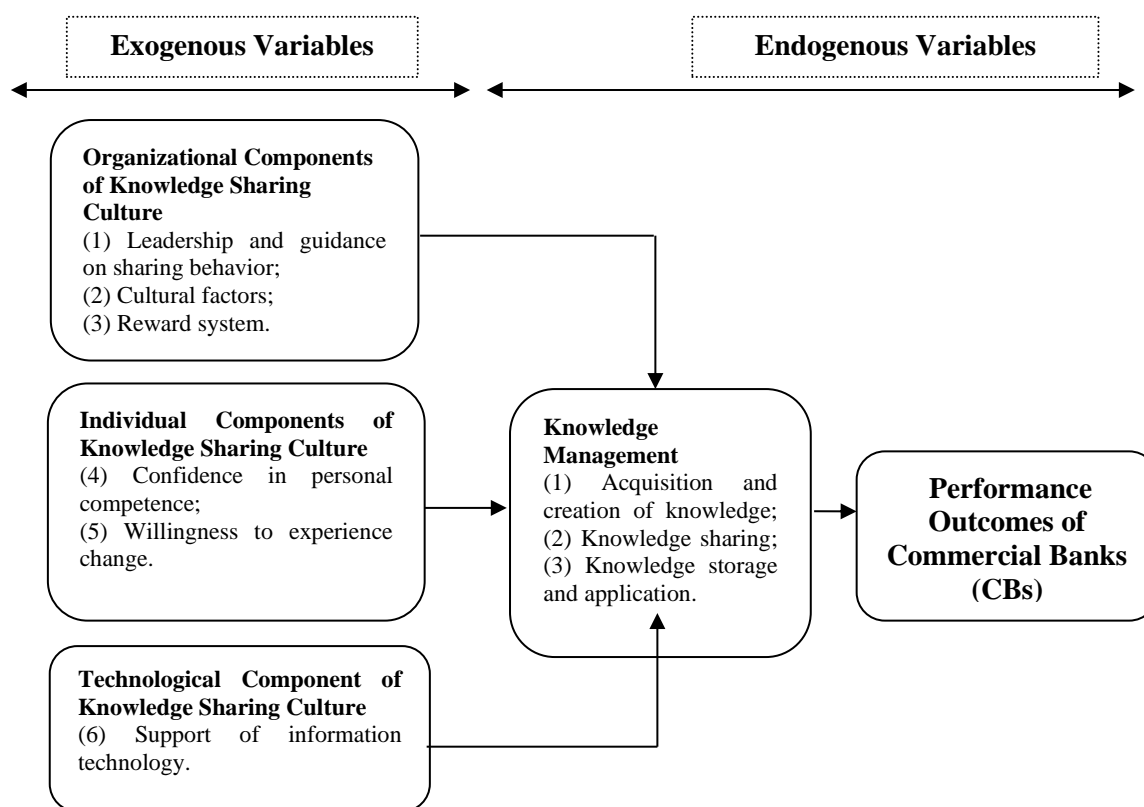


Figure 1. A research model on the components of sharing culture that affect knowledge governance in commercial banks

In which:

- The components of a shared culture that affect knowledge governance are exogenous variables
- Knowledge management, the performance of commercial banks are endogenous variables

Based on the results of previous studies, the authors propose a research model that integrates the influence of the factors that are the components of the sharing culture: leadership, organizational culture, reward regime, confidence in one's own capacity, readiness to experience change, and information technology to knowledge management (receiving, knowledge creation, knowledge sharing, knowledge storage and application). In

particular, the relationship between knowledge management and the performance of commercial banks is also built to fully assess the influence of each factor on knowledge management in order to come up with ways to strengthen knowledge management in Vietnamese commercial banks.

Table 3. Scale of research concepts of the model of the component elements of sharing culture affecting knowledge governance in commercial banks

No.	Scale	Symbol	Observed Variables
1	Leadership	LD	LD1: The Board of Directors and Executive Board have a clear vision for knowledge management. LD2: The bank's plans and strategies emphasize knowledge management. LD3: The bank has enthusiastic leaders who guide and support knowledge management activities. LD4: There is concrete commitment from the Board of Directors, Executive Board, and department heads/deputy heads to R&D projects to improve bank performance. LD5: The Board of Directors and Executive Board believe that knowledge assets can bring added value to the organization.
2	Organizational Culture	CT	CT1: Sharing knowledge does not threaten one's job position in the organization. CT2: The bank encourages employees to participate in decision-making processes. CT3: The work environment and teamwork are organized to promote knowledge sharing. CT4: Mutual trust among team members promotes creativity and knowledge sharing. CT5: Success stories are spread across the bank.
3	Reward System	RR	RR1: Actively sharing knowledge with colleagues helps increase my income. RR2: Innovations, inventions, and applying knowledge to product creation help increase my income. RR3: Actively participating in knowledge management activities gives me opportunities to be recognized and trusted. RR4: Sharing knowledge with colleagues provides me with promotion opportunities.
4	Confidence in Personal Competence	CC	CC1: I am confident in providing knowledge that other members in the bank consider valuable. CC2: I have the expertise and necessary skills to provide knowledge to my colleagues. CC3: I believe the knowledge I create and apply will help improve the bank's performance. CC4: I believe the knowledge I share will help increase productivity in the organization. CC5: I believe the knowledge I share will help my colleagues solve problems effectively.
5	Willingness to Embrace Change	EC	EC1: I enjoy new experiences. EC2: I am open to new experiences and ideas. EC3: I am happy when changes are proposed in my unit. EC4: I support change in the organization. EC5: I believe proposed changes in the unit will bring better results.
6	Information	IT	IT1: Information technology supports connectivity at any time and

No.	Scale	Symbol	Observed Variables
	Technology Support		place. IT2: Information technology supports the exchange of information and knowledge among members and units in the organization. IT3: Information technology supports the search and access to necessary information and knowledge sources. IT4: Information technology helps the bank simulate and forecast during operations. IT5: Information technology systematically stores knowledge.

