

# Effects of Knowledge Creation on Employee Commitment Among Tier One Banks in the North Rift Region, Kenya: The Moderating effect of Organizational Culture

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## Abstract

Research has shown that, in both public and private organizations, knowledge creation influences employee commitment. Based on the limited available information in Kenya, this study evaluated the moderating effects of organizational culture on the effects of knowledge creation on employee commitment among tier one banks in the North Rift Region, Kenya. Organisational epistemology served as its foundation. The study used an explanatory research design and post positivist philosophy as a guide. The study targeted 774 employees of Tier 1 banks in the North Rift Region. The study utilized Yamane (1967) sample size formula to arrive at 264 employees. Stratified, proportional and simple random selection procedures were applied during sampling. The study employed a structured questionnaire to compile data. Descriptive and inferential statistics were used to analyse the quantitative data. Results indicated a positive significant relationship between Knowledge creation and Employee Commitment ( $r = .782$   $p = 0.000 < .01$ ), Organizational Culture and Employee Commitment ( $r = .779$   $p = 0.000 < .01$ ) as well as Knowledge creation and Organizational Culture ( $r = .758$   $p = 0.000 < .01$ ). Also, knowledge creation had a significant effect on employee commitment ( $\beta = .344$ ;  $p = .000 < 0.05$ ). Lastly, the study findings demonstrated that, among tier one banks organizational culture significantly moderated knowledge creation and employee commitment ( $\beta = .029$ ,  $p < 0.05$ ). This indicates that organizational culture is key in promoting knowledge creation leading to higher levels of employee commitment. The study recommended that it is imperative for organizations to have policies that provide guidance on knowledge creation for their employees and implement organizational culture initiatives that yield quantifiable results.

**Keywords:** Knowledge creation, employee commitment, Tier One Banks, organizational culture

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## Introduction

Employee commitment is becoming more important now than ever before. Employers need to strive to obtain the willing contribution of the entire workforce to achieve the desired milestone in the diverse business world. If employers desire to gain commitment, they need to create an atmosphere of fairness, trust, care and concerns for their employees. Employees' commitment to work is key to optimal performance, productivity and reduces lateness to work, absenteeism and labour turnover (Ebikeseye & Dickson, 2018). Mohamud (2018) similarly viewed employee commitment as having direct impact on the organisation goals as high level of commitment leads to favorable organizational outcomes.

Employee commitment is thought to be a necessary step for both individuals and organizations to operate effectively (Ahmad, Hossain, Mustafa, Ejaz, Khawaja, & Dunay, 2023). It is the bond employees experience with their organization.

Employers work hard to promote commitment in their staff members and use a variety of strategies to increase that commitment. Every employee wants to reach their self-actualization motivational level, hence employee commitment is essential to an organization's performance (Ahmed, Khan, Thitivesa, Siraphatthada, & Phumdara, 2020). As a result, chances for individuals to advance their knowledge, competencies, and skills must be provided.

Meyer & Allen (1997) as cited by Arsawan, Kariati, Shchokina, Prayustika, Rustiarini, and Koval, (2022) conceptualized employee commitment in three dimensions namely affective, continuance and normative commitments. The employee's identification, involvement in the association, and closeness to home are full of a sense of responsibility (Gashira, 2016). While standardising responsibility is based on the belief that there is a commitment to stay in the association due to organizational culture and a sense of commitments for benefits received,

continuation responsibility is the worker's awareness of the costs associated with leaving the association (Najeeb, Muhammad, and Abdul, 2018).

The success of an organization has always depended on the dedication of its employees. In their meta-analysis, Arsawan, Wirga, Rajiani, and Suryantini (2020) establish a significantly substantial correlation between the organizational commitment of employees and their performance. According to Asbari, Novitasari, Purwanto, Fahmi, and Setiawan (2021), workers who have a strong organizational commitment improve individual outcomes. An investigation on organizational commitment and how it affects worker productivity came to the conclusion that worker productivity rises with employee commitment to the company. They also warn against extremely high levels of affective and normative commitment, which may impede employee growth and stifle employee creativity and innovation, and they report an inverse relationship between staff performance and continuance commitment (Bhatti, Vorobyev, Zakariya, & Christofi, 2021).

In an investigation of employee commitment, Faeq and Ismael (2022) reports that staff commitment is positively related to their high performance. According to Fayda-Kinik (2022), the successful application and deployment of information and knowledge systems in the domains of operations, management, accounting, and marketing is a crucial component of financial institutions' performance. Information management is also important because it facilitates the transfer of implicit and tacit information, both of which depend heavily on employee commitment and motivation (Jiang, Liu, & Li, 2023).

The ability to manage knowledge is defined as having the capacity to gather

information from internal or external sources, transform it into new ideas or strategies, apply it, and safeguard it (Mohd Rasdi, & Tangaraja, 2022). According to Ng (2023), knowledge management is a discipline and function that involves the creation, acquisition, sharing, storage and utilization of knowledge in an environment that promotes innovation and improves organizational performance. Knowledge management typically refers to the organization's infrastructures, capacities, and management activities that support and enhance the knowledge management processes, as well as the processes of knowledge creation, sharing, acquisition, transfers, and application (Nizam & Hameed, 2023).

Knowledge management practices (KMP) influence employee commitment as a result of their impact on the organization's ability to act in more efficient, sustainable and innovative ways (Novitasari, Supriatna, Asbari, Nugroho, & Nadeak, 2021). Through the practices of knowledge management, an organization focuses on the systematic exploitation and reuse of knowledge. To increase employee commitment, knowledge management procedures of all kinds are crucial. In order to attain employee commitment, it is advised that businesses use knowledge management consistently through the creation of new information, knowledge conversion into new designs or strategies, learning from past experience, and knowledge protection (Rehman, Hafeez, Aslam, Maitlo, & Syed, 2020).

One of the most desirable industries for recent business graduates is banking. Knowledge management is a source of competitiveness since it is seen as typical of knowledge-intensive organizations, where performance is driven and sustained by information (Zayed, Edeh, Islam, Nitsenko, Polova, & Khaietska, 2022). The majority of work in

the banking industry and competition are knowledge-based; as a result, Commercial Banks can enhance internal procedures, customer service, and product quality by managing their knowledge effectively (CBK, 2018). Thus, it is deemed important to conduct a study on knowledge management and employee commitment in the Kenyan banking industry.

Knowledge creation, a core component of knowledge management, is the process through which new visions, ideas and understandings are developed, often through the interaction and collaboration of individuals (Goswami & Agrawal, 2020; Iqbal, 2021). In tier-one banks, where competition and the need for innovation are intense, knowledge creation is key in driving employee commitment and organizational success. Knowledge creation enhances employee commitment by providing employees with the tools and opportunities to grow professionally and personally. When employees feel that their contributions are valued and that they are part of a learning and innovative organization, their commitment to the organization tends to increase (Nonaka & von Krogh, 2009). A supportive organizational culture provides an environment where knowledge sharing and creation can thrive (Taylor, 2013). For instance, a culture that promotes openness, trust and continuous learning can enhance the positive effects of knowledge creation on employee commitment (Cameron & Quinn, 2006). Conversely, a restrictive or unsupportive culture can stifle knowledge-creation efforts and undermine employee commitment (Shikuku, Manikam, Adeniyi, Ndua, & Richard, 2024). Despite the recognized importance of knowledge management and the influence of organizational culture, there is limited empirical research examining their

combined impact on employee commitment, particularly in Kenya. Banks in Kenya operate in a competitive and dynamic environment where the ability to manage and create knowledge effectively can be a critical differentiator. Therefore, this study evaluated the moderating effects of organizational culture on the effects of knowledge creation on employee commitment among tier one banks in the North Rift Region, Kenya.

