KM Implementation in Banking Sector: A Systematic Literature Review

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ABSTRACT

This study aims to comprehensively understand the application of knowledge management (KM) in the financial sector through a systematic literature review (SLR) technique. We analyzed 46 papers systematically selected from various academic databases, representing various aspects of KM applicable to the financial sector, including implementation strategies, drivers, and barriers of implementation. Using the SLR approach, we identified, evaluated, and synthesized findings from the relevant literature to produce a clear picture of how KM is applied in organizations, particularly the finance and banking sector. This research delves deeply into how internal and external factors influence the success of KM implementation, including information technology, organizational culture, leadership, and regulation. From this analysis, we identified key strategies that can facilitate effective KM implementation in the financial sector, including IT capacity building, change management, and a strong internal communication strategy. The results suggest that KM plays a critical role in improving the performance, innovation, and sustainability of the financial sector through optimizing knowledge management and utilization. Moreover, a combination of adequate technological support, an organizational culture that supports knowledge sharing, and visionary leadership are key to overcoming barriers and maximizing KM success in the financial sector. This research provides valuable insights for stakeholders in the financial sector to design and implement effective KM strategies, while paving the way for further research on KM optimization in the face of dynamic financial sector challenges.

INTRODUCTION

In the rapidly evolving digital era, knowledge has emerged as a critical strategic asset for organizations seeking competitive advantage. Knowledge Management (KM), defined as the systematic process of identifying, creating, sharing, and utilizing knowledge, has become a key determinant of organizational success, particularly in knowledge-intensive sectors like banking (Alavi & Leidner, 2001; Putri et al., 2019). For the banking sector, which operates in a highly regulated, data-driven, and customer-centric environment, effective KM implementation is not merely an operational choice but a strategic imperative. It enables institutions to manage information efficiently, foster innovation, enhance customer satisfaction, and ultimately improve performance (Ghasemi & Valmohammadi, 2023; Al-Dmour et al., 2022).

This systematic review of literature is intended to provide a comprehensive overview of how KM is being implemented in the banking sector, including the strategies, technologies,

challenges, and benefits associated with its implementation. By focusing on the banking sector, this review recognizes the vital role that this sector plays in the global economy, as well as the unique needs and challenges that this sector faces in implementing KM.

The urgency of addressing this gap is underscored by the accelerating pace of change in the financial sector. As banks increasingly compete with agile fintech startups and big tech companies, their ability to harness internal and external knowledge for innovation and efficiency becomes a critical differentiator. A failure to effectively implement KM can lead to missed opportunities, duplicated efforts, and an inability to respond swiftly to market shifts and regulatory changes. A systematic review is therefore urgently needed to provide a clear roadmap for successful KM adoption, helping banks navigate the complexities of implementation in a volatile environment (Saini et al., 2023; Iqbal, 2021).

The novelty of this systematic literature review lies in its integrated and sector-specific focus. It moves beyond simply listing success factors by employing the People-Process-Technology (PPT) framework to categorize and synthesize the enablers and barriers. This structured approach allows for a more nuanced analysis of how these three critical dimensions interact and collectively influence KM implementation success in banking. Furthermore, by focusing exclusively on the banking sector and synthesizing literature from the last five years (2019–2024), it provides a timely and relevant snapshot of the current state of knowledge.

The contribution of this research is threefold. Academically, it consolidates fragmented knowledge, identifies research gaps, and provides a foundation for future empirical studies. Practically, it offers valuable insights for bank managers, policymakers, and KM practitioners by presenting a synthesized overview of effective strategies and common pitfalls. The ultimate benefit of this study is to equip stakeholders in the financial sector with the knowledge needed to design and implement robust KM strategies that enhance innovation, performance, and long-term sustainability.

This review will discuss the background and importance of KM in the banking sector, key KM definitions and concepts, and the methodology used in this systematic literature review. Furthermore, it will detail the objectives of this review, which are to answer the research questions: (1) What are the driving and inhibiting factors in the implementation of KM in the banking sector? and (2) What strategies can be used for the implementation of KM in the banking sector? This review is expected to provide valuable insights for practitioners in the banking sector, academics, and researchers interested in KM, as well as contribute to the academic literature on KM in the banking sector.

