

# The Moderating Effect of Organizational Culture on Knowledge Sharing and Employee Commitment Among Tier One Banks in the North Rift Region, Kenya

 Ngugi James<sup>1</sup>, Mbaraka Razia<sup>1</sup> and  Kungu Mwangi David<sup>2</sup>

<sup>1</sup>Department of Management Science and Entrepreneurship, Moi University, P.O. Box 3900-30100, Kesses, Eldoret, Kenya

<sup>2</sup>Department of Environmental Health & Disaster Risk Management, Moi University, P.O. Box 3900-30100, Kesses, Eldoret, Kenya

## Abstract

Banks operate in a highly competitive and dynamic environment where the ability to harness and share knowledge effectively can provide a significant competitive advantage. However, the organizational culture within these banks can either facilitate or hinder knowledge-sharing efforts, thereby impacting employee commitment. In tier-one banks, where operational excellence and customer satisfaction are key, effective knowledge sharing significantly promotes performance of banks. Therefore, this study assessed the moderating effects of organizational culture on knowledge sharing and employee commitment among tier one banks in the North Rift Region, Kenya. The study was guided by universalistic theory. Post positivist philosophy and explanatory research design was utilized. The study targeted 774 employees of Tier one banks in the North Rift Region from which a sample size of 264 was drawn using stratified, proportionate and simple random sampling techniques from random digit numbers table. The data for the study were collected using a structured questionnaire. Collected data was analysed using descriptive and inferential statistics. The findings revealed that knowledge sharing have a positive and significant effect on employee commitment ( $\beta_3 = .217$ ,  $p < 0.05$ ). The findings further revealed that there was positive and significant effect of organizational culture on employee commitment ( $\beta_5 = .190$   $p < 0.05$ ). Additionally, the findings revealed that there was positive and significant moderating effect of Organizational culture on knowledge sharing on employee commitment ( $\beta_8 = .033$ ,  $p < 0.05$ ). The study concluded that knowledge sharing affect employee commitment. It is also concluded that organizational culture moderates the relationship between knowledge sharing and employee commitment. The study recommends that Tier one banks allow their employees to embrace Knowledge sharing in fast tracking their commitment to personal and organizational goals, self-management and

professional abilities. Management should also ensure that there is continuous skills improvement and acquisition of knowledge through regular trainings.

**Keywords:** Tier One Banks, knowledge sharing, employee commitment, commercial banks, organizational culture

---

**Journal ISSN:** 3005-513X

**Article DOI:** <https://doi.org/10.69897/jofhscs.v2i2.132>

**Issue DOI:** <https://doi.org/10.69897/jofhscs.v2i2>

**Correspondence:** [jimngugi1@gmail.com](mailto:jimngugi1@gmail.com)

**Copyright** © 2024 Ngugi et al. This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY).

**Funding:** The author received no financial support for the research, authorship and/or publication of this article.

**Data Availability Statement:** The authors confirm that the data supporting the findings of this study are available within the article [and/or] its supplementary materials.

**Competing interests:** The authors declare no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

## Introduction

An individual's attachment to an organization as a whole is referred to as employee commitment (Agus & Selvaraj, 2020). The success of an organization has always depended on the dedication of its employees. In their meta-analysis spanning over ten nations, Jaramillo, Mulki and Marshall (2008) found a highly substantial correlation between performance and employee commitment to the organisation. Similarly, Boxall and Macky (2007) assert that employees who have a high level of organisational commitment improve individual performance as well as the performance of the organisation.

Hamidi, Masoume and Katayoun, (2014) in a probe of employee commitment and its effects on employee efficiency, sought to determine an ideal interaction between the distinct elements

of commitment and worker performance; 250 Qazvin Agricultural Organisation employees were included in the experiment. They came to the conclusion that a rise in affective and normative commitment to a certain point result in an increase in employee commitment, however they also There is evidence to support the negative association between employee performance and continuous commitment. However, excessively high levels of affective and normative commitment should be avoided as they may stunt employee development and stifle innovation and creativity.

The topic of employee commitment in the workplace has garnered significant interest from academics across various fields, such as industrial psychology, organisational behaviour, management, business

administration, and public administration (Cohn, De Cremer, & Moore, 2020). The early organizational commitment literature produced various, and quite distinct, definitions of the concept concerning employee and organizational commitment. Abdullahi, Raman, and Solarin, (2022) expressed that worker responsibility is a connection, affiliation or obligation of the representative with the establishment, a psychosomatic express that recognizes the singular relationship with the recommendation for the choice to carry on connection to the association.

