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Dr. Khondaker Sazzadul Karim
Dr. S. M. Ferdous Azam and
Dr. Jacquline Tham

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Dr. Khondaker Sazzadul Karim
Faculty of Business Administration,
American International University, Bangladesh,
E-mail: kskarim@aiub.edu

Dr. S. M. Ferdous Azam
Postgraduate Centre,
Management and Science University, Malaysia,
E-mail: drferdous@msu.edu.my

Dr. Jacquline Tham
Postgraduate Centre,
Management and Science University, Malaysia,
jacquline@msu.edu.my

Corresponding author*:
Email: ***kskarim@aiub.edu***

Online Delivery Service in Bangladesh: Measuring the Determinants of Knowledge Management Strategy and Organizational Performance

Abstract

This research examines the impacts of knowledge management strategy and organizational performance determinants on online delivery service in Bangladesh, using a structural equation modeling (SEM). The research technique used in this research is purely quantitative, with a total sample size of 546 participants drawn from a simple random sampling procedure. The structural model was used in this research to show the connections between the variables. The results show that knowledge management structure is favorably linked to knowledge management strategy and that knowledge management practice is similarly positively related to knowledge management strategy. However, it was shown that the knowledge management structure was not favorably linked to organizational performance. Unexpectedly, knowledge management practices were not statistically significant in terms of being positively related to organizational performance. However, knowledge management strategy is favorably associated with corporate performance, as has been discovered to be a reciprocal connection between knowledge management structure and practice. This research has added to the current knowledge by developing an experimentally verified model that can be used to forecast the organizational performance of an organization

Keywords: Knowledge management strategies, Organizational performance, Structural equation modeling, Bangladesh

1. Introduction

Knowledge management is seen as a critical instrument for governments in bringing about changes for social development and inputting strategies into action, among other things (Zander & Kogut, 1995; Tarofder et al., 2017). However, in recent years, it has been frequently highlighted that government policy efforts to transform the industrial, service and education sectors have failed to increase the amount of knowledge created significantly. More importantly, knowledge management in the private sector has been implemented earlier than in the public sector. This is in contrast to the online delivery service, where the government has struggled to implement the notion of knowledge management due to inherent barriers associated with organizational knowledge (Liebenskind 1996).

Unfortunately, Bangladesh's online delivery service is at a competitive disadvantage in knowledge management due to a scarcity of backward-integrated facilities in the online delivery service respectively. Knowledge management concepts have found their way into a wide range of company capabilities and processes. This method focuses on the many management forms that promote discovering, identifying, acquiring, creating, and managing knowledge while also using, sharing, and recharging knowledge to improve the overall performance of an organization as a taught approach to management. Because talents are scarce in the online delivery service for developing or executing an acceptable organizational performance, companies are at a distinct disadvantage in these industries.

For various reasons, knowledge management techniques are becoming more commonplace and fundamental. Specifically, the three primary goals are to 1) develop fundamental leadership capabilities, 2) establish learning organizations, and 3) inspire societal change and progress (in the same place). More attention has been paid to the concept, strategies, and apparatuses used to retain and grow this knowledge, raising awareness and the importance of "learning" in organizations. Aside from the limitations above, one obstacle that many government agencies in Bangladesh face in executing their expected performance is a lack of knowledge.

Furthermore, the current knowledge management methods are heavily influenced by the policies and practices of international and private corporate organizations. There is only a limited amount of proof on the use of knowledge management at hierarchical levels, especially in developing countries. In light of the prospective estimate of learning management methods, such subjective views and contextual investigations should be used as a critical planning tool for benchmarking and reflection.

It is widely accepted that knowledge management is a critical instrument for governments in the industrial, service, and education sectors to bring about social benefits via policy reforms. However, in recent years, it has been frequently highlighted that government policy efforts to transform the industrial, service and education sectors have failed to increase the amount of knowledge created significantly. More importantly, the private sector has embraced knowledge management much more quickly than the online delivery service. The government struggles to implement knowledge management because of inherent barriers associated with organizational knowledge.

Furthermore, even after conducting a thorough literature review on knowledge management strategies and organizational performance, only a few studies on the online delivery service in Bangladesh have been found, indicating a significant deficiency in this area. Because of a scarcity of comprehensive knowledge in this area, Bangladesh's industrial, service, and education sectors are hampered in improving organizational performance. Because of this, it is necessary to investigate if there is a statistically significant connection between knowledge management strategies and organizational performance in Bangladesh.