## Theoretical framework

The study was guided by the theory of organizational epistemology by von Krogh and Roos (1995) which posits that knowledge resides in both the individuals of an organization; and at the social level, in the relations between individuals. The first described is the von Krogh and Roos' theory of Organizational Epistemology (1995). This model is important because it was among the first to clearly distinguish between individual knowledge and social knowledge. Knowledge is characterized as "embodied" that is, "everything known is known by somebody. Unlike the cognitive perspective where knowledge is viewed as an abstract entity, (their connectionist approach) maintains that there cannot be knowledge without a knower. This fits nicely with the concept that tacit knowledge is very difficult to abstract out of someone and make more concrete. It also reinforces the strong need to maintain links between knowledge objects and those who are knowledgeable about them authors, subject matter experts, and experienced users who have applied the knowledge, successfully and unsuccessfully. Based on their work, it can be said that knowledge management requires a connection between the knowledge and the knower, between the knowledge and those that wish or need to know, and knower and the need or wish to know.

In the context of knowledge creation in tier one banks, this theory provided insights into how knowledge is generated, disseminated, and applied within the organizations, which can impact organizational culture and employee commitment. The Theory of Organizational Epistemology was also able to help explore the cultural aspects of the banks and their influence on knowledge creation. It helped in shedding light on how organizational values, norms, and beliefs impact the willingness of employees to contribute, share, and apply knowledge. Ultimately, the Theory of Organizational Epistemology was able to provide a lens through which to understand the relationship between knowledge management, organizational culture, and employee commitment. It helped in examining how the availability, accessibility, and use of knowledge within the banks affect employee commitment and engagement.

## Empirical Review

### Knowledge creation and employee commitment

Knowledge creation according to Nayak, Bhatnagar, Budhwar, and Mukherjee, (2022) is the technique through which novel thoughts are produced, integrating exercises, corporations and other hierarchical systems. Information is made in work rehearses. Encountering and afterward pondering the encounters are the vital cycles in information creation. The formation of new hierarchical information is progressively turning into an administrative need (Nayak et al., 2022). For the most part, associations endeavor to make new information to stay cutthroat. Firms need to create and recharge their insight persistently to keep information from becoming old. Information creation is the method involved with delivering new

information by acclimatizing and incorporating the current information (Kaffashan Kakhki, Malakooti Asl, and Namdar Joyame, 2023).

As indicated by Nayak, Bhatnagar, Budhwar, and Mukherjee, (2022), information creation connects with information expansion and rectification of existing information. Two kinds of information, unsaid and unequivocal, exist together in an association. Asbari, Wijayanti, Hyun, Purwanto, and Santoso, (2019) affirm that unsaid information is non-expressed, natural, more implied and lives inside people. They propose that express information is more organized and accessible in arranged structure in the association. The two kinds of information are contemporary and they are vital for information creation. Nonaka and Takeuchi (1996) promoted a twisting cycle model called Socialization-Externalization-Blend Assimilation (SECI) for information creation where implicit and unequivocal information are changed over starting with one structure then onto the next by including the four cycles.

Iddy and Alon, (2019) took a gander at information creation and the executives in diversifying and how franchisors can change over the unsaid information held by the establishments to make new unequivocal information. Their review was secured on the suspicions of information the executives, hypotheses of authoritative learning and hierarchical information creation hypothesis. The review affirmed that the change of franchisees' unsaid information to new unequivocal information is one of the key information the board rehearses for effective business design diversification. The concentrate additionally settled that the idea of information creation brings a lot to the table in considering information the board in a business design establishment framework. Notwithstanding, this study

has uncovered various holes and inadequacies. The review zeroed in on information creation and the board which is a deviation from the ongoing review. The review was directed in a created country setting.

Also, Marco-Lajara, Claver-Cortés, Úbeda-García, García-Lillo, and Zaragoza-Sáez, (2019) declared that choosing people with the right blend of explicit information and capacities is the way to oversee information creation. A cross practical group, incorporating members with the right blend of explicit information catalyzes the interaction. This assists representatives with opening up discoursed and advanced associations. Al-Omoush, Simón-Moya, and Sendra-García, (2020) directed a concentrate on how hierarchical circumstances, innovation reception, provider relationship the board and client relationship the executives influence information creation in store network in Taiwan through socialization, externalization, mix, assimilation (SECI) modes and different bases. Their investigation discovered that extraordinary social comprehension of social accomplices will build correspondence and collaborations and lead to fast osmosis of unsaid information. An association with a high innovation reception capacity will improve the information creation process.

Jawline, Wang, and Rowley, (2021) investigated knowledge creation in cross-line plans of action: an ocean-like heuristic similitude. The paper was reasonable in nature. It fundamentally evaluated the writing portraying the thriving of data and correspondence innovation (ICT)- driven Condition Based Upkeep (CBMs) and explains an exploration hole. The creators drew a powerful reasonable system depicting how information is made poly-constantly inside CBMs, while likewise articulating and supporting the event of information chunks of ice as a sign of basic

mental changes and predispositions in such settings. The discoveries of the review uncovered that Structure upon existential phenomenology, the creators view the ocean as a story of the CBM environment and propose the new thought of individual information capital (PKC) as a unique time-space combination and its related ocean-like heuristic representation. These explain how the perplexing interconnectivity of a central firm with its different key accomplices encourages a verbose, multi-way information creation process in ICT-driven CBMs under various purviews with complex societies. From the discussions, this study hypothesis that;

*H<sub>01</sub>: Among tier one commercial banks, employees' commitment is not significantly impacted by knowledge creation.*

### **Effect of organizational culture on employee commitment**

Pietruszka-Ortyl, (2019) defines organizational culture as a collective behaviour of people who are part of an organization and it is formed by the organization values, visions, norms, working language, systems, symbols, beliefs and habits. Organizational culture is postulated to be one of the greatest theoretical levers required for understanding organizations (Rizki, Parashakti and Saragih, 2019). Verifying and using those theories minimally requires comparisons between the cultures of different firms, which in turn imply the identification of common dimensions for assessing organizational culture.

Faliza (2023) conducted a research aimed at observing the influence of organizational culture and organizational commitment on presentation in Aceh Sharia banking and the mediating impact of organizational commitment among

organizational culture and performance using two methods, namely VAF and Bootstrapping. The concept model for this research was constructed from the reflective indicator model and the evaluation of the measurement model carried out by external load and evaluation of the internal model (structural model). The research was performed on permanent employees of Aceh Sharia banking. The results showed that organizational culture had a positive and important influence on Commitment and organizational activity that would affect Aceh's Sharia banking activity.