Tier one banks in the North Rift region of Kenya play a critical role in the financial sector, contributing to economic growth and stability. Employee commitment is a crucial factor for the success of these banks, as committed employees are more likely to exhibit high levels of productivity, customer service, and organizational loyalty. Knowledge sharing and organizational culture are recognized as key determinants of employee commitment.

Tier one banks should have well-established knowledge management practices and a positive organizational culture that promotes employee commitment (Kung'u, 2023). Generally, the banks would effectively share knowledge, encouraging employees to acquire and apply knowledge in their daily work (Wang, & Chen, 2020). The organizational culture would be characterized by trust, open communication, collaboration, and recognition of employee contributions resulting in high levels of employee commitment, leading to increased productivity, improved customer service, and enhanced organizational performance (Vanhala, Heilmann & Salminen, 2016). However, the extent to which knowledge sharing influence employee commitment among tier one banks is not well

understood. There is limited research and statistical analysis that specifically addresses this relationship. This hinders the development of evidence-based strategies to enhance employee commitment and organizational performance in these banks. Therefore, this study assessed the moderating effects of organizational culture on knowledge sharing and employee commitment among tier one banks in the North Rift Region, Kenya. The study was guided by the following hypothesis;

*H<sub>01</sub>: Knowledge sharing has no significant effect on employees' commitment among tier one commercial banks in Kenya.*

*H<sub>02</sub>: Organizational culture does not moderate the relationship between knowledge sharing and employee commitment among tier one commercial banks.*

## Theoretical Review

### Universalistic Theory

Universalistic Theory proposes 'best practices' that when adopted and implemented would contribute positively to performance regardless of the strategic goals of the organization (Huselid, 1995). It is based on the assumption that there is a set of best HRM practices, and that adopting them will inevitably lead to superior organizational performance (Luthans & Summer, 2005). The notion of best practice was identified initially in the early US models of HRM, many of which mooted the idea that the adoption of certain 'best' human resource practices would result in enhanced organizational performance, manifested in improved employee attitudes and behaviors, lower levels of absenteeism and turnover, higher levels of skills and therefore higher

productivity, enhanced quality and efficiency and of course increased profitability (Marchington & Wilkinson, 2008). Here, it is argued that all organizations will benefit and see improvements in organizational performance if they can identify, gain commitment to and implement a set of best HRM practices.

Thus, universalistic perspective maintains that firms will see performance gains by identifying and implementing best practice irrespective of the product market situation, industry or location of the firm (Pfeffer, 2001). However, the notion of a single set of best HRM practices has been overstated. There are examples in every industry of firms that have very distinctive knowledge management practices which shape the core competences that determine how firms compete. What works well in one organization will not necessarily work well in another because it may not fit its strategy, technology or working practices. According to Becker *et al.*, (2001), organizational high performance work systems are highly idiosyncratic and must be tailored carefully to each firm's individual situation and specific context in order to provide maximum performance. These high-performance work practices will only have a strategic impact therefore, if they are aligned and integrated with each other and if the total HRM system supports key business priorities. This approach therefore ignores potentially significant differences between organizations, industries, sectors and countries.

With regard to this study, knowledge management is a valuable way of identifying areas of innovation and development that are practiced to good effect elsewhere by leading companies. But it is up to the firm to decide what may be relevant in general terms and what

lessons can be learnt that can be adopted to fit its particular strategic and operational requirements, which is determined by the employees' productivity levels. Thus, the use of this theory helped the researcher in interpreting the links between knowledge management and how it is instrumental in influencing organization culture and by extension of employee commitment. However, the respondents' responses on knowledge management, organization culture and employee commitment issues were interrogated and interpreted.

The Universalistic Theory was relevant to the study since it helped to identify and explore generalizable principles that may contribute to effective knowledge management and positive employee outcomes across tier one banks in the North Rift Region. This theory also helped in emphasizing the identification and application of best practices that have been proven effective in achieving desired outcomes. The application of the theory also helped in assessing whether there is a fit between the elements under the study and thus help explore how their alignment or misalignment affects employee commitment and organizational effectiveness.