2. Literature Review

In terms of the meaning and nature of knowledge, which is an inherently ambiguous or equivocal word, there is no consistency or standard compliance on the side of academics. Since the time of the ancient Greek philosophers, Western thinking has been dominated by the study of epistemology, or the nature, origins, limits, and validity of knowledge, and the study of logic and philosophy (Sankaran, 2006). Plato describes knowledge as "justified genuine belief" in his Theaetetus, written around 360 BC (Project Gutenberg, 1999). Plato's notion of knowledge has been disputed and changed in many ways, yet it is still frequently expressed in Western thinking today (Nonaka and Takeuchi, 1995). Recent research has shown that the phrase "knowledge worker" was coined by Drucker (1993), who claimed that, in the "knowledge society," knowledge will be the fundamental economic resource rather than money, labor, or natural resources. They have therefore proposed numerous approaches and taxonomies, such as "belief," "understanding," "information," "experience," "power," and so on, at various times and in multiple studies to convey the meaning of knowledge from a variety of perspectives, as has been documented in the literature.

To achieve improved development and performance, management and organizational knowledge must be incorporated into the organization's processes and procedures (Tsoukas, 2005; Dahari et al., 2011; Azam et al., 2014; Tham et al., 2017). It is essential for the knowledge capture and knowledge sharing components of the knowledge management procedures to function correctly and efficiently. The literature on knowledge management distinguishes different kinds of knowledge to ensure that it can be handled effectively. Several experts use the following distinction to differentiate between technical and strategic knowledge: Tactic knowledge, explicit knowledge, and implicit knowledge are the three most prevalent kinds of knowledge. Companies must provide an environment where organizational culture and structure may be explored to implement knowledge management effectively. Essential knowledge management in companies involves integrating knowledge with unique capabilities to enhance employee performance and productivity. Leadership and organizational knowledge must be included in the company's processes and procedures to achieve more significant development and performance levels.

The experience of Allee (1997) may be conveyed and shared; nevertheless, he stresses information rather than adventure when he says "knowledge." This is supported by Leonard and Sensiper (1998), who think that such information exists in nature but is not explicitly stated. In their work, Bhagat et al. (2002) embrace the notion that knowledge is derived from creating and restructuring information. According to Beckman (1997), logical reasoning can improve an individual's productivity, problem-solving, decision-making skills, and ability to make informed decisions.

For example, Cavaleri and Reed (2000) state that knowledge is fundamentally comprised of and based on prospective acts/activities or signals – all of which are social – when they define knowledge. These may be related to political problems and views formed due to an individual's personal experience. This knowledge indicates the ability to take action productively. For example, according to Davenport and Prusak (1998), knowledge is a "fluid mix of framed experience, values, contextual information and expert insight" that originates in the knowledgeable brains. In an organization, it is often entrenched not just in papers or archives, but also in organizational routines, procedures, strategies, and conventions.' Businesses are trying to meet the difficulties of various factors, including globalization, technological innovation diffusion, and the development, adoption, and distribution of knowledge in today's highly competitive environment (Moha Asri & Azam, 2015; Haur et al., 2017).

As a result of these turbulent developments, the organization has undergone a paradigm shift in terms of prioritizing its resources, emphasizing the use of its knowledge base rather than on the physical resources at its disposal. To reap a sustainable competitive advantage, traditional business strategies must be modified to reflect the changing dynamics of the business environment via knowledge-based resources rather than conventional methods (Grover and Davenport, 2001; Jackson et al., 2003; Sharkie, 2003). Firms engaged in the creation and dissemination of knowledge are thus well-positioned to benefit from the exponential increase in knowledge that we are seeing. Therefore, it is no surprise that different elements of knowledge management have gotten much attention from academics and industry players, with the latter starting to view managing their knowledge-base as a part of their overall strategic objectives in recent years (Hung et al., 2005). Figure 1 depicts the hypothesized research model and the primary connections that will be evaluated in this study, based on the literature support discussed in the previous sections.