By conducting a systematic literature review, this research seeks to ensure that all relevant literature is identified, critically appraised, and objectively synthesized. This allows the reader to gain an in-depth understanding of the current state of research related to KM implementation in the banking sector, as well as identify open research gaps and opportunities for future research. Through this review, it is hoped to provide a solid foundation for further development of KM theory and its application in practice in the banking sector.

METHOD

This research was based on the Kitchenham method (SLR), which consists of planning, execution, and reporting stages. The first stage began with formulating the main goals of this research. This was done to identify what problems arise from the payment system in the

banking sector. In the second stage, formulating the protocol review, which consisted of criteria and research questions. For the selection process, there were two types of criteria, namely inclusion and exclusion. To formalize the research questions, this study used the PICOC formula (Population, Intervention, Comparison, Outcomes, and Context).

The search strategy was organized based on selecting key terms from each research question and using alternative words and synonyms in each search string.

Table 1. Boolean Search

Scopus	*TITLE-ABS-KEY (("Knowledge Management" OR "KM") AND ("Implementation") AND ("Banking" OR "Financial") AND ("Framework" OR "Model"))*
Taylor & Francis	*[[All: "knowledge management"] OR [All: "km"]] AND [All: "implementation"] AND [[All: "banking"] OR [All: "financial"]] AND [[All: "framework"] OR [All: "model"]] AND [All Subjects: Computer Science] AND [Article Type: Article] AND [Publication Date: (01/01/2019 TO 12/31/2024)]*
Science Direct	*Title, abstract or author-specified keywords (("Knowledge Management" OR "KM") AND ("Implementation") AND ("Banking" OR "Financial") AND ("Framework" OR "Model"))*
ACM	*[[All: "knowledge management"] OR [All: "km"]] AND [All: "implementation"] AND [[All: "banking"] OR [All: "financial"]] AND [[All: "framework"] OR [All: "model"]]*
Pro Quest	*(("Knowledge Management" OR "KM") AND ("Implementation") AND ("Banking" OR "Financial") AND ("Framework" OR "Model"))*

We limited our inclusion criteria to full texts in English published from 2019 to 2024. From the five databases, we retrieved 1038 pieces of literature, which we further selected based on titles and abstracts with relevance to KM application/implementation and banking. On protocol review with the PICOC approach as follows:

Table 2. PICOC Structure

Population	*Organization, Knowledge Management, Financial services, Banking*
Intervention	*KM Strategy, Knowledge sharing, KMS, framework*
Comparison	*Model and framework*
Outcome	*Enablers. Barriers and framework KM in banking services*
Context	*Banking Services, Knowledge Management Framework*

We then conducted a selection based on titles and abstracts that had relevance to km implementation and banking, resulting in 172 pieces of literature. Next, we proceeded to select full-text papers using extensive manual search and filtering methods to ensure breadth and inclusiveness in our search of this evolving topic.

We then searched a database search and identified 46 pieces of literature after a full-text document screening process and team discussions. In our evaluation of these documents, our main focus was on studies that were relevant and applicable in the context of km

implementation in banking sector, ruling out less relevant sources. However, we also took care to include studies on banking and km inclusion topics to deepen our understanding of the context and needs.

We then tested the quality of the 46 pieces of literature by referring to the checklist of questions in Table 1. We gave each piece of literature a rating point of 0 or 1, where 0 is not qualified and 1 is highly qualified. There were 8 checklists in this final scoring system, and the threshold we used was 6. The quality test is as described below:

Table 3. Quality Test Question Checklist Table

Checklist	Question
C1	Does the article clearly describe the research objectives?
C2	Does the article include the literature review, background and context of the research?
C3	Does the article present related work from previous research to show the main contribution of the research?
C4	Does the article describe the proposed architecture or methodology?
C5	Does the article have research results?
C6	Does the article present conclusions that are relevant to the research objectives or problems?
C7	Does the article recommend future work or improvements for the future?
C8	Indexed (Q1, Q2, Q3, Q4 or unindexed)

