**Supplementary file -JOFHSC 226**

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

**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** |

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

**Table 3: 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** |

**Table 4: KMO, Bartlett’s Test and Variance for the variables**

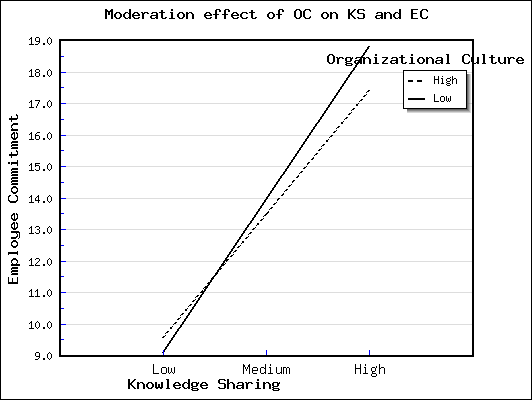
|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | | | | .861 |
| Bartlett's Test of Sphericity | | Approx. Chi-Square | | | 946.208 |
| df | | | 6 |
| Sig. | | | .000 |
| Component | Initial Eigenvalues | | | | |
| Total | | % of Variance | Cumulative % | |
| Knowledge Sharing | 3.415 | | 85.376 | 85.376 | |

**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 | | | | |

**Table 6: 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\*KS | .033 | .006 | .374 | 5.668 | .000 |
|  | R | .870 |  |  |  |  |
|  | R2 | .757 |  |  |  |  |
|  | R2 Change | .757 |  |  |  |  |
|  | F Change | 87.214 |  |  |  |  |
| a. Dependent Variable: Employee Commitment  ***Source:*** Researcher, 2024 | | | | | | |



**Figure 1:** Graphic representation of the moderating effect of Organizational Culture on the relationship between Knowledge Sharing and Employee Commitment (H02)