Laila, Irawanto and Susilowati, (2022) in their study on the effect of organizational culture and transformational leadership style on organizational commitment with knowledge management practices as mediating variables collected data using questionnaires and analyzed using PLS-SEM. The result showed that organizational culture has a significant positive effect on organizational commitment, however, transformational leadership style was

found to have no effect on it. Both organizational culture and transformational leadership styles were found to have a positive effect on organizational commitment through the mediation of knowledge management practice. However, this study's respondents were office administration divisions in one of the tobacco products industries in Indonesia creating a gap in Kenya's context thus to be filled by conducting this research. From the discussions, this study hypothesizes that;

*H<sub>02</sub>: Among tier one commercial banks, organizational culture has no moderating effect on the relationship between knowledge creation and employee commitment.*

Conceptual framework

The independent variable for this study is knowledge creation while dependent variable is employee commitment moderated by organizational culture as indicated in figure 1 below.

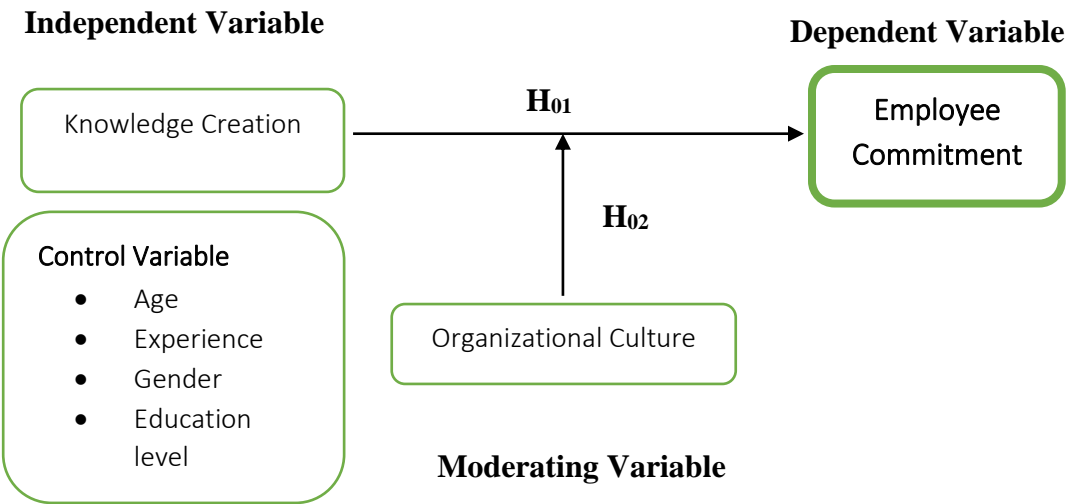


Figure 1: Conceptual Framework  
Source: Researcher, 2024



## Methodology

This study adopted the post-positivism paradigm. Post-positivism assesses causes that influence outcomes through the manipulation of study variables (Creswell & Poth, 2018). The study employed the explanatory research design. This approach was used because it made it possible to identify the causal relationships between variables that were thought to address the study topic without requiring those variables to be manipulated (Saldana, 2011). the design suitable.

The study was conducted in tier one commercial banks drawn from North Rift Counties which covers Turkana, TransNzoia, West Pokot, Uasin Gishu, Elgeyo Marakwet and Nandi Counties in Kenya (Appendix XI). Tier one commercial banks in North rift counties have a number of banks including, Kenya Commercial Bank, Equity Bank, Absa Bank, Standard Chartered Bank, Cooperative Bank, I and M, Diamond Trust bank, NCBA, and Stanbic bank.

The region was chosen for such a study because it is the first of its kind in this region. In addition, the region has a larger scope as it has six counties and has a higher number of branches of tier one banks with all tier one banks represented in this region. The large scope gives the researcher room for external validation for instance generalizability of the findings to related industries or organizations. Thus,

the results from the study were generalized to other regions in the country.

The target population of the study was all the employees of Tier one banks in the North Rift Region ranked by Kenya Bankers Association (KBA), (2023). Employees in these banks were targeted for the study because their employment arrangements comprise knowledge creation, acquisition, sharing and storage

hence fit as a unit of analysis. This is presented in Table 1.

Yamane (1967) was used to determine the sample size of 264 employees from the 774 employees in the targeted demographic. The formula was as follows:

$$n = \frac{N}{1+N(e)^2}; \quad \text{At 95\% confidence level, } e = 0.05$$

Where;

n=the sample size,

N = the population size, (774)

e = the level of precision (0.05).

$$n = \frac{774}{1 + 774(0.05)^2} = 264$$

Several sampling approaches were used in the study at various points during the sample(s) selection process from the study population. First, the stratified sampling approach was applied to categorize the main branch of Tier one banks within the counties in North Rift region.

After stratification, proportionate sampling was used to determine the respondents in each category/stratum. Simple random sampling was used to determine who among the respondents in each group was actually taking part in the survey. This method is considered appropriate since it enables the impartial selection of a sample from every stratum (Zikmund et al. 2013). To pick specific respondents included in the study, the random digit table was used.

The data for the study was derived from secondary and primary sources. Books, journals, magazines, newspapers, and corporate documents were used as secondary sources, while questionnaires were used as part of a survey approach to gather primary materials.

Primary data was collected using structured questionnaires. Questionnaires were well-suited for the assignment because they are simple and can be conveniently administered to the study



sample. The questions were designed in 5-Point Likert scale form requiring respondents to answer a series of

statements by indicating the degree to which they agree or disagree to the statements.

**Table 1:** Sample size and sampling frame

Tier One Banks Employees within the Counties							
Banks	TransNzoia	Uasin Gishu	West Pokot	Turkana	Elgeyo Marakwet	Nandi	Total
Kenya Commercial	13	18	11	9	11	9	71
Equity	10	14	9	9	8	7	57
Absa	11	15	9	0	0	5	40
Standard Chartered	8	11	0	0	0	0	19
Cooperative	8	10	0	6	0	8	32
I&M	6	9	0	0	0	0	15
NCBA	6	8	0	0	0	0	14
Stanbic	0	5	0	0	0	0	5
DTB	5	6	0	0	0	0	11
Totals	67	96	29	24	19	29	264

**Source:** Researcher, 2024

To verify the validity and reliability of the questionnaire, pilot research was conducted with at least 26 workers (10 percent of 264) selected from the commercial banks in the Kenyan region of Nyanza. As a general guideline, a pilot test should comprise no less than 10% of the Sample (Creswell, 2003).

In order to ascertain if the sets of items listed in the sets of questionnaires accurately represented the ideas under study, study supervisors assessed the concepts pertinent to the study in order to evaluate the instrument. To guarantee the questionnaires' content validity, the supervisors' feedback and criticisms were taken into account and added to the final draft. According to Creswell, Klassen, Clark and Smith (2011), experts or specialists in a given field are typically used to assess a measure's content validity.

To evaluate the instrument's dependability, Cronbach's Alpha was employed. Cronbach's Alpha should, as a general rule, not be less than 0.7, according to Emory (2009). For this reason, an alpha

value of 0.7 and above will be established as the threshold for assessing instrument reliability.