From this quality testing stage, we managed to get 46 final papers as explained in the following stages.
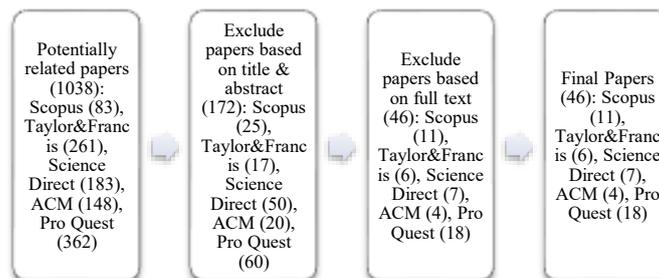
Figure 1. Quality Test Question Checklist Table

RESULT AND DISCUSSION
Literature Review Results

As explained earlier, there are 46 papers that will be used as sources of literature review. Based on the year of journal publication, it was found that the most journals were published in 2021 and the largest source of database came from ProQuest database, other details are as follows:

Table 4. Journal Population by Year

Year	Paper
2024	1
2023	10
2022	9
2021	12
2020	7
2019	7
Total	**46**

Table 5. Population Based on Database Source

Year	Paper
Scopus	11
Science Direct	7
ACM Digital Library	4
Taylor & Francis	6
ProQuest	18
Total	**46**

Then we analysed the data generated from the extraction of the selected papers. The grouping analysis uses the People, Process and Technology approach with the following results.

People

The results of the grouping of enables and barriers from the people perspective are as follows:

Enablers
• Human Resources (Chang et al., 2022; Ghasemi & Valmohammadi, 2023)
• Leadership (Amelia et al., 2022; Ghasemi & Valmohammadi, 2023; Huang & Ichikohji, 2023; Iqbal, 2021; Jose V. Gavidia & Chou, 2023; Joshi & Chawla, 2019; Kumar & Shekhar, 2020; Muhammed & Zaim, 2020; Nguyen, 2021; Nordin & Alwi, 2022; P & Perwez, 2020)
• Reward and incentives (Amelia et al., 2022)
• Altruism and interaction ability (Saide et al., 2019)

Enablers
• Organizational Culture (Ashok et al., 2021; Huang & Ichikohji, 2023; Joshi & Chawla, 2019; Kürşad, 2021; Nordin & Alwi, 2022; P & Perwez, 2020; Pereira & Pinheiro, 2021; Yadav et al., 2020)
• Organizational structure (Pereira & Pinheiro, 2021; Wang & Wang, 2021)
• Trust (Nguyen, 2021; Oliveira et al., 2022; Ozpamuk et al., 2023)
• Direct personal contact (Oliveira et al., 2022)
• Employee empowerment (Ashok et al., 2021; Ozpamuk et al., 2023)

Barriers
• Lack of knowledge (Kürşad, 2021; Okour et al., 2021; Ratna et al., 2023; Stoian et al., 2024)
• Leadership challenges/Lack of leadership (P & Perwez, 2020; Ratna et al., 2023; Saini et al., 2023)
• Resistance to change (Nordin & Alwi, 2022; Pellizzoni et al., 2020; Saini et al., 2023; Wang & Wang, 2021)
• Organizational/Top management support (Joshi & Chawla, 2019; Wang & Wang, 2021)
• Silo mentality (Huimin Li & Zheng, 2019; Saini et al., 2023)
• Reluctance knowledge sharing (Karagiorgos et al., 2022; Saide et al., 2019)
• Lack of key user preparation (Rutz et al., 2023)
• Lack of managerial aspects (Saihi et al., 2023)
• Inadequate KM strategies (P & Perwez, 2020)

In the context of the financial sector, the "People" element occupies a very important position. Human resources, which include employees at all levels of the organization, are the key drivers in the establishment and implementation of KM. Informed employees who are actively involved in the knowledge sharing process can be a catalyst for innovation and efficiency. However, challenges such as lack of knowledge, resistance to change, and silo mentality can hinder KM initiatives. The importance of leadership in this context cannot be underestimated; visionary and KM-supportive leaders can overcome these obstacles by encouraging an open and collaborative organizational culture, which is indispensable in a fast-changing sector like banking.

In order to implement effective implementation, the following points can be considered:

- Competency Development: Enhancing employees' skills and knowledge through continuous training.
- Dynamic Leadership: Leadership must demonstrate commitment to KM, set a clear vision, and be a role model in knowledge sharing.
- Supportive Organizational Culture: Develop a culture that celebrates knowledge sharing, innovation, and teamwork.

