

Knowledge Management and Organizational Commitment

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ABSTRACT: This study sought to investigate the relationship between knowledge management and organisational commitment of deposit money banks in Abia State. It adopted quasi-experimental research design. Total population is one hundred and twenty five (125) staffs of ten (10) deposit money banks in Abia State. A sample size of ninety five (95) was determined with the aid of Taro Yamane (1967). Primary method of data collection was used. Simple random sampling technique was used. Pearson Product Moment Correlation Coefficient (rs) was used as a statistical tool. The study found that knowledge management has a significant relationship with organisational commitment. It concluded that knowledge management that is operationalized with knowledge acquisition and knowledge sharing will improve organisational commitment. One of the recommendation is that; bank managers should always encourage sharing of knowledge as it has proven to encourage organisational commitment

KEYWORDS: Knowledge management, knowledge acquisition, knowledge sharing, organisational commitment, affective commitment, normative commitment.

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I. INTRODUCTION

The goal of every organization is to meet the needs of its customers by providing quality service delivery and satisfaction. This perhaps may not be totally feasible if the members of the organization are not committed to their respective assignments. Thus, it behooves on the stakeholders to be conscious of their roles by being emotionally committed to their organisation. This actually begins with employee socialization as regards to what should be done and how it should be done as well as when it should be done. It is after these processes that employees' begins to adapt with the organisational norms, rules and other philosophies that is shared in the organization. This perhaps does not take away employee motivation which always boosts their morale to enhance their efforts towards achieving organisational goals. Having being motivated, managers and other organisational executives will now be rest assured of employees' commitment in their jobs as well as to the organization in general.

Over the years, researchers have argued that organisational commitment has improved enterprise effectiveness (Meyer and Herscovitch, 2001). Most successful firms especially those in the financial sector has beensustained as a result of organisational commitment (Wasti and Can, 2008). Commitment of employees encourages customers to recommend the services they have received to their colleagues, friends and family members (Weibo, Kaur and Jun, 2010). It is as a result of organisational commitment that most financial institutions were able to expand their geographical spheres which have brought development to many communities today (Herrbach, 2006).Vandenberg and Lance (1992) cited in Shahid and Azhar (2013)asserts that organisational commitment is an indicator of job satisfaction. Meyer and Herscovitch (2001) posit that organisational commitment influences employee's well-being in the workplace.

From the foregoing arguments, organisational commitment can be improved, enhanced or promoted when knowledge management becomes the predictor especially in the financial sector where resources that are dare to the society are kept. Knowledge management brings about harmony and transparency in the financial institutions. Ehsan (2011) assert that one of the key success factors of financial institutions is the effective and efficient application and deployment of information and knowledge systems in the areas of operations, management, accounting and marketing. Another significance of knowledge management is that it brings about sharing of both the implicit and the tacit knowledge in which the motivation and commitment of the people plays a significant role (Dyer and McDonough, 2001; Kameli, 2009 cited in Ehsan, 2011).

Nevertheless, in order to find out what previous scholars have done with respect to knowledge management and organisational commitment, this study presents few empirical studies to ascertain the point of departure for current study.Maichamapon and Prattana (2015) examined organizational commitment and

intention to stay in gold retailer business in Thailand. Results of their study showed that job satisfaction and co-worker support had positive influence on organizational commitment and intention to stay. Javad and Davood (2012) examined the role job satisfaction on organizational commitments in Iran. Results of their study indicated that promotions, personal relationships, and favorable conditions of work have positive and significant effects on organizational commitments. Avolio, Weichun, William and Puja (2004) investigated transformational leadership and organizational commitment in Singapore. Their results indicated that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Finally, Park, Raymond and Gail (2014) examined organizational commitment and turnover intention in union and nonunion firms in United States of America. Result of their finding show that employees in union firms are more committed to the organization than non-union organization.

Based on the above previous studies, it implies that none of the scholars investigated the predictive effect of knowledge management on organisational commitment. Hence, to fill this vacuum, this study investigates the effect of knowledge management on organisational commitment of deposit money banks in Abia State.

II. AIM/OBJECTIVES OF THE STUDY

The aim of this study is to investigate the effect of knowledge management and organisational commitment of deposit money banks in Abia State. Specifically, it sought to;

- 1) Identify the effect of knowledge acquisition on affective commitment of deposit money banks in Abia State.
- 2) Examine the effect of knowledge sharing on normative commitment of deposit money banks in Abia State.