## Empirical Review

Information sharing is a cycle between the people which shouldn't be visible nor noticed (Ryu, Hee and Han, 2003). Talja and Hansen (2006) characterized information sharing as a cycle where people trade information and together make new information. Numerous analysts conceded that there are numerous ideas that help the connection between information sharing, information textures, worker learning and company execution. Previous studies showed that knowledge sharing as the central process of knowledge management (Brown and

Eisenhardt, 1995; Collins & Smith 2006); Cummings, 2004; Intezari, Taskin & Pauleen, 2017) is positively associated with the organization performance (Noor, Hashim and Ali, 2014; Mesmer-Magnus and DeChurch, 2009). Improving organizational performance requires improving employee performance. In fact, employees create competitive advantage for the organization by knowledge sharing and improve their performance as well as the organization's performance.

Several studies have been done on knowledge sharing and employee commitment. For instance, Chiu and Chen (2016) examined knowledge management capability and organizational effectiveness (OE) in Taiwanese public utility. Using structural equation modeling (SEM) to test the hypotheses with 302 returned questionnaires, the study explored the model which affirmed that there is a significant relationship between knowledge process capability (KPC) and organization effectiveness. Conversely, knowledge infrastructure capabilities and organizational effectiveness are insignificant. Besides, the study utilized mediation of organizational commitment (OC). It was therefore inferred that only OC has significant mediating effects between KPC and OE. Apparently, this is not the case for KIC and OE.

Wang and Noe (2010) in his exploration likewise referenced that Lee, Kim, and Kim (2006) have neglected to decide a huge connection between a learning direction and information sharing. A learning direction is an environment which supports the learning and attempting of new methodologies and methodology. Kim and Anand (2018) made the presumption that between unit corporations impact information sharing. It was additionally uncovered that trust among workers and divisions impact information sharing. Workers will impart

their insight to others just when they have acknowledged the normal targets and they have been plainly distinguished inside the association.

Trivellas et al., (2015) chose bookkeeping firms in Greece in looking at the effect of information sharing society on work fulfillment. A usable example size of 84 workers affirmed that overall capabilities applied an intervening impact on the connection between information sharing society and occupation fulfillment. The principal ramifications of the discoveries for bookkeeping directors were that representatives in an information sharing workplace are bound to accomplish higher work fulfillment and; in this manner, viability because of reinforced general skills. Along these lines, explicit bearings for administrative activity have been determined. This concentrate in any case, presents various deficiencies. It is outstanding notwithstanding, that the review was led in Greece which is a created country. Furthermore, the review zeroed in on bookkeeping firms. There is hence a need to imitate the concentration in an emerging nation setting like Kenya and banking area.

Furthermore, Ikechukwu and Callystus (2018) examined the relationship between the board's information and the authoritative role of store cash banks in Nigeria's Abia State. The semi-trial research design was adopted with a target population of 125 employees using simple irregular testing techniques from ten cash banks with ten stores. Using the Taro Yamane (1967) recipe, a workable example of 95 was solved. A survey and the factual Pearson Item Second Relationship Coefficient (rs) instrument were used to collect the data. Further research revealed that there is a significant correlation between hierarchical responsibility and the knowledge the board possesses. The semi-trial research design utilized in the

review, which doesn't make sense of the causal impact of information on the board and hierarchical responsibility, was one of the gaps in the study.

The impact of information on the board on representative work execution was examined by Alyoubi et al. (2018). A theoretical model was put forth in light of knowledge management cycles and methodologies, and it was precisely tested using fractional least squares (PLS) and primary condition displaying (SEM) of study data collected from staff members of the Lord Fahd Public Library in Jeddah, Saudi Arabia. The findings demonstrated a positive correlation between KM practices and methods for carrying out and completing tasks. Work fulfillment is essentially impacted by information exchange, upkeep, codification, and personalisation strategies; work fulfillment is also largely impacted by information generation, procurement, and interpersonal organization strategies.

Pangil and Nasurdin (2019) evaluated the connection between Malaysian knowledge sharing practices and organizational commitment. It was found through regression analysis of data collected from 114 respondents that normative commitment and affective commitment were important indicators of the sharing of tacit knowledge. Furthermore, affective commitment was a substantial and significant predictor of explicit knowledge sharing. Highlighted are the implications, constraints, and recommendations for additional study. Nonetheless, it is noteworthy that the study was carried out in Malaysia, a developed nation. Therefore, a replication of the study in the banking sector and in a developing country like Kenya is required.

## Methodology

### Research philosophy

This study adopted the post-positivism paradigm. The use of this paradigm was appropriate because the study focused on cause and effect. This paradigm shifts the emphasis from the dogmatic positivist concept of knowledge as absolute and certain to the building of knowledge as a result of the manipulation of variables in an explicit environment (Howell, 2012). Adopting the post-positivism paradigm is a scientific decision because it permits the testing of hypotheses to verify knowledge. This study added to knowledge by measuring objective data with questionnaires serving as the primary research tool (Bryman, 2012).