Source: Recommended author

The factors belonging to the organization are described by three scales: leadership (05 observation variables), culture (05 observation variables), reward regime (04 observation variables). In particular, for the leadership scale, the author uses 04 observation variables in the scale of Wei et al. (2009) and Lee et al. (2018). The LD4 observation variable, the author builds it based on expert suggestions. Observational variables measuring cultural variables inherited from the study of Wei et al. (2009); Alkaffaf et al. (2018); Sahibzada & et al. (2020a). For the reward regime, the author uses 02 observation variables in the research of Lin (2007), Lee et al. (2018), the other 2 observations the author builds based on expert suggestions. According to experts, the reward regime can not only affect the process of knowledge sharing but also affect other knowledge management processes, including the process of knowledge creation and application. In the personal factor scales, the self-confidence scale is measured based on 05 observation variables inherited and developed from previous studies by Bock et al. (2005), Kankanhalli et al. (2005) and Marouf & Agarwal (2016). As for the scale of willingness to experience change, 05 observation variables were developed and developed from research by Marouf & Agarwal (2016) to measure employees' enjoyment of new ideas and new experiences, and positive attitudes towards changes or proposals for change in commercial banks. For the scale of information technology support, 05 observation variables were built and developed based on the research of Lee & Choi (2003) and Lee & Lee (2007) to measure the impact of tools, systems, digital platforms and automated solutions that promote storage, developing, applying and disseminating knowledge in commercial banks.

Table 4. Measurement Scales for Knowledge Management Factors

No.	Dimension	Code	Observed Variables
1	Knowledge Acquisition and Creation (RC)	RC1	Knowledge is acquired from customers, partners, and bank employees.
		RC2	Individuals and teams are encouraged to exchange and create knowledge.
		RC3	Employees are given opportunities to pursue higher education after a period of service.
		RC4	Reputable experts and highly skilled personnel are recruited or invited to work at the bank to enhance intellectual capital.
		RC5	The bank has processes for creating new knowledge based on existing knowledge.
2	Knowledge Sharing (KS)	KS1	Knowledge is shared between leadership and subordinates.
		KS2	Knowledge is shared among colleagues.
		KS3	Knowledge is shared across departments (faculties, divisions, units, etc.).
		KS4	The intranet or electronic bulletin is developed to facilitate information and knowledge sharing.
		KS5	Sharing information and knowledge among unit members enhances organizational performance.
3	Knowledge Storage and Application (SA)	SA1	The bank provides various publications and documents to store knowledge for easy employee access.
		SA2	Teamwork is promoted through the use of internal knowledge and information sources.

No.	Dimension	Code	Observed Variables
		SA3	The bank has systems to transfer individuals' tacit knowledge (e.g., staff rotation, professional development).
		SA4	The bank stores past know-how (practical knowledge on how to accomplish tasks) in an easily accessible way.
		SA5	The bank has an electronic database for storing knowledge that is easy to access.
		SA6	The bank has processes for using knowledge to develop new products/services.
		SA7	The bank has processes for using knowledge to solve emerging problems.

Source: Recommended author

Knowledge management is described by three main processes, including: the process of receiving and creating knowledge; the process of sharing knowledge and the process of storing and applying knowledge. Observational variables are built and developed based on observational variables used in previous studies. Specifically, the process of knowledge acquisition is described by 05 observed variables in the studies of Huang & Li (2009). The Knowledge Sharing Scale consists of 05 observational variables in the research of Lee et al. (2005), Huang & Li (2009), Sahibzada et al. (2020b). For the scale of archiving and applying knowledge, the author uses 07 scales of Gold & et al. (2001), Huang & Li (2009), Abubakar et al. (2019).

3. RESEARCH RESULTS AND CONCLUSIONS

The research model of the components of the sharing culture that affect knowledge governance in commercial banks and their scale as well as the *"knowledge governance" scale* obtained in this study are the result of analysis, synthesis from many studies and going through many steps of research at the table, group discussions, interviews, etc. This can be considered as a general research model as the basis for the quantitative research phase with a specific scope of research depending on the needs of groups of researchers or managers.

There are many studies on factors affecting knowledge sharing and organizational culture that have been published. The proposed research models are very diverse in terms of the number of influencing factors and the scale of each factor. On the basis of reviewing the studies and implementing qualitative research methods, the authors analyzed, synthesized and proposed a general research model with 6 component elements of sharing culture affecting knowledge governance in commercial banks (with their scales). Depending on the needs of groups of researchers or managers, this model is the starting point for the quantitative research phase with a specific research scope. The results of the quantitative study (by multiple regression analysis after evaluating the reliability of the scale and exploratory factor analysis) will indicate the factors that really influence and the extent to which the constituent factor of the sharing culture influences knowledge governance in commercial banks. This result is the basis for researchers and administrators to come up with policies to enhance the efficiency of commercial banking governance.

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