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With the use of factor analysis, a large number of variables or questions can be reduced to a smaller number of "super variables," "latent variables," or factor variables (Field, 2005). A multivariate method called factor analysis can be used to determine whether the correlations found in a collection of variables are due to a relationship between the variables and one or more latent variables in the data,

each of which is represented by a linear model.

In order to compile data regarding underlying latent variables, the researcher looked at the link between the observed variables. To determine how much the instrument's items connected to the latent components, the researcher used confirmatory factor analysis. The Kaiser-Mayer-Olkin measure of sample adequacy and the Bartlett's test of sphericity were used to assess the suitability of factor analysis. According to Tabachink and Fidel (2001), a value of 0.50 or higher for the Kaiser-Mayer-Olkin indicates that the data used are sufficient. Confirmatory Factor Analysis was helpful in determining the number of sub-constructs, with an Eigen value of more than 1.0 and a factor loading of 0.6 for factor inclusion. In order to assess the latent variable, the mean scores of each factor for multiple factored variables were computed and used as indicator variables. Therefore, the relationship between knowledge management, organizational culture and employees' commitment was analyzed using factor analysis.

Multiple Regression Analysis was used to determine the effect of knowledge management on employee commitment. The regression model was in the form:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Model 1}$$

Where Y represents employees' commitment and;

$X_1$  = Knowledge creation

$\beta_1, \beta_4$  = factor coefficients

$\beta_0$  = the intercept

$\varepsilon$  = error term

**For moderation analysis the following model was applied**

$$Y = 0 + C + \varepsilon \dots \dots \dots \text{Model 2}$$

$$Y = 0 + C + 1X_1 + \beta_1 M + \varepsilon \dots \dots \dots \text{Model 3}$$

Where;

Y = Employee Responsibility

$\beta_0$  = Constant

C = Control factors (Age, Orientation and Experience)

$X_1$  = Knowledge creation

M = Organizational Culture

$\beta_1$  = Coefficients of relapse

$\varepsilon$  = Error term

## Results and Discussion

### Reliability test for knowledge creation

This study assessed the internal consistency of the research questionnaire of the eight items under knowledge creation as presented in Table 2.

The results in Table 2 indicated that the overall Cronbach's Alpha for the 8 items of knowledge creation were all above .940. This is way above the acceptable range of Cronbach's alpha coefficient,  $\alpha > 0.7$ . The individual items in the table acted as a guide for deciding as to whether any of the items needed to be removed so as to improve the overall Cronbach's Alpha. The Corrected Item less Total Correlation column revealed how much each item correlated with the overall questionnaire score. Pearson's correlation coefficient was adopted and interpreted in accordance to Reich, Božek, Janiszewska and Szepietowski, (2017):  $r \leq .3$ , weak correlation;  $0.3 < r < 0.5$ , moderate correlation;  $r > 0.5$ , strong correlation. Anything  $r$  therefore below 0.3 indicate that the item may not belong on the scale and thus was removed from the instrument. The Cronbach's Alpha column shows by how much the coefficient would increase if the item were deleted from the instrument. Results from this table thus showed that no item looked problematic hence none was deleted as all items had a correlation coefficient  $r > .30$  and Cronbach's Alpha  $< .95$ , (Abu-Bader, 2021),

therefore all items under knowledge creation were retained.

Table 2: Reliability test for knowledge creation

Cronbach's Alpha .950 Total number of Items 8	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Conducting research enhances your commitment to your work and organization.	.753	.947
Actively seeking and acquiring new knowledge positively influences my commitment to my job	.779	.946
I feel a stronger sense of loyalty and attachment to my organization as a result of engaging in knowledge creation activities	.842	.942
Knowledge creation enables my organization to assimilate and integrate the existing knowledge	.795	.945
Knowledge creation helps employees to open up dialogues and promotes interaction	.850	.941
Knowledge creation enables organizations strive to create new knowledge to remain competitive	.845	.941
Collaborating with colleagues and sharing knowledge contribute to my overall commitment to the organization	.862	.940
Knowledge creation initiatives enhance employee commitment by fostering a culture of continuous learning and development.	.799	.944

Source: Research data, 2024

The principal component analysis for the variables

The principal component analysis (PCA) approach was applied in reducing items into principal components that would account for the variances in original variables. Prior to running PCA, the assumptions of sampling adequacy and Bartlett’s sphericity were examined. Sampling adequacy was ascertained using the Kaiser-Meyer-Olkin (KMO) measure

which is an index that confirms existence of linearity among variables, a condition needed to run PCA (Tabachnick & Fidell, 2007). The eigenvalue criterion was employed to determine the number of components to retain. Consequently, an eigenvalue less than 1 was deemed to imply that a component explains less variance than a variable would and hence does not require retention. The results of the analysis were displayed in Table 3.

Table 3: KMO, Bartlett’s test and variance for the variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				.861
Approx. Chi-Square				946.208
Bartlett's Test of Sphericity				6
Sig.				.000
Component	Initial Eigenvalues			
	Total	% of Variance	of	Cumulative %
Knowledge Creation	.138	3.447		100.000

Source: Researcher, 2024

From Table 3, the results indicate that Kaiser-Meyer-Olkin measure of sampling adequacy was .861. Following the rule of thumb as indicated by Shrestha, (2021), this value is therefore meritorious. The results also depicted that Bartlett's test of sphericity was significant with Chi-square of 946.208, at  $df= 6$  and a significant level of  $p =.000$ . The results also showed that the communalities were all above .7

**Rotated component analysis for the variables**

The rotated component matrix is also referred to as the loadings. It is the key output of principal components analysis. This matrix contains estimates of the correlations between each of the variables and the estimated components which allow for the interpretation of what traits the various components may reflect. Table 4 presents the summary.

**Table 4: Summary of the Rotated Component analyses for the variables**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.955			
Bartlett's Test of Sphericity	Approx. Chi-Square	10377.729			
	df	496			
	Sig.	.000			
Variables and measurement items.		Component			
		1	2	3	4
<b>Knowledge creation items loaded under component 4</b>					
Knowledge creation helps employees to open up dialogues and promotes interaction					.791
I feel a stronger sense of loyalty and attachment to my organization as a result of engaging in knowledge creation activities					.775
Knowledge creation enables my organization to assimilate and integrate the existing knowledge					.761
Conducting research enhances your commitment to your work and organization.					.757
Collaborating with colleagues and sharing knowledge contribute to my overall commitment to the organization					.744
Actively seeking and acquiring new knowledge positively influences my commitment to my job					.732
Knowledge creation enables organizations strive to create new knowledge to remain competitive					.722
Knowledge creation initiatives enhance employee commitment by fostering a culture of continuous learning and development.					.633
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 8 iterations.					

Source: Researcher, 2024

The results in Table 4 indicated that all the extracts met the threshold of being > 0.50 in all the items from the four variables. There was thus no need of

deleting any of the items since they met the criteria from the measurement instrument. The study thus revealed general Bartlett's trial of sphericity showed a significant result with a Chi-square of

10,377,729 at df = 496 and a critical degree of.000, along with a KMO of.955. The results demonstrate that communalities exceeded.7 for all items, variance explained by each of the first four factors had an initial Eigen value of 66.760%, 6.322%, 3.321% and 3.107% leading to a cumulative value of 79.510%.