### Research design

An explanatory research design was chosen for this study. This approach was used to identify the causal relationships between variables without requiring their manipulation (Saldana, 2011). The explanatory design facilitated the verification of hypotheses about the correlations between different variables (Zohrabi, 2013). The study's quantitative nature, focusing on organizational culture's potential to modify the relationship between knowledge management and employee commitment, guided the choice of this methodology. The design allowed for the collection and quantitative analysis of data using inferential and descriptive statistics.

### Study area

The study was conducted in tier-one commercial banks in the North Rift region of Kenya, covering Turkana, Trans Nzoia, West Pokot, Uasin Gishu, Elgeyo Marakwet, and Nandi Counties. These banks included Kenya Commercial Bank, Equity Bank, Absa Bank, Standard



Chartered Bank, Cooperative Bank, I&M, Diamond Trust Bank, NCBA, and Stanbic Bank.

Target population

The target population consisted of all of the 774 employees of tier-one banks in the North Rift Region, as ranked by the Kenya Bankers Association (KBA) in 2023.

Sample size and sampling procedure

Using Yamane's (1967) formula, a sample size of 264 employees from the 774 employees in the target population was determined. Stratified sampling categorized the main branch of tier-one banks within the counties. Proportionate sampling was used to determine the respondents in each category, and simple random sampling selected the participants from each group.

Data collection instruments

Data were derived from secondary and primary sources. Structured questionnaires, designed in a 5-point Likert scale form, served as the primary data collection tool. Permissions and necessary documents were obtained prior to data collection, and the questionnaires were administered through a "drop-and-pick-later" method and Google Forms for wider accessibility.

Validity and reliability of instruments

A pilot study with at least 26 employees from the Nyanza region was conducted to evaluate the instrument's validity and reliability. Content validity was ensured through expert feedback, and Cronbach's Alpha was used to assess reliability, with an alpha value of 0.7 and above being the threshold.

Data analysis

Data analysis began with data cleaning, followed by coding and handling

as part of the SPSS screening and analysis procedure. Quantitative data were analyzed using descriptive and inferential statistical methods. Correlation and multiple regression analyses determined the relationship between dependent and independent components.

Multiple Regression model was in the form:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots \text{Model 1}$$
$$Y = 0 + C + \varepsilon \dots\dots\dots \text{Model 2}$$
$$Y = 0 + C + 1X_1 + \beta_1 M + \varepsilon \dots\dots\dots \text{Model 3}$$

Where Y represents employees' commitment and;  
X<sub>1</sub>= Knowledge sharing  
β<sub>1</sub>- β<sub>4</sub> = factor coefficients  
β<sub>0</sub>=the intercept  
C=Control factors (Age, Orientation and Experience)  
M=Organizational Culture  
ε =error term

Results and discussion

Descriptive statistics for knowledge sharing

The study analyzed the views of the respondents in respect to knowledge sharing. This variable is also adopted in the study as an independent variable and is measured using eight items after factor analysis. The items are also measured on a five-point Likert scale. Table 1 shows the results of the descriptive analysis.

The results in Table 1 indicated that they agreed on the statement that knowledge sharing promotes employee learning and company performance (Mean=4.10; SD=1.172). The descriptive findings also showed that respondents shared the same opinion that knowledge sharing enables employees to create competitive advantage for the organization by knowledge sharing (Mean=4.07; SD=1.184). Further, the

results of the descriptive statistics indicated that useful knowledge can be

easily shared and acted upon by employees (Mean= 4.06; SD=1.264).

**Table 1:** Descriptive statistics for knowledge sharing

	Min	Max	Mean	Std. Dev
Knowledge sharing promotes employee learning and company performance	1	5	4.10	1.172
Knowledge sharing enables employees create competitive advantage for the organization by knowledge sharing	1	5	4.07	1.184
Useful knowledge can be easily shared and acted upon by employees	1	5	4.06	1.264
This organization provides knowledge sharing forums for example meetings, courses tours and similar events.	1	5	4.04	1.141
Providing incentives for knowledge sharing increases sharing	1	5	4.09	1.238
Knowledge sharing enables organizations disseminate and exploit existing knowledge for solving problems properly	1	5	4.06	1.132
Knowledge sharing improves employee performance improving employee knowledge, skill and abilities which increase motivation of knowledge workers	1	5	4.08	1.253
Knowledge Management focuses on making the knowledge of employees available for everyone as well as for the organization itself	1	5	4.15	1.186
Valid N (Listwise)			247	
Composite Mean			4.08	1.196

