**Supplementary file -Jobmers 228**

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

**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

**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***

**Table 3: KMO, Bartlett’s Test and Variance for the variables**

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

***Source: Researcher, 2024***

**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** |
| **Knowledge creation items loaded under component 4** | |  |  | |  |  |
| 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. | | | | | | |
| * 1. Rotation converged in 8 iterations.   ***Source***: Researcher, 2024 | | | | | | |

**Table 5: Summary of reliability Results**

|  |  |  |
| --- | --- | --- |
| **Variables** | **Cronbach’s Alpha** | **Test Items** |
| Knowledge Creation | 0.950 | 8 |

***Source: Researcher, 2024***

**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***

**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 |
| **Valid N (Listwise)** |  |  | **247** |  |
| **Composite Averages** |  |  | **4.16** | **1.171** |

***Source:*** Researcher, 2024.

**Table 8: Descriptive statistics of Employee Commitment**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Min** | **Max** | **Mean** | **Std. Dev** |
| **Affective Commitment** |  |  |  |  |
| 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 |
| **Continuance Commitment** |  |  |  |  |
| 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 |
| **Normative Commitment** |  |  |  |  |
| 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 |
| **Temporal Commitment** |  |  |  |  |
| 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 |
| **Task Commitment** |  |  |  |  |
| 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 |
| **Valid N (Listwise)** |  |  | **247** |  |
| **Composite Averages** |  |  | **3.772** | **1.420** |

**Source:** Researcher, 2024

**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 | | | | |

**Table 10: Testing for Direct Effects of Knowledge Management on Employee Commitment**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
|  | (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 |  |  |  |  |
|  | R2 | .766 |  |  |  |  |
|  | R2 Change | .766 |  |  |  |  |
|  | F Change | 91.448 |  |  |  |  |
| a. Dependent Variable: Employee Commitment  ***Source:*** Researcher, 2024 | | | | | | |

Table 11: Testing for the Moderation Effect

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant) | 2.699 | .094 |  | 28.831 | .000 |
| Gender | .010 | .022 | .016 | .485 | .628 |
| Age | -.008 | .012 | -.033 | -.668 | .505 |
| 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 |  |  |  |  |
|  | R2 | .757 |  |  |  |  |
|  | R2 Change | .757 |  |  |  |  |
|  | F Change | 87.214 |  |  |  |  |
| a. Dependent Variable: Employee Commitment  ***Source:*** Researcher, 2024 | | | | | | |