Table 5: Summary of reliability Results

Variables	Cronbach’s Alpha	Test Items
Knowledge Creation	0.950	8

Source: Researcher, 2024

Table 5 results demonstrated the combined effects of the review factors, with Cronbach's alpha coefficients for knowledge creation exceeding.7 and considerable consistency in the quality of the items.950. After that, the survey met the review's requirements satisfactorily.

Reliability test after factor analysis

Since there were no changes in the instrument items wise, the overall reliability of the research instrument was conducted Additionally, the results were displayed in Table 5.

Descriptive statistics results for the study variables

The study analyzed the views of the respondents in respect to knowledge creation. The reactions were in rates and in accordance with a 5 Point Likert-Scale going from: - Emphatically Disagree= 1, Disagree=2 Neutral= 3, Agree= 4, and Firmly Agree= 5. The findings are presented in table 6 below.

Table 6: Descriptive Statistics for Knowledge creation

	Min	Max	Mean	S.D
Conducting research enhances your commitment to your work and organization.	1	5	3.97	1.031
Actively seeking and acquiring new knowledge positively influences my commitment to my job	1	5	3.94	1.026
I feel a stronger sense of loyalty and attachment to my organization as a result of engaging in knowledge creation activities	1	5	3.96	1.117
Knowledge creation enables my organization to assimilate and integrate the existing knowledge	1	5	3.97	1.129
Knowledge creation helps employees to open up dialogues and promotes interaction	1	5	3.96	1.200
Knowledge creation enables organizations strive to create new knowledge to remain competitive	1	5	4.09	1.110
Collaborating with colleagues and sharing knowledge contribute to my overall commitment to the organization	1	5	4.02	1.209
Knowledge creation initiatives enhance employee commitment by fostering a culture of continuous learning and development.	1	5	4.02	1.113
Valid N (Listwise)			247	
Weighted Averages			3.99	1.117

Source: Researcher, 2024

From Table 6, the results show that the most respondents agreed that conducting research enhances their commitment to their work and organization with Mean = 3.97 and Std Dev = 1.031. This level of opinion can be backed up by literature which suggests that research can lead to innovative solutions and ideas. When this happens, the respondents may see the positive outcomes of their activities in the form of new products, services, or processes. This in turn may make them feel a stronger sense of commitment to their organizations, knowing that they are contributing to its growth and success. Actively seeking and acquiring new knowledge seems to positively influence the respondents' commitment to their jobs as this item has a Mean = 3.94 and Std Dev = 1.026. Studies show that when you acquire new knowledge and skills, you are better equipped to excel in your role. This increased competence can boost your confidence and job satisfaction, making you more committed to delivering high-quality work. Besides, learning new things can be intrinsically rewarding and can make your job more interesting and enjoyable.

The results of the study from Table 6 also showed that respondents felt a stronger sense of loyalty and attachment to their organizations as a result of engaging in knowledge creation activities as indicated by Mean = 3.96; Std Dev = 1.117. Additionally, the respondents had a similar opinion with Mean = 3.27; Std Dev = 1.129 that knowledge creation enables their organizations to assimilate and integrate the existing knowledge. Studies indicate that knowledge creation is a fundamental process that enables organizations to continually update and expand their knowledge base. This, in turn, supports the organization's ability to assimilate and integrate existing

knowledge effectively, leading to improved decision-making, innovation, problem-solving, and overall organizational performance.

The respondents also agreed with Mean = 3.96; Std Dev = 1.200 that knowledge creation helps employees to open up dialogues and promotes interaction as compared to their similar opinion that knowledge creation enables organizations to strive to create new knowledge to remain competitive as the item had a Mean = 4.09; Std Dev = 1.110. Literature reiterates that in today's knowledge-based economy, organizations that recognize the importance of knowledge creation and make it an integral part of their operations are better positioned to remain competitive and thrive in the long run. This emphasis on continuous learning and innovation allows them to stay relevant, responsive, and successful in a rapidly evolving business landscape.

The results in Table 6 further indicated that collaborating with colleagues and sharing knowledge contributes to the overall commitment to the organization by the respondents as supported by the agreed Mean = 4.02; Std Dev = 1.209. This similarity in opinion can be backed up by studies which show that collaborating with colleagues and sharing knowledge not only benefits the organization but also enriches professional experience and commitment. It creates a positive work environment, promotes personal and professional growth, and reinforces connection to the organization's mission and goals. Lastly, the respondents had a similar opinion (Mean = 4.02; Std Dev = 1.113) that knowledge creation initiatives enhance their commitment by fostering a culture of continuous learning and development. The weighted average for the 8 items is Mean = 3.99; Std Dev = 1.117. The results also show a minimum of 1 and

a maximum of 5 all through the 8 items. Thus, as reiterated by literature, organizations need to prioritize knowledge creation and foster a culture of learning and development to enable them to have highly committed and engaged employees. These committed employees are not only essential for the organization's success but also more likely to experience personal and professional fulfillment, contributing to a positive and productive work environment in today's very knowledge-driven economy.

The findings of this study under knowledge creation and employee commitment align with several studies while differing from others in their focus and context. Studies by Nayak et al. (2022) and Kaffashan Kakhki et al. (2022) reinforce that organizations prioritize knowledge creation to enhance competitiveness, corroborating the observed emphasis on its role in fostering a culture of continuous learning and development (Mean = 3.99). Similarly, Asbari et al. (2019) and Nonaka and Takeuchi (1995) emphasize the importance of both tacit and explicit knowledge in organizational settings, resonating with the finding that knowledge creation promotes dialogue and interaction among employees (Mean = 3.96). In contrast, studies like Iddy and Alon (2019), focusing on knowledge management in franchising, and conceptual frameworks like Chin et al. (2021), exploring ICT-driven contexts, offer insights that differ in their specific emphases or theoretical orientations compared to the broader findings on employee commitment observed in the current study. These comparisons highlight both commonalities and unique perspectives across studies investigating the dynamics of knowledge creation and its impact on organizational commitment.

### **Descriptive statistics for organizational culture**

The study analyzed the views of the respondents in respect to organizational culture. This variable was adopted in the study as a moderating variable and is measured using eight items after factor analysis. The items are also measured on a five-point Likert scale. Table 7 shows the results of its descriptive statistical analysis.

The descriptive statistical findings in Table 7 show that cultures that emphasize innovation will more likely help in implementing the intranet knowledge management system of organizations. The respondents had a similar opinion on this item scoring it with a mean of 4.08 and a standard deviation of 1.204. The respondents yet agreed that organizational culture helps information sharing through norms and practices. This item was scored with 4.11 mean and a 1.151 standard deviation. This means that the respondents had a similar opinion on that statement implying that organizational culture plays a central role in shaping the behaviors and practices related to information sharing. Thus, a culture that promotes openness, trust, collaboration, and a commitment to continuous learning can create an environment where information sharing becomes a natural and valued part of the organization's culture, benefiting its employees and overall success.