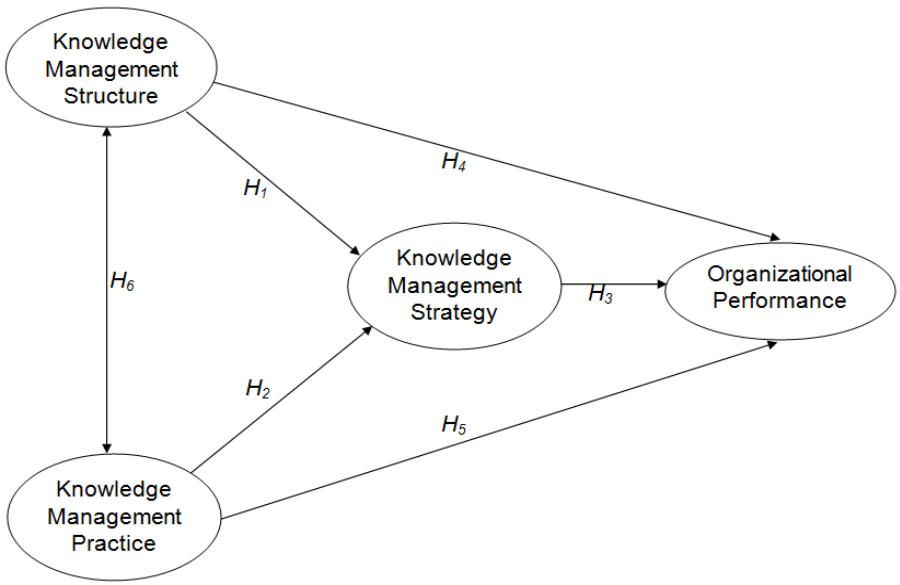

Figure 1: The Conceptual Framework

From this conceptual framework, six primary hypotheses are developed to test the relationships among the various variables; besides, a couple of mediated relationships are also tested.

H_1: Knowledge management structure is positively related to knowledge management strategy.
H_2: Knowledge management practice is positively related to knowledge management strategy.
H_3: Knowledge management strategy is positively related to organizational performance.
H_4: Knowledge management structure is positively related to organizational performance.
H_5: Knowledge management practice is positively related to organizational performance.
H_6: Knowledge management structure has a reciprocal relationship with knowledge management practice.

3. Research Methodology

The primary focus of the study is to evaluate the effectiveness of knowledge management strategies and organizational performance in the Bangladesh context. This study used the quantitative approach, which is based on gathering quantitative data and is most often used in descriptive research to evaluate a hypothesis (Azam et al., 2021). In this research, the data are examined to explain the connections between the variables, and statistical analysis, specifically descriptive and inferential statistics. The first step in conducting Structural Equation Modelling (SEM) is defining the measurement model in three stages, the first of three phases. First, select the number of components or latent variables theorized by the scale's items, represented by rectangles, and are represented by ovals on the graph. The next step is to define the items associated with each component, with each item associated with just one latent variable. Third, if the hypothesized model contains several variables, the connections between those factors must be reflected in the proposed model. The hypothesized factor loadings, the correlation between factors or the loading of a lower order factor on a higher-order factor, and error variance for each item are the kinds of characteristics that are sought at this stage of the measurement model definition process, and they are as follows:
Because the sample size was 546 (online consumers), the analysis phase starts immediately after the conclusion of the specification phase. The natural variances and actual covariances are calculated using the data obtained. This is done to evaluate the model's truthfulness by generating the implied item variances and covariances. The research model is considered valid if the

inferred item variances and covariances mimic the actual variances and covariances. As a result, model fit indices are calculated to measure the degree of model fit. To put it another way, a good model fit will result in minor differences in the results.
From there on, it will be an interpretation of the results, which includes model fit indices such as Goodness of Fit Index; Incremental fit Index, Normed Fit Index, Comparative Fit Index, Non-normed Fit Index, Root Mean Square of Approximation, Root Mean Square Residual and Standardized Root Mean Square Residual. Parameter Estimates. The items' factor loading, inter-factor associations, and error variances are examined.