Source: Researcher, 2024

Table 1 also displayed results of the descriptive statistics from the variable with respondents having a similar opinion that their organizations provide knowledge sharing forums for example meetings, courses tours and similar events (Mean=4.04; SD=1.141). In addition, the results indicated that respondents agreed that providing incentives for knowledge sharing increases sharing (Mean=4.09; SD=1.238). This statement was also reiterated through a number of studies that it is essential to align the chosen incentives with the organization's culture, goals, and the preferences of its employees. Additionally, a combination of incentives, rather than relying on a single

approach, can often be more effective in encouraging consistent knowledge sharing. Ultimately, the goal is to create a positive feedback loop where employees feel valued and recognized for their contributions, leading to a culture of knowledge sharing within the organization.

Further, the results indicated that knowledge sharing enables organizations to disseminate and exploit existing knowledge for solving problems properly. This item was agreed on by the respondents (Mean=4.06; SD=1.132). This score would mean that the respondents had more or less a similar opinion on the item. The results also indicated that the



respondents agreed with a mean of 4.08 and a standard deviation of 1.253 on the statement that knowledge sharing improves employee performance improving employee knowledge, skill and abilities which increase motivation of knowledge workers. Ultimately, the results indicated that the respondents highly agreed that knowledge management focuses on making the knowledge of employees available for everyone as well as for the organization itself. This item recorded the highest level of agreement (Mean=4.15, SD=1.186).

The results of the study also registered a composite mean of 4.08 and a standard deviation of 1.186 on all the 8 items of knowledge sharing. The minimum and maximum level of responses were registered at 1 and 5 respectively on all the 8 items. These results therefore imply that knowledge sharing can significantly enhance employee commitment by fostering a culture of collaboration, trust, empowerment, and personal growth. Organizations that actively promote and recognize knowledge sharing efforts are more likely to have a committed and engaged workforce, which, in turn, contributes to their overall success and competitiveness.

The results indicate strong alignment with the literature on knowledge sharing and employee commitment. Specifically, the findings underscore that knowledge sharing promotes employee learning and enhances company performance, echoing sentiments from Ryu, Hee & Han (2003) and Van den Hooff et al. (2003) regarding the transformative effects of knowledge exchange. The agreement among respondents that knowledge sharing creates competitive advantages and improves organizational performance resonates with the views of Brown and Eisenhardt (1995), Collins and Smith

(2006), and Cummings (2004), who emphasize the strategic value of knowledge sharing in fostering organizational success. Moreover, the findings regarding incentives for knowledge sharing and its role in disseminating and exploiting existing knowledge correlate with studies by Arthur and Huntley (2005) and Mesmer-Magnus and DeChurch (2009), highlighting the importance of organizational support and recognition in cultivating a culture conducive to knowledge sharing. These congruences suggest that effective knowledge sharing practices not only enhance organizational capabilities but also contribute significantly to employee commitment and overall organizational effectiveness.

### **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 2 shows the results of its descriptive statistical analysis.

The descriptive statistical findings reveal that cultures emphasizing innovation are more likely to support the implementation of intranet knowledge management systems, with respondents showing strong agreement (mean=4.08, SD=1.204). Similarly, respondents agreed that organizational culture fosters information sharing through norms and practices (mean=4.11, SD=1.151), indicating the central role of culture in shaping information-sharing behaviors. Adhocratic cultures, which welcome new ideas and value lessons from failures, also received high agreement (mean=4.09, SD=1.198).

**Table 2:** 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

Clan organizational culture, characterized by collaboration and openness, was strongly supported (mean=4.08, SD=1.157). Cultures providing challenging tasks and cultural initiatives like recognition programs and team-building activities contribute significantly to employee commitment (mean=4.17, SD=1.135). Therefore, it can be concluded 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.

**Descriptive statistics for employee commitment**

Table 3 presents descriptive statistics for employee commitment which was measured on a five-point Likert scale. The descriptive statistical findings in Table 3 indicate that respondents showed similar opinions on affective commitment, agreeing that they felt accepted at their banks (mean=3.89, SD=1.288), were proud of their jobs (mean=3.92, SD=1.310), and considered their banks special (mean=3.90, SD=1.338). This implies a deep emotional connection to their organizations, enhancing job satisfaction, performance, and retention.