The results from Table 7 on descriptive statistics also indicated that respondents had a similar opinion with a mean of 4.09 and a standard deviation of 1.198 that their adhocratic organizational culture encourages and welcomes new and fresh ideas and values the lessons learned from past failures. Furthermore, the findings showed that clan organizational culture supports a cooperative and open working environment. This item was supported by the high level of agreement



from the respondents with a mean of 4.08 and a standard deviation of 1.157. This implies that anchored on Competing Values Framework (CVF), clan organizational culture is characterized by its focus on collaboration, employee engagement, and a sense of community

within the organization. Thus, it is characterized by its people-centric approach, a strong emphasis on collaboration and relationships, and a commitment to creating an open and cooperative working environment.

**Table 7:** Descriptive statistics for organizational culture

	Min	Max	Mean	Std. Dev
Cultures that emphasizes on innovation will more likely help in implementing intranet knowledge management system	1	5	4.08	1.204
Organizational culture help information sharing through norms and practices	1	5	4.11	1.151
Our adhocratic organizational culture encourages and welcomes new and fresh ideas and value the lessons learned from past failures	1	5	4.09	1.198
Clan organizational culture supports a cooperative and open working environment	1	5	4.08	1.157
Culture that provides challenging tasks and work activities inspires employees to work cohesively	1	5	4.05	1.225
Organization's cultural initiatives, such as recognition programs or team-building activities, contribute to employee commitment	1	5	4.17	1.135
Our organization cultivates a culture that fosters employee commitment and engagement	1	5	4.06	1.165
The presence of cultural norms and values such as trust, transparency, and open communication encourage employee commitment	1	5	4.16	1.129
<b>Valid N (Listwise)</b>			<b>247</b>	
<b>Composite Averages</b>			<b>4.16</b>	<b>1.171</b>

Source: Researcher, 2024.

The respondents further agreed with a mean of 4.05 and a standard deviation of 1.225 that culture that provides challenging tasks and work activities inspires employees to work cohesively. Besides, the respondents had a similar opinion that organization's cultural initiatives, such as recognition programs or team-building activities, contribute to employee commitment. This item had the highest score of all the items in the variable with a mean of 4.17 and a standard deviation of 1.135. This implies that when

thoughtfully designed and implemented, cultural initiatives have the potential to positively impact employee commitment by recognizing and rewarding contributions, promoting teamwork and collaboration, enhancing communication, and creating a positive and engaging work environment. Besides, these initiatives contribute to a sense of pride, engagement, and commitment among employees, which, in turn, can lead to improved organizational performance and success.

The results of the descriptive statistics also indicated that the respondents' organizations cultivate a culture that fosters employee commitment and engagement. The responses had similar opinions on this item too, scoring it at a mean of 4.06 and a standard deviation of 1.165. Lastly, the results indicated that the presence of cultural norms and values such as trust, transparency, and open communication encourage employee commitment. On their part, the respondents agreed on this item with a mean of 4.16 and a standard deviation of 1.129 making it the second highest almost similar opinion on the variable. Additionally, the whole variable registered a high composite mean of 4.16 and a standard deviation of 1.171 with a minimum entry of 1 and a maximum entry value of 5 all through the items. Therefore, it can be concluded through similar literature that organizations that prioritize the development of a positive and supportive culture, one that values knowledge, collaboration, and continuous learning, tend to create an environment where knowledge management thrives, leading to a more committed and engaged workforce. In essence, a strong organizational culture is the bedrock upon which effective knowledge management and high employee commitment are built, ultimately contributing to the organization's sustained success and competitiveness.

### **Descriptive statistics for employee commitment**

The study analyzed the views of the respondents in respect to employee commitment. This variable was adopted in the study as the dependent variable and is measured using 15 items divided into five categories. These include the various parts of the variable; affective commitment, continuance commitment, normative

commitment, temporal commitment and task commitment. The items are also measured on a five-point Likert scale. Table 8 shows the results of its descriptive statistical analysis. The descriptive statistical findings in Table 8 indicate that the respondents had similar opinion on all the three items of the first construct (affective commitment) of the dependent variable. Thus, the respondents agreed with a mean of 3.89 and a standard deviation of 1.288 that they felt strongly accepted at their banks. Similarly, the respondents were proud of their jobs at their respective banks. This, they agreed on with a mean of 3.92 and a standard deviation of 1.310. Additionally, the banks were very special to the respondents since they agreed about the item with a mean of 3.90 and a standard deviation of 1.338. This implies that affective commitment represents a deep and emotional connection between employees and their organization. It is a valuable asset for both individuals and the organization, leading to increased job satisfaction, higher performance, better retention, and a positive organizational culture. Therefore, encouraging and nurturing effective commitment should be a priority for banks seeking to create a committed and engaged workforce.

The results also indicated that the respondents agreed with all the three statements under the second construct, continuance commitment. The respondents agreed with a mean of 3.61 and a standard deviation of 1.418 that it would be difficult for them to leave their jobs even if they wanted to. This was however not in line with a number of studies that portrayed otherwise findings that when it came to time for leaving, employees never think twice as long as it gave them better terms ahead. Thus, it was important to note that while continuance commitment may make it challenging for

the respondents to leave their jobs, it doesn't necessarily mean that such employees were satisfied or engaged in their role. The results indicated a neutral ground that a number of respondents work in their company because few others

would hire me. Most of the respondents weren't sure of their position in line to this item hence they were undecided about it with a mean of 3.47 and a standard deviation of 1.489.

**Table 8:** Descriptive statistics of employee commitment

	Min	Max	Mean	Std. Dev
<b>Affective Commitment</b>				
I feel strongly accepted at this bank	1	5	3.89	1.288
I am proud of my job at this bank	1	5	3.92	1.310
This organization is very special to me	1	5	3.90	1.338
<b>Continuance Commitment</b>				
It would be difficult for me to leave my job even if I wanted to.	1	5	3.61	1.418
I work in this company because few other would hire me	1	5	3.47	1.489
I would lose so much of my career and other benefits if I left this company	1	5	3.64	1.480
<b>Normative Commitment</b>				
This company has done so much for me	1	5	3.84	1.317
After all the company has done for me it would be shameful and disrespectful to leave and join another company	1	5	3.53	1.566
I feel obligated to remain with my organization	1	5	3.65	1.503
<b>Temporal Commitment</b>				
I am dedicated to achieving the objectives and goals of my current job or projects within the given timeframes	1	5	3.96	1.331
I prioritize my current responsibilities over other tasks or initiatives to ensure their completion within the designated timeframes	1	5	3.83	1.477
I often invest additional time and effort into my current role or projects to ensure their timely completion	1	5	3.84	1.478
<b>Task Commitment</b>				
I frequently seek opportunities to enhance my skills and knowledge related to my tasks	1	5	3.81	1.472
My commitment to tasks impact my overall job satisfaction and sense of fulfillment	1	5	3.86	1.381
I feel a sense of personal responsibility and accountability for the successful completion of my tasks	1	5	3.83	1.445
<b>Valid N (Listwise)</b>			<b>247</b>	
<b>Composite Averages</b>			<b>3.772</b>	<b>1.420</b>

Source: Researcher, 2024

The respondents yet again agreed that they would lose so much of their career and other benefits if they left their current company(s). The level of the responses' agreement was at a low mean of 3.64 and high standard deviation of 1.480. Therefore, Organizations should strive to foster effective commitment, where employees stay because they want to, rather than continuance commitment, which is more about perceived barriers to leaving. This can be achieved by creating a positive work environment, recognizing and valuing employees, and offering opportunities for personal and professional growth.