4. Research Findings

The first part shows the frequency distribution of the demographic characteristics of the research sample (n = 546), which consisted of executives, non-executive officers, and workers from different industrial, service, and educational sectors in Bangladesh. According to the sample makeup, men accounted for 88 percent of the respondents, with females accounting for the remaining 12 percent. The findings show that the biggest group of respondents (41 percent) is between the ages of 31 and 35, followed by a close second (41 percent) who are between the ages of 36 and 40. The 26 - 30 age groups account for 15% of the total, with the less than 20 year age group accounting for 9%. The education level of respondents indicates that the majority of executive officers had a bachelor's degree, which is recorded at 42.5 percent. In contrast, 10.0 percent had a diploma, 30 percent had a secondary education certificate, and 16.9 percent had completed school training. To do this, most non-executive employees in the online delivery service are qualified with a degree, as shown by the research.
An exploratory principal component analysis (PCA) was used to determine the dimensionality of the knowledge management structure, knowledge management practice, knowledge management strategy, and organizational performance. Following that, a confirmatory factor analysis (CFA) confirmed the dimensionality discovered through the exploratory principal component analysis. The purpose of the PCA was to examine the underlying aspects of Knowledge Management Structure, Knowledge Management Practice, Knowledge Management Strategy, and Organizational Performance. In the first instance, the statistical assumptions of PCA were examined. The results of the exercise showed that a significant number of variables were associated (r.50). PCA was also supported by the two measures of inter-correlations

among variables (Hair et al., 2010; Kline, 2011; Kothari, 2004; Neuman, 2007). The results of Bartlett's Test of Sphericity were statistically significant [4190.487, p =.000], and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) was.857, suggesting that the inter-correlations were adequate for PCA (Pallant, 2007).

The data obtained were subjected to PCA with Varimax rotation. Four latent variables with eigenvalues higher than one were identified and explained 55.70 percent of the total variance. Consequently, the findings indicate that four latent variables were effectively retrieved from a total of 29 elements. The internal consistency of all the components was determined by calculating the Cronbach's Alpha coefficient on the four extracted factors, which was then maintained using PCA. After consulting with experts in the field (Cronbach, 1951; Sekaran & Bougie, 2010), Cronbach's Alpha was calculated to determine how reliable the retrieved factors were. The results of the analysis are given in table 1. The reliability indices for all four factors [knowledge management structure, knowledge management practice, knowledge management strategy, and organizational performance] were high, with 0.917, 0.843, 0.836, and 0.843 for knowledge management structure, knowledge management practice organizational performance, respectively.

Table 1: Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Knowledge Management Structure (KMS)	.917	11
Knowledge Management Practice (KMP)	.843	5
Knowledge Management Strategy (KMST)	.836	7
Organisational Performance (OP)	.843	6
Overall	.871	29

Structured equation modeling (SEM) is used in this research, a thorough method to discover the connection between the variables being studied (Byrne, 2010). A researcher must first establish the overall model fit in SEM before examining any particular relationship in the data (Hair et al., 2010). The researcher must decide whether to accept or reject the model entirely. The research began with a measuring model to determine whether or not it

correctly defined the components before proceeding to the route analysis phase of the investigation. Additionally, the similarity between the measurement model and the complete (path) model is required for showing the many types of validity of the study (Byrne, 2010). Several statistical shreds of evidence are somewhat significant in determining the overall model fit for a complete structural model among the numerous available (path analysis). A research study should provide 2 (Chi-square) as well as the degree of freedom with p-value, as well as one incremental index (at least one) like CFI and one absolute index like RMSEA when presenting the overall model fit (Hair et al., 2010). As a result, these are the essential tools utilized to evaluate the overall fit measurements. This formula may compute the chi-square value based on the sample size and the difference between the observed and model covariance matrices. In other words, the lower the value, the better the situation at a given degree of freedom and given "P" number. The chi-Square value is near to the standard value in this research for the degrees of freedom used, and the p-value indicates that the data is well-fit.

The number of elements included in a model is also taken into account when determining the p-value of the model. For example, if the number of items is more than twelve and the number of respondents is 250 or greater (as in this research, n=546), a statistically significant p-value is anticipated. The comparative fit index (CFI) is one of the most often used incremental indices to evaluate the baseline comparison. Fundamentally, it assesses the strength of the correlations and the size of their averages in the supplied data. The CFI score increases in direct proportion to the degree of correlation between the variables. Expected CFI values are in the.90 range or above (close to 1). The root means squared error of the fit (RMSEA) is an absolute index used to evaluate the overall model fit. A number of.08 or less is anticipated to suggest a strong model fit, while a value of 0.1 or higher is expected to indicate a poor model fit. However, when it comes to social science research, global fit indices are too optimistic since they only measure statistical fitness (Byrne, 2010; Hair et al., 2010). However, in social science, fitness should be examined both theoretically and practically, in addition to being addressed realistically. All of these factors were taken into account in this research. It was estimated using AMOS and the Maximum Likelihood (ML) estimation method on data collected from a sample of 546 respondents involved in various online delivery services in Bangladesh. The sample size was 546 respondents from various online delivery services. The model's outcomes were evaluated based on the goodness-of-fit indices and the reasonableness of the obtained parameter estimations. In addition, the indicators' squared