**Table 3:** 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

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

They also agreed that leaving would result in significant losses (mean=3.64, SD=1.480), suggesting organizations should foster environments where employees stay by choice rather than necessity. On normative commitment, respondents agreed their companies had done much for them (mean=3.84, SD=1.317) and felt a sense of obligation to stay (mean=3.65, SD=1.503). Temporal commitment showed respondents dedicated to achieving job goals (mean=3.96, SD=1.331) and prioritizing responsibilities (mean=3.83, SD=1.477). Task commitment indicated respondents frequently sought skill enhancement (mean=3.81, SD=1.472) and felt responsible for task completion (mean=3.83, SD=1.445). 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. (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.

The Principal Component Analysis for the variables

To reduce items into key factors, principal component analysis (PCA) was employed, which is effective in eliminating redundant variables to ensure high validity. The Kaiser-Meyer-Olkin (KMO) measure confirmed sampling adequacy, and Bartlett's Test of Sphericity supported the suitability for PCA, with results shown in Table 4.

**Table 4:** 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 Sharing	3.415	85.376	85.376

Source: Researcher, 2024

From Table 4, The Kaiser-Meyer-Olkin (KMO) measure of 0.861 and Bartlett's Test of Sphericity (Chi-Square = 946.208,  $p < 0.001$ ) confirmed the adequacy of the sampling and the suitability for PCA. The principal component analysis revealed that the

Knowledge Sharing component explained 85.376% of the variance.

**Correlation analysis**

The results are shown in Table 5 indicates the Pearson correlation results.

**Table 5:** Correlation results

		EC	KS	OC
EC	Pearson Correlation	1		
KS	Pearson Correlation	.622**	1	
OC	Pearson Correlation	.779**	.381**	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; KS- Knowledge Sharing and OC- Organizational Culture.

Source: Researcher, 2024

As indicated in table 5, Knowledge sharing has a positive correlation with employee commitment with a Pearson coefficient of ( $r = .622, p = 0.000 < .01$ ), employee commitment has a positive correlation with Organizational Culture ( $r = .779, p = 0.000 < .01$ ) and lastly, Knowledge sharing has a positive correlation with Organizational Culture with a Pearson coefficient of ( $r = .381, p = 0.000 < .01$ ).

**Hypothesis testing**

**Effect of knowledge sharing on employee commitment**

Hypothesis one ( $H_{01}$ ) stated that knowledge sharing has no significant

effect on employees’ commitment among tier one commercial banks in Kenya. From the research findings in Table 6, it is indicated that knowledge sharing has a positively and significant effect on employee commitment with ( $\beta = .214; p \text{ value} = .000 < 0.05 \text{ at } \alpha = .05$ ). The null hypothesis was therefore rejected and conclusion made that knowledge sharing positively and significantly affects employee commitment. From the findings therefore, there is up to .214 unit increase in employee commitment for each unit increase in knowledge sharing. The results of this investigation were consistent with those of Trivellas et al. (2015), who examined the mediating effect of wide competences on the relationship between

information sharing and career satisfaction. The main findings were that employees in an environment where information is shared are likely to have

greater job satisfaction and, consequently, greater viability due to strengthened general abilities.

**Table 6:** 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	.214	.023	.332	9.206	.000
Sharing					
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 sharing and employee commitment (H<sub>02</sub>)**

Hypothesis **H<sub>02</sub>** stated that organizational culture does not moderate the relationship between knowledge sharing and employee commitment among tier one commercial banks. The results in Table 7 on the combined regression model indicates that model **e** on the interaction between organizational structure and knowledge sharing on the dependent variable, employee commitment, with ( $R = .908$ ;  $R^2 = .824$ ;  $R^2\Delta = 0.006$  and  $F\text{ Change} = 7.133$ ) is significant at a  $F\Delta = .008$ . These results were supported by the test of significance results displayed in Table 7. From these results, the standardized coefficient of knowledge sharing had a  $\beta = .033$ ;  $t = 5.666$

with a  $p\text{-value} = .000$ . 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 sharing on the relationship between knowledge sharing and employee commitment. The results suggest that organizational culture improves the relationship between knowledge sharing and employee commitment. Since the interaction results indicate a  $p = .000 < .05$  at  $\alpha = 0.05$  level of significance and the conventional  $t_{cal} = 5.666 > t_{tab}$  at  $\pm 1.96$ , the null hypothesis was therefore rejected, and conclusion made that organizational culture moderates the relationship between knowledge sharing and employee commitment among tier one commercial banks.