Process

The results of the grouping of enables and barriers from the process perspective are as follows:

Enablers
• Knowledge sharing (Asghari et al., 2020) (Ratna et al., 2023) (Kratzwald & Feuerriegel, 2019) • Content creation (Asghari et al., 2020) • knowledge accumulation (Asghari et al., 2020) • Enhances collaboration (Ratna et al., 2023; Sanchis et al., 2021) • Knowledge processing (Gloet & Samson, 2022) • Incentives for knowledge sharing (Fredrick Ahenkora Boamah & Cao, 2022) • Gamification (Christine Van Toorn & Gabb, 2022) • Documentation and learning (Rutz et al., 2023) • Performance index (Gupta et al., 2020) • Manual knowledge labeling (Kratzwald & Feuerriegel, 2019) • Networking capabilities (Bertello et al., 2022) • Policy Intervension (Bertello et al., 2022) • Workplace design (Sanchis et al., 2021)

Barriers
• Organizational culture (A. Al-Dmour et al., 2021; Amelia et al., 2022; Animesh et al., 2021; Asghari et al., 2020; Fredrick Ahenkora Boamah & Cao, 2022; Saini et al., 2023) • Corporate image (Chang et al., 2022) • Lack of knowledge sharing (Oliveira et al., 2022; Pereira & Pinheiro, 2021; Ramadhan & Sofiyanurriyanti, 2020)Lack of clarity and vagueness (Nordin & Alwi, 2022) • Lack of commitment (Fredrick Ahenkora Boamah & Cao, 2022) • Trust and negative issues (Christine Van Toorn & Gabb, 2022) • Legal framework (Damian & Cabero, 2022; Edelmann et al., 2023) • Lack of assessment model (H. Al-Dmour et al., 2022; Gupta et al., 2020) • Manual knowledge labeling (Kratzwald & Feuerriegel, 2019) • Lack of mechanisms for coordinating activities (Muhammed & Zaim, 2020; Sanchis et al., 2021) • Lack of appropriate incentive system (Iqbal, 2021; Nguyen, 2021) • Lack of strategy (Kumar & Shekhar, 2020)

KM processes include the methods and practices used to collect, process, and share knowledge within an organization. In the financial sector, where decisions are often made based on accurate and timely data analysis, efficient KM processes are critical. Obstacles such as rigid organizational culture, lack of knowledge sharing, and lack of effective assessment systems can hinder the flow of knowledge. To overcome this, banks and financial institutions

need to establish mechanisms that facilitate knowledge sharing, such as internal forums, knowledge management systems, and policies that support collaboration.

Strategies that can be executed from the process side are:

- Optimizing the Knowledge Sharing Process: Ensure that there are platforms and forums that enable the exchange of ideas and best practices.
- Development and Utilization of Content Management Systems: Using technology to manage knowledge effectively.
- Feedback and Continuous Improvement: Adopt a cyclical approach to continuously improve KM processes.

Technology

The results of the grouping of enables and barriers from the teschnology perspective are as follows:

Enablers
• Information & Communication Technology (Amelia et al., 2022; Ashok et al., 2021; Chang et al., 2022; Edelmann et al., 2023; Huang & Ichikohji, 2023; Karagiorgos et al., 2022; Konys, 2020) • Knowledge-based technologies (Okour et al., 2021; Pellizzoni et al., 2020; Putri et al., 2019) • IT Tools (Animesh et al., 2021; Joshi & Chawla, 2019) • IT Capabilities (Huimin Li & Zheng, 2019) • Digital tools (Edelmann et al., 2023) • System quality (Martín-Navarro et al., 2023; Nguyen, 2021)

Barriers
• Technology infrastructure development (Asghari et al., 2020) • Data loss risks (Putri et al., 2019) • Lack of IT support (Huimin Li & Zheng, 2019; Pereira & Pinheiro, 2021) • ICT investment (Animesh et al., 2021)

In the digital age, technology plays an important role in supporting KM initiatives. For the banking sector, which faces large volumes of transactions and data, proper implementation of information and communication technologies can facilitate efficient knowledge collection, storage, processing, and sharing. Issues such as immature technology infrastructure, risk of data loss, and lack of IT support can be hindrances. The solution is to invest in robust IT solutions, such as cloud computing, artificial intelligence, and big data analytics, which can provide a strong platform for KM.