multiple correlations (SMC) were calculated for comparison. Using the SEM structural model, the fitness level of the hypothesised model was determined: [Absolute fit (RMSEA) =.070; Incremental fit (CFI) =.870; and Parsimonious fit (ChiSq/pdf) = 2.457] [RMSEA =.070; CFI =.870; and ChiSq/df = 2.457]. When the Normed chi-square (CMIN/DF) was calculated, it was 2.457, which is within the acceptable range of 3.0. This is an effort to decrease the sensitivity of chi-square to sample size by reducing the number of observations. It was determined that there was a lack of a good fit index for the hypothesized model compared to the uncorrelated model because of the high comparative fit index (CFI). The root means square error of approximation (RMSEA) for the postulated model was likewise found to be quite accurate (.070). The RMSEA of a well-fitting model should be less than 0.08.

In contrast, the parameter estimates of the postulated model did not reveal any incorrect values. Almost all of the route coefficients were positively directed and of acceptable size. However, the path value between Knowledge Management Structure (KMS) and Organizational Performance (OP) and Knowledge Management Practice (KMP) and Organizational Performance (OP) was not statistically significant, even though the causal path between the constructs was statistically significant at 0.001. As a result, additional investigation into the skewness and Modification Index was required (MI). It has been discovered that the skewness of item Q33 was positive, while the skewness of the other items was negative. As a result, item Q33 was removed from consideration for further consideration.

The model was re-specified and re-ran using the AMOS software (version 21.0). The goodness-of-fit indices of the revised model were significantly higher than those of the hypothesized model compared to the hypothesized model. In this case, the observed covariance matrix of the sample (experimental data) differed from the inferred covariance matrix of the population, suggesting that there were statistical inconsistencies between them (revised hypothesized model). Using the Normed chi-square (CMIN/DF), we found that the updated model had a good match for the data, with an index less than 3 (i.e., 2.411), indicating that the data was consistent with the revised model. It is possible that the statistical significance of the 2 of the model) is attributable to the high sample size (n = 546) in this study.

A further point to note is that the measure of RMSEA was.068, which is lower than the suggested cut-off for the complexity of this updated model, which is RMSEA less than.08 (Hair et al., 2010). As a result, an RMSEA of.068 shows no statistically significant difference between the covariance matrix of the

sample and the covariance matrix of the whole population. In other words, the updated model was a good match for the new data sets.

The CFI (.879) of the updated model further demonstrates the adequacy of the model fit, providing additional evidence to support the goodness of fit of the modified model. The text output from AMOS (Version 21.0) did not include any further suggestions on improving the updated model. Following that, hypothetical relationships are evaluated, which is also known as confirmatory data analysis. A testable hypothesis based on witnessing a process represented using a collection of random variables is referred to as a testable hypothesis. An example of a statistical hypothesis test is a technique of inference in statistics. Comparing two statistical data sets is expected, or a data set acquired via sampling is compared against a synthetic data set generated from an idealized model in statistical analysis. A hypothesis is given for the statistical connection between the two data sets. This hypothesis contrasts with an idealized null hypothesis, which argues that there is no statistical relationship between the two data sets as an alternative to the null hypothesis. According to a threshold probability, the significance level, the connection between the data sets is considered statistically significant if the null hypothesis would be unlikely to be realized if the association between the data sets were not substantial. It is necessary to conduct hypothesis tests to determine whether research outcomes would result in a rejection of the null hypothesis at a predetermined level of significance.