Table 7: 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
Work duration	.006	.010	.033	.656	.513
Level of education	-.005	.019	-.010	-.277	.782
OC*KS	.033	.006	.374	5.668	.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

The findings of this study are further supported by Figure 1 which indicate that organizational culture has a moderating effect on knowledge sharing. This is because their interaction term can be seen to meet at some point in the graph. The results further show that as knowledge sharing increases, employee commitment also increases as a result of

introduction of the interaction term between organizational culture and knowledge sharing. Based on these findings therefore, the study rejected the null Hypothesis  $H_{02}$  and concluded that organizational culture moderates the relationship between knowledge sharing and employees' commitment among tier one commercial banks.

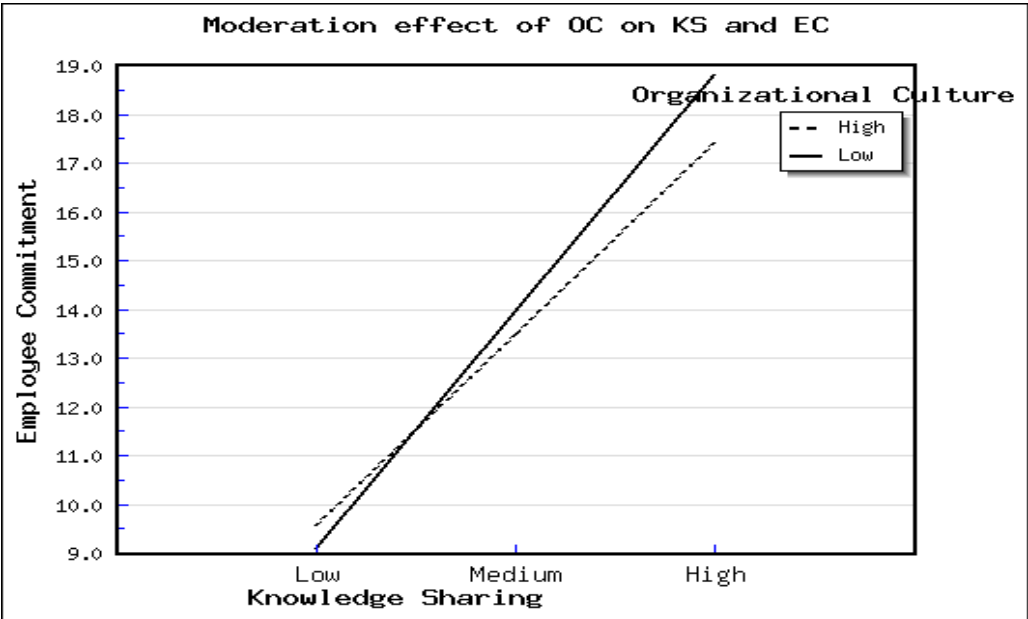


Figure 1: Graphic representation of the moderating effect of organizational culture on the relationship between knowledge sharing and employee commitment ( $H_{02}$ )

Source: Researcher, 2024



## Conclusion and Recommendation

The study found that knowledge sharing positively impacts employee commitment and organizational culture also significantly affects employee commitment. Further, organizational culture moderates the relationship between knowledge sharing and employee commitment. Therefore, it is concluded that promoting knowledge sharing is beneficial for enhancing employee commitment and that organizational culture strengthens this relationship. The study recommends that Tier one banks allow their employees to embrace Knowledge sharing in fast tracking their commitment to personal and organizational goals, self-management and professional abilities. Management should also ensure that there is continuous skills improvement and knowledge sharing through regular trainings.