On normative commitment, results from the respondents indicated that a fair number of the respondents agreed that their companies had done so much for them. This item however did not register a good level of agreement since it was just slightly over 3.5 at a mean of 3.84 and a standard deviation of 1.317. The respondents at the same time slowly agreed with a low mean of 3.53 and a high standard deviation of 1.566 that after all the company had done for them it would be shameful and disrespectful to leave and join another company. Yet again, the results indicated that some of the respondents felt obligated to remain with my organization. This item scored a mean of 3.65 and a standard deviation of 1.503. Generally, normative commitment plays a significant role in influencing employee commitment and organizational success. When employees feel a sense of moral or ethical obligation to their organization, they are more likely to remain loyal, engaged, and committed. However, it's important for organizations to strike a balance between normative commitment and other factors to create a work environment that promotes overall employee well-being and satisfaction.

Table 8 yet again displayed results of descriptive statistics for Temporal Commitment of the employees. The findings revealed that respondents had an almost similar opinion that they are dedicated to achieving the objectives and goals of their current jobs or projects within the given timeframes. This item was scored at a mean of 3.96 and a standard deviation of 1.331. Additionally, the respondents agreed with a mean of 3.83 and a standard deviation of 1.477 that they prioritize their current responsibilities over other tasks or initiatives to ensure their completion within the designated timeframes. The respondents also often invest additional time and effort into their current roles or projects to ensure their timely completion. This item was scored at a mean of 3.84 and a standard deviation of 1.478 meaning that the respondents had a similar opinion over it by a large extent. It therefore can be concluded by reference to studies previously carried out that temporal commitment is a multifaceted and structured approach to time management that significantly influences employee commitment. It transcends the boundaries of personal, professional, and project-based commitments, fostering efficiency, goal attainment, resource optimization, and overall well-being. Encouraging structured temporal commitment practices within organizations is imperative, as they contribute profoundly to the cultivation of a highly committed workforce, ultimately enhancing organizational success.

Finally, the results in Table 8 showed that Task Commitment was also an important aspect of the dependent variable to the respondents. The findings indicated that respondents frequently seek opportunities to enhance their skills and knowledge related to their tasks. This statement was agreed on by the respondents with a mean of 3.81 and a

standard deviation of 1.472. The mean wasn't so high in the Likert scale and thus can be verified by the otherwise high standard deviation making the dissenting voices also powerful on the item. The respondents also had a slightly similar opinion that their commitment to tasks impact their overall job satisfaction and sense of fulfillment in their banks. This was backed by a mean of 3.86 and a standard deviation of 1.381. The standard deviation yet again portrayed a high level of dissenting opinions meaning that the level of agreement on the item wasn't quite similar. Lastly, the results showed that the respondents felt a sense of personal responsibility and accountability for the successful completion of their tasks. This item was generally agreed on with a mean of 3.83 and a standard deviation of 1.445. From the results on task commitment therefore, it can be corroborated by previous literature that task commitment occupies a central and foundational role within the framework of employee commitment in the banks. Its capacity to foster intrinsic motivation, engender job satisfaction, and promote organizational citizenship behaviors renders it a linchpin in the development of a committed workforce. Recognizing the pivotal importance of task commitment, banks can cultivate and harness this dedication among employees as a potent force for enhancing overall employee commitment,

thereby contributing to sustained organizational success.

Ultimately, the whole variable registered a composite mean of 3.772 and a standard deviation of 1.420 with a minimum entry of 1 and a maximum entry value of 5 all throughout the items on representative accountability. These findings supported the several studies who argued that representational responsibility is the relationship that employees have with their organisation. These findings support the notion that organisations are making a concerted effort to instill responsibility in their representatives and are employing a variety of techniques and tactics to enhance employee responsibility. These claims are contrasted with the Ahmad et al. focus (2023). The findings also revealed that each employee aspires to reach his or her own level of self-completion, and that representational responsibility is a key factor in an association's growth (Ahmed et al., 2020). It is important to draw conclusions from these findings by saying that employees should be provided opportunities to develop their knowledge, skills, and abilities.

Correlation analysis

Pearson's Correlation was used to analyze the co-variation of the three variables (knowledge creation, Employee Commitment and organizational culture). The results are shown in Table 9.

Table 9: Correlation results

		EC	KC	OC
EC	Pearson Correlation	1		
KC	Pearson Correlation	.782**	1	
OC	Pearson Correlation	.779**	.758**	1

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).  
**\***. Correlation is significant at the 0.05 level (2-tailed).  
**Where:** EC- Employee Commitment; KC- Knowledge creation and OC- Organizational Culture.  
*Source: Researcher, 2024*

The results indicated a positive significant relationship between Knowledge creation and Employee Commitment ( $r = .782$   $p = 0.000 < .01$ ), Organizational Culture and Employee Commitment ( $r = .779$   $p = 0.000 < .01$ ) as well as Knowledge creation and Organizational Culture ( $r = .758$   $p = 0.000 < .01$ ).

Hypothesis testing

Effect of knowledge creation on employee commitment

Hypothesis one ( $H_{01}$ ) stated that knowledge creation has no significant effect on employee commitment among tier one commercial banks in Kenya. From the research findings in Table 10, it is indicated that knowledge creation has a positively and significant effect on employee commitment with ( $\beta = .344$ ;  $p$  value =  $.000 < 0.05$  at  $\alpha = .05$ ). The null hypothesis was therefore rejected, and conclusion made that knowledge creation positively and significantly affects employee commitment. From the findings therefore, there is up to .344 unit increase

in employee commitment for each unit increase in knowledge creation. These findings were supported by the study done by Iddy and Alon (2019), whose findings confirmed that the conversion of franchisees' tacit knowledge to new explicit knowledge is one of the key knowledge management practices required for successful business format franchising. The study further established that the concept of knowledge creation has much to offer in considering knowledge management in a business format franchise system. These findings were supported by the review conducted by Iddy and Alon (2019), who found that one of the most important pieces of information executives practiced expecting for successful company design diversification is the conversion of franchisees' inferred information to new express information. The focus also established that, when it comes to taking information into account across the board in a company design establishing framework, the concept of knowledge creation contributes significantly.