Possible technology approaches include:

- Investment in Robust IT Infrastructure: Ensure that the bank has adequate IT infrastructure to support KM initiatives.
- Data Security: Implementing advanced data security solutions to protect organizational knowledge.

- Utilization of AI and Machine Learning: Using advanced technologies to automate data collection and analysis.

Strategy

To answer research questions related to strategies that can be implemented for knowledge management, especially in the banking sector. The results of the data extraction are as follows:

Strategy
• Focuses on people or codified knowledge (Pereira & Pinheiro, 2021)
• Improving vision, mission, SOPs, and evaluating processes (Ramadhan & Sofiyanurriyanti, 2020)
• Involves headquarters system, human resources, corporate image (Chang et al., 2022; Karagiorgos et al., 2022)
• Integrates resources, opportunities, competitive advantages (Chang et al., 2022)
• Involves optimizing knowledge flow for operational efficiency and innovation (Huimin Li & Zheng, 2019; Konys, 2020; Putri et al., 2019; Yadav et al., 2020)
• Involves creating an environment for knowledge sharing (Huang & Ichikohji, 2023; Kumar & Shekhar, 2020; Saide et al., 2019; Sanchis et al., 2021)
• Fosters collaboration, innovation, and competitive advantage in the industry (H. Al-Dmour et al., 2022; Muhammed & Zaim, 2020; Ratna et al., 2023)
• Involves leadership, financial aspects, and organizational culture (Ghasemi & Valmohammadi, 2023; Nordin & Alwi, 2022)
• Sustained improvement in business effectiveness, efficiency, and profitability (Jose V. Gavidia & Chou, 2023)
• Reshaping business models and enhancing customer experience (Edelmann et al., 2023)
• Renewing the organization, staying flexible, and adapting (Bertello et al., 2022)
• Leveraging knowledge for organizational success (P & Perwez, 2020; Stoian et al., 2024)
• Addresses practices, source management, and performance goals (Ashok et al., 2021)

The Knowledge Management (KM) strategy obtained based on the analysis results illustrates a comprehensive approach to the management and utilization of knowledge in organizations, especially in the context of the financial or banking sector. From the strategy that emerged, there are several key themes that include a focus on human resources, codified knowledge, enhancing vision and mission, optimizing knowledge flow, creating an enabling environment for knowledge sharing, collaboration, innovation, and improving business models.

In the context of the financial or banking sector, an effective KM strategy must be comprehensive and dynamic, integrating people, processes, and technology to support organizational goals. The importance of building an organizational culture that supports knowledge sharing and collaboration cannot be underestimated, as this is the foundation for

innovation and competitive advantage. Similarly, strategies must be flexible and adaptive to changes in the business environment, with a focus on continuous improvement, business model development and enhanced customer experience.

The financial or banking sector, with its speed and complexity, requires a KM approach that can support fast and accurate decision-making, facilitate product and service innovation, and improve customer satisfaction. By implementing a comprehensive KM strategy, financial institutions can leverage knowledge as a strategic asset, strengthen their market position, and ensure sustainable long-term growth.

CONCLUSION

In the rapidly evolving financial and banking sector, an effective Knowledge Management (KM) strategy serves as a critical bridge connecting people, processes, and technology to strengthen organizational foundations, enhance innovation, and create customer value. Successful KM strategies recognize human resources as key knowledge carriers and creators, with leading financial organizations implementing continuous training, leadership development, and collaborative work environments to facilitate effective knowledge flow from front-line employees to senior leaders. Furthermore, the focus on adaptive processes—including refined vision, mission, standard operating procedures, and evaluation mechanisms—ensures organizations can respond to dynamic market needs while optimizing knowledge flow for faster decision-making and innovation. Future research should explore the long-term impact of integrated KM frameworks on organizational resilience and competitive advantage in the banking sector, particularly examining how emerging technologies such as artificial intelligence and machine learning can be leveraged to enhance knowledge creation, sharing, and utilization across all organizational levels in an increasingly digital financial landscape.

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