Table 2: Hypothesis Testing (Maximum Likelihood Estimates)

			Estimate	SE.	CR.	P
Knowledge Management Strategy	<---	Knowledge Management Structure	.440	.119	3.713	***
Knowledge Management Strategy	<---	Knowledge Management Practice	.468	.084	5.603	***
Organizational Performance	<---	Knowledge Management Strategy	.286	.075	3.823	***
Organizational Performance	<---	Knowledge Management Structure	.176	.096	1.831	.067

			Estimate	SE.	CR.	P
Organisational Performance	<---	Knowledge Management Practice	.129	.070	1.842	.065
Knowledge Management Structure	<-->	Knowledge Management Practice	.045	.015	3.052	.002

Table 3: Standardised Regression Weights: (Default model)

Variable	Relationship	Variable	Estimate
Knowledge Management Strategy	<---	Knowledge Management Structure	.250
Knowledge Management Strategy	<---	Knowledge Management Practice	.419
Organizational Performance	<---	Knowledge Management Strategy	.350
Organizational Performance	<---	Knowledge Management Structure	.122
Organizational Performance	<---	Knowledge Management Practice	.141
Knowledge Management Structure	<-->	Knowledge Management Practice	.220

Overall, six hypotheses were tested, with goodness-of-fit indices demonstrating that knowledge management structure and knowledge management practice significantly impacted knowledge management strategy in Bangladesh's industrial, service, and education sectors. Furthermore, it illustrates the relationship between knowledge management strategy and organizational performance. On the other hand, the findings did not support the second and fourth hypotheses, which concerned the impact of knowledge management structure on organizational performance and the influence of knowledge management practice on organizational performance. It was also

necessary to address the final research hypothesis and discover a statistically significant positive reciprocal connection between knowledge management structure and knowledge management practice. The research results are presented in Table 4, containing the most important findings.

Table 4: Summary of the Main Findings of the Study

H(x)	Hypothesis	Finding
H1	Knowledge Management Structure (KMS) is positively related to Knowledge Management Strategy (KMST)	Accepted
H2	Knowledge Management Practice (KMP) is positively related to Knowledge Management Strategy (KMST)	Accepted
H3	Knowledge Management Structure (KMS) is positively related to Organizational Performance (OP)	Rejected
H4	Knowledge Management Strategy (KMST) is positively related to Organizational Performance (OP)	Accepted
H5	Knowledge Management Practice (KMP) is positively related to Organizational Performance (OP)	Rejected
H6	There is a Reciprocal Relationship between Knowledge Management Structure (KMS) and Knowledge Management Practice (KMP)	Accepted

It is proposed that the results of this study be used to test the hypothesis, which is based on the research questions in this study. In this research, the results are based on all factors, including a conceptual framework, data collecting, and statistical analysis. According to the data analysis findings, most of the online delivery services in Bangladesh are organized and run systematically. Furthermore, an in-depth explanation will be provided in the next section.

5. Conclusion And Recommendation

In Bangladesh's industrial, service, and education sectors, the emphasis is entirely on achieving organizational performance. Consequently, the findings of this research cannot be generalized to any situation in Bangladesh since the sample size was small and restricted to a specific pool of participants. The first hypothesis was that knowledge management structure is positively linked to the knowledge management strategy. Business strategies that have been in place for a long time must be modified to account for changes in the business environment via knowledge-based resources to maintain a competitive advantage over the competition (Lee and Choi, 2003; Chuang, 2004).

Consequently, organizations engaged in creating and disseminating knowledge are well-positioned to benefit from the exponential increase in knowledge that we are now seeing (Nahm et al., 2004). Therefore, it is not surprising that academics have given significant attention to different areas of knowledge management, mainly when theories play an essential role in the overall strategic objectives that are being pursued (Hung et al., 2005).

The second hypothesis indicated that knowledge management practice is positively linked to knowledge management strategy, supported by the data. Previous research conducted by the authors also confirms this conclusion. In the opinion of Schermerhorn (1999), knowledge management may be used to reconcile a variety of other organizational goals, such as appropriate practice and the development of a strategy (Lee and Choi, 2003; Hung et al., 2005). In today's world, knowledge is increasingly regarded as critical to achieving business excellence (McAulay et al., 1997; Nahm et al., 2004), with high-performing organizations fostering an environment of continuous learning through the acquisition of knowledge, the exploration of new ideas, and the acceptance of risk (McGill et al., 1992).