Table 10: testing for direct effects of knowledge management on employee commitment

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.875	.163		5.366	.000
Gender	-.025	.021	-.039	-1.184	.238
Age	.008	.012	.033	.678	.499
Experience	.002	.010	.012	.239	.811
Level of education	-.005	.018	-.010	-.297	.767
Knowledge Creation	.344	.021	.591	16.310	.000
R	.875				
R <sup>2</sup>	.766				
R <sup>2</sup> Change	.766				
F Change	91.448				

a. Dependent Variable: Employee Commitment

Source: Researcher, 2024

Testing the Moderating Effect of Organizational Culture on the Relationship between Knowledge Creation and Employee Commitment (H<sub>02</sub>)

Hypothesis H<sub>02</sub> stated that organizational culture does not moderate the relationship between knowledge creation and employee commitment among tier one commercial banks. The results in Table 11 on the combined regression model indicates that model c on the interaction between organizational structure and knowledge creation on the dependent variable, employee commitment, with ( $R = .903$ ;  $R^2 = .815$ ;  $R^2\Delta = 0.006$  and  $F\text{ Change} = 7.813$ ) is significant at a  $F\Delta = .006$ . These results were supported by the test of significance results displayed in Table 11. From these results, the standardized coefficient of knowledge creation had a  $\beta = .029$ ;  $t = 4.621$  with a  $p$ -value  $= .000$ . From the results

therefore, the  $R^2\Delta$  of .006 implies that there is a 0.6% increase in the variation of the employee commitment by the inclusion of the interaction term between organizational culture and knowledge creation on the relationship between knowledge creation and employee commitment. The results suggest that organizational culture moderately strengthens the relationship between knowledge creation and employee commitment. Since the interaction results indicate a  $p = .000 < .05$  at 95% level of confidence and the conventional  $t_{cal} = 4.621 > t_{tab}$  at  $\pm 1.96$ , the null hypothesis was therefore rejected, and conclusion made that organizational culture moderates the relationship between knowledge creation and employee commitment among tier one commercial banks.

Table 11: Testing for the moderation effect

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.699	.094		28.831	.000
Gender	.010	.022	.016	.485	.628
Age	-.008	.012	-.033	-.668	.505
1 Work duration	.006	.010	.033	.656	.513
Level of education	-.005	.019	-.010	-.277	.782
OC*KC	.029	.006	.370	4.594	.000
R	.870				
R <sup>2</sup>	.757				
R <sup>2</sup> Change	.757				
F Change	87.214				

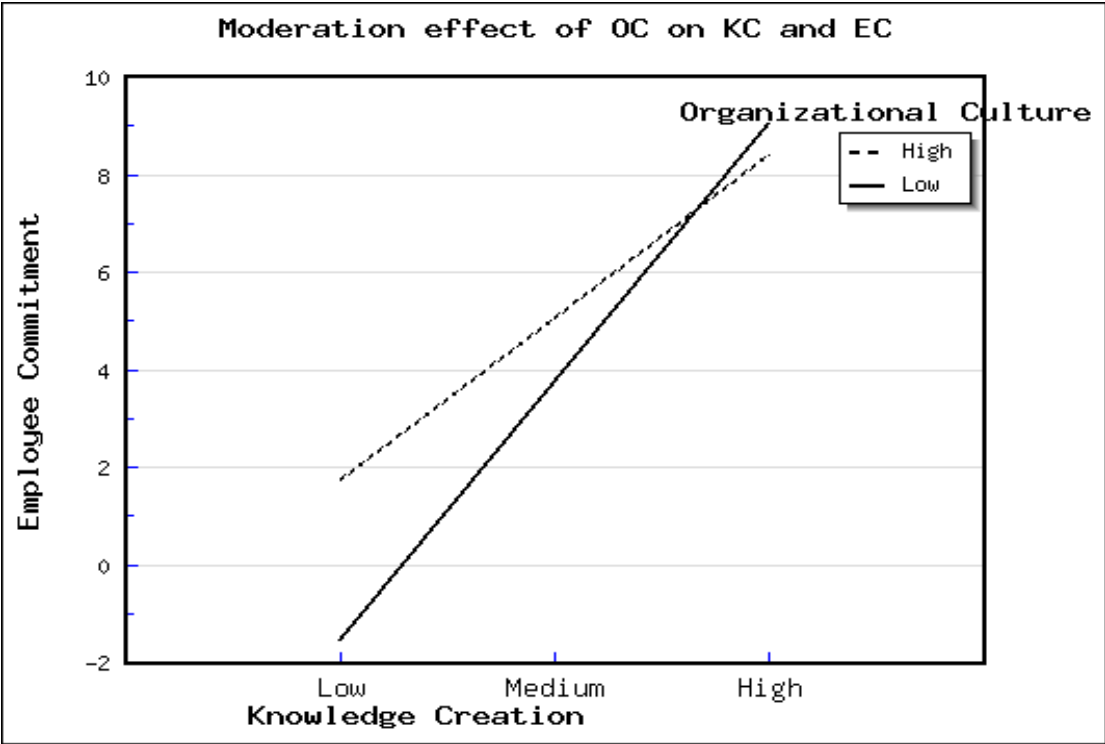
a. Dependent Variable: Employee Commitment

Source: Researcher, 2024

Figure 2, which depicts an improving directing influence, further supports the study's findings. It indicates that at low levels of information creation, worker responsibility is high across all representative responsibility levels. However, worker responsibility also

increases as information creation tenderly increases. As compared to low levels, the results also demonstrate that the increase is large with raised degrees of authoritative culture. Taking these findings into consideration, the review rejected the erroneous hypothesis H<sub>02</sub>.





**Figure 2:** Graphic representation of the moderating effect of Organizational Culture on the relationship between Knowledge Creation and Employee Commitment (H<sub>02</sub>)  
*Source: Researcher, 2024*

The outcomes demonstrate the general relapse coefficients of both the immediate impacts and the collaborated factors and normalized coefficients. The impact of all logical factors was positive and measurably huge at 95% degree of importance aside from that on information securing. The outcomes were upheld by the ordinary p-esteem that were under 0.05 and the regular t-values which were taken at  $\pm 1.96$  at 95% certainty level. These outcomes in this way showed that there was a huge presence of directing impact of hierarchical culture on the connection between all the indicator factors and representative responsibility among level one business banks with the exception of information procurement. This is a clear indication that all the parameters of knowledge management practices under this study directly and

indirectly affect the commitment of employees among tier one commercial banks except knowledge acquisition.

Employee commitment was significantly and positively impacted by knowledge creation. The results of a study by Nayak et al. (2022), which noted that the generation of new organizational knowledge is increasingly turning into a managerial priority, could support these conclusions. They added that in order for businesses to stay competitive, they usually try to produce new information. Businesses must always create and refresh their expertise in order to keep it from becoming outdated. Thus, it may be said that knowledge generation significantly and favorably influences employee commitment. Al-Omoush et al. (2020) discovered in their research that a strong cultural comprehension of one's

relationship partners promotes greater communication and exchanges, which in turn accelerates the assimilation of tacit information. A company that can implement technology well can improve the process of creating new information.

## Conclusion and Recommendation

The findings indicated a positive and significant relationships among knowledge creation, organizational culture and employee commitment in tier-one banks in the North Rift region of Kenya. Further, the findings indicated that knowledge creation had a significant effect on employee commitment and lastly, organizational culture significantly moderated knowledge creation on employee commitment. The findings indicated that the supportive organizational culture enhances the positive impacts of knowledge creation on employee commitment among tier-one banks.

The study recommends that it is imperative for organizations to have policies that provide guidance on knowledge creation for their employees and implement organizational culture initiatives that yield quantifiable results. These programmes ought to be transparent, consistent, and provide managers and staff with a continuous value addition that helps employers get the most out of their workforce by increasing output and profits while also ensuring that staff members are well-versed in the factors that influence commitment. Further, organizational policy makers should create human resource management policies, particularly those that address knowledge creation and how much it directly contributes to the achievement of the strategic goals of the company. This makes it possible for the businesses to devise

plans of action that will lead to sustained competitive intensity through employee dedication.

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