## References

- Abdullahi, M. S., Raman, K., & Solarin, S. A. (2022). Mediating role of employee engagement on the relationship between succession planning practice and employee performance in academic institutions: PLS-SEM approach. *Journal of Applied Research in Higher Education*, 14(2), 808-828.
- Agus, A., & Selvaraj, R. (2020). The mediating role of employee commitment in the relationship between quality of work life and the intention to stay. *Employee Relations: The International Journal*, 42(6), 1231-1248.
- Ahmad, F., Hossain, M. B., Mustafa, K., Ejaz, F., Khawaja, K. F., & Dunay, A. (2023). Green HRM Practices and Knowledge Sharing Improve Environmental Performance by Raising Employee Commitment to the Environment. *Sustainability*, 15(6), 5040.
- Ahmed, T., Khan, M. S., Thitivesa, D., Siraphattada, Y., & Phumdara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, 39(4), 589-601.
- Alyoubi, B., Hoque, M. R., Alharbi, I., Alyoubi, A., & Almazmomi, N. (2018). Impact of knowledge management on employee work performance: evidence from Saudi Arabia. *The International Technology Management Review*, 7(1), 13-24.
- Arthur, J. B., & Huntley, C. L. (2005). Ramping up the organizational learning curve: Assessing the impact of deliberate learning on organizational performance under gainsharing. *Academy of Management Journal*, 48(6), 1159-1170.
- Boxall, P., & Macky, K. (2007). High-performance work systems and organisational performance: Bridging theory and practice. *Asia Pacific Journal of Human Resources*, 45(3), 261-270.
- Brown, S. L., & Eisenhardt, K. M. (1995). Product development: Past research, present findings, and future directions. *Academy of management review*, 20(2), 343-378.
- Bryman, A. (2012): *Social Research Methods*, 4<sup>th</sup> edition, Oxford University Press, Oxford.
- Kothari 2011
- Chiu, C. N., & Chen, H. H. (2016). The study of knowledge management capability and organizational effectiveness in Taiwanese public utility: the mediator role of organizational commitment. *SpringerPlus*, 5, 1-34.
- Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of management journal*, 49(3), 544-560.
- Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management science*, 50(3), 352-364.
- De Cremer, D., & Moore, C. (2020). Toward a better understanding of behavioral ethics in the workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 369-393.
- Hamidi, N, Masoume.,S & Pourmehdi.,. (2014). Examine the relationship between organizational commitment effectiveness and employee efficiency of Qazvin agricultural organization. *International Journal of Research In Social Sciences*, 4(3), 131-147.
- Howell, K. E. (2012). An introduction to the philosophy of methodology.

- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.
- Ikechukwu, D., & Callystus, A. (2018). Knowledge management and organizational commitment. *International Journal of Business and Management Invention*, 7(3), 19-24.
- Intezari, A., Taskin, N., & Pauleen, D. J. (2017). Looking beyond knowledge sharing: an integrative approach to knowledge management culture. *Journal of knowledge management*, 21(2), 492-515.
- Jaramillo, F., & Mulki, J. P. (2008). Sales effort: The intertwined roles of the leader, customers, and the salesperson. *Journal of Personal Selling & Sales Management*, 28(1), 37-51.
- Kim, S., & Anand, J. (2018). Knowledge complexity and the performance of inter-unit knowledge replication structures. *Strategic Management Journal*, 39(7), 1959-1989.
- Kung'u, S. W. (2023). *Influence of corporate culture on strategy implementation in tier one Commercial Banks in Kenya* (Doctoral dissertation, Africa Nazarene University).
- Marchington, M., & Wilkinson, A. (2008). Human Resource Management at Work: People Management and Development.. Harlow.
- Mesmer-Magnus, J. R., & DeChurch, L. A. (2009). Information sharing and team performance: a meta-analysis. *Journal of applied psychology*, 94(2), 535.
- Noor, A. D., Hashim, H. S., & Ali, N. (2014). Factors influencing knowledge sharing in organizations: A literature review. *International Journal of Science and Research*, 3(9), 1314-1319.
- Pangil, F., & Nasurdin, A. M. (2019). Assessing the relationship between organisational commitment and knowledge sharing behavior. *Malaysian Management Journal*, 13, 35-50.
- Pfeffer, J. (2001). Fighting the war for talent is hazardous to your organization's health. *Organizational Dynamics*, 29(4), 248-259.
- Ryu, S., Ho, S. H., & Han, I. (2003). Knowledge sharing behavior of physicians in hospitals. *Expert Systems with applications*, 25(1), 113-122.
- Saldana, J. (2011). *Fundamentals of qualitative research*. Oxford university press.
- Talja, S., & Hansen, P. (2006). Information sharing. In *New directions in human information behavior* (pp. 113-134). Dordrecht: Springer Netherlands.
- Trivellas, P., Akrivouli, Z., Tsifora, E., & Tsoutsas, P. (2015). The impact of knowledge sharing culture on job satisfaction in accounting firms. The mediating effect of general competencies. *Procedia Economics and Finance*, 19, 238-247.
- Vanhala, M., Heilmann, P., & Salminen, H. (2016). Organizational trust dimensions as antecedents of organizational commitment. *Knowledge and Process Management*, 23(1), 46-61.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human resource management review*, 20(2), 115-131.
- Zohrabi, M. (2013). Mixed method research: Instruments, validity, reliability and reporting findings. *Theory and practice in language studies*, 3(2), 254.