The third hypothesis indicated that knowledge management structure is positively linked to organizational performance (see Figure 1). The authors' previous results, which suggest that an organization's performance in a social environment, and therefore the significance of a specific cultural context or standard, is driven by a particular cultural context or norm, corroborate this conclusion (Hofstede, 2001). As a result, a knowledge culture is seen as an organizational capital (Camerer and Vepsalainen, 1988). Its presence is critical in implementing knowledge management strategies in an organization and eventually ensuring its success (Nahm et al., 2004). Furthermore, the connection between organizational culture and its role in determining the organization's performance has been emphasized in several studies by Hung et al. (2005).

Next, the fourth hypothesis indicated that knowledge management strategy is associated with improved organizational performance. Previous research conducted by the authors also confirms this conclusion. According to Bhatt (2000), an organization's knowledge base may be expanded by fostering a learning culture that is dedicated to improving the skills and capabilities of its employees and managers. Employees with such learning skills find it easier to put their conceptual knowledge into practice (Tsai and Lee, 2006), which is important because it would develop and maintain core skills for the organization (Simonin, 1997). The findings of See (2002) are consistent with the findings of their research, which showed that a learning culture is an antecedent to knowledge production activities, which in turn affect

organizational performance. According to Wernerfelt (1984), a resource-based perspective of the company believes that companies are sources of value-added capabilities. According to Wernerfelt, such fundamental organizational skills would result from evaluating the business's resources from a knowledge-based viewpoint (Prahalad and Hamel, 1990; Conner and Prahalad, 1996).

As an additional point of clarification, the fifth hypothesis said that knowledge management practice is favorably linked to organizational performance. In addition, previous performance has shown that companies that acknowledge their workers for what they know and share that knowledge create an environment that helps to knowledge management initiatives. The development of an organization's desired knowledge culture, which facilitates the interchange and use of knowledge, takes time, however, since the position of a knowledge worker may be a new one for the company. The exchange of knowledge and ideas inside and between teams, rather than individual performance, must be recognized and rewarded for a culture of knowledge sharing to take root in an organization. Otherwise, knowledge hoarding will set in and undermine the culture of sharing (Walczak, 2005).

Moreover, there is a reciprocal connection between knowledge management structure and knowledge management practice, described in the sixth hypothesis. In addition, previous research has corroborated this conclusion. Organizations that want to gain a competitive advantage must use knowledge management techniques (Walczak, 2005). Companies need effective management of their knowledge resources to increase their capacity to adapt. All managers and directors must recognize that their knowledge resources, which their workers share, are the most valuable resource that the company has (Handzic, 2008). All workers of the businesses have referred to knowledge matrixes as either communal or individual in their responses (van Zolingen et al., 2001; Hofstede, 2001). Organizations need effective management of their knowledge resources to increase their capacity to adapt. All managers and directors must recognize that their knowledge resources, which their workers share, are the most valuable resource available to the company. In this regard, the research findings indicated that even competing online delivery services can benefit from a knowledge management structure in which limited resources can be channeled to more productive areas rather than attempting to counter competition between the online delivery services. The literature also identifies an increased degree of trust across the online delivery service due to networking, which may help reduce problems among the online delivery service, among other things.

The findings will assist the owners and managers of businesses in the online delivery service in developing strategies to envision a future in which they collaborate rather than compete with one another and share the performance advantages that result from this collaboration in a mutually beneficial manner. As with the online delivery service, knowledge management practice has been empirically tested and found to be a value-adding initiative in the online delivery service, where knowledge management practice has been found to improve the performance of the online delivery service.

Online delivery services all have critical roles in increasing a country's input and productivity, clearly shown throughout the literature study. As a result, better performance in the online delivery service will have numerous advantages for the national economy, including creating jobs, promoting innovation, eliminating poverty, and encouraging entrepreneurship.

Due to the widespread representation of the online delivery service in a country, a lack of performance in the online delivery service sector will increase the pressure on the government, resulting in rising unemployment, the spread of poverty, the strain on social security, and even political instability. When it comes to the government's plan in Bangladesh, it was not noticed that knowledge management structure was being discussed as a significant issue. The model's constructs were determined to be the elements that contribute to an efficient knowledge management structure. A significant gap in the availability of literature linked to past studies in the online delivery service in Bangladesh will be revealed as a result of this research. Consequently, the findings of this research may help bridge some of the gaps that now exist in many areas. Finally, the importance of this research lies in the fact that the findings may be used to evaluate and analyze the current online delivery service in the country.

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