III. RESEARCH HYPOTHESES

H01: knowledge acquisition has no significant effect on affective commitment of deposit money banks in Abia State.

H02: knowledge sharing has no significant effect on normative commitment of deposit money banks in Abia State.

IV. REVIEW OF RELATED LITERATURE

Knowledge Management

Knowledge management is the employment and development of the knowledge assets of an organization to achieve the organizational goals (Chia-Nan and Huei-Huang, 2016). Knowledge management involve the creation, manipulation, storage and sharing of knowledge among people in a community of practice (Chia-Nan and Huei-Huang, 2016). Knowledge management is by definition part of the overall management process that focuses on systematic analysis, acquirement, creation, development, storage and use of knowledge (Svetlana, 2012). Knowledge management involves individuals sharing of their experience, skills, ideas, context, interpretations, judgments, intuition and motivations (Ahmed et al, 2002). Haines (2001) defines knowledge management as a process which is based on four pillars: (a) content: it relates to knowledge type (explicit or tacit), (b) skills: accessibility to skills to extract knowledge, (c) culture: organizational culture should encourage knowledge and information distribution, (d) organizing: organizing current knowledge. Knowledge management is process which helps organizations to find, select, organize and disseminate important information (Ata, 2014).

Malhotra (2000) provides his definition on knowledge management: "knowledge management is a process by which organizations acquire skills in learning (internalizing the knowledge), knowledge coding (externalizing the knowledge) and distributing and transferring the knowledge information resources and knowledge assets by "remembering" and applying its experience. For Watson(2002) and Stankosky (2005), knowledge management involves the acquisition, storage, retrieval, application, generation, and review of the knowledge assets of an organization in a controlled way.

Knowledge Acquisition: Knowledge acquisition refers to the process of acquiring knowledge either from going for further studies or through off-the-job training. This is very significance to the survival of every organization. Organisation that does not update itself in terms of skills development has doomed for failure. Sometimes, organization can be facing a serious problem on their machines of operations which will require the attention of a specialist without having the notion that one of the employees can handle such problems. The day such problem is solved by that employee; it becomes a new knowledge that should be acquired by everyone in case such thing happens again.

Knowledge Sharing Knowledge sharing here implies that organisational stakeholders can disseminate knowledge they have acquired either from training or from their respective experience to other employees so that whenever they come in contact with a problem that needed such knowledge, they will use it and solve the

problem. For Taylor (2006), knowledge sharing arises from individual's efforts to transfer knowledge to others within the organization. Drawing from the above arguments, knowledge that is not available cannot be transferred but that which is available can be transferred or shared with colleagues.

Organisational Commitment

Organizational commitment is a psychological state that a) characterizes the employee's relationships with the organization (Meyer and Allen, 1997). Rehman, et al. (2013) contended that organizational commitment is the extent to which an employee identifies with the organization he/she works for and desires to continue working for it. Buchanan (1974) cited in Naveed, et al. (2004) contended that organizational commitment is the emotional loyalty that employees exerted to their workplace in order to achieve the organizational objectives. It reflects the employee's belief in the mission and targets of employer establishment and his/her willingness to expend effort in their achievement with intent to carry on working there (Singh and Pandey, 2004). Organizational commitment is a situation in which a worker recognizes with a specific organization and its goals, and desires to continue attachment in the organization (Al-Aameri, 2000 cited in Rehman, et al. 2013).

Affective commitment: Affective commitment corresponds to an employee's personal attachment to and identification with the organization resulting in a strong belief in the organization's goals and values (Guy, Michel and Patrick, 2001). When an employee identifies with his/her organization, what it means is that; the employee sees the workplace as though he/she is a shareholder. By so doing, the employee has believed so much in every philosophy the organization is known for by the general public. Such employee even go extra mile to advocate the services of the organization to the society where he/she resides.

Normative commitment: Normative commitment suggests that employees exhibit behaviors solely because they believe it is the right and moral thing to do (Guy, Michel and Patrick, 2001). Normative commitment is concerned with the moral obligation that one has received rewards from the organization therefore it will not be fair to just leave without making contributions to the organization. In simple terms, normative commitment is based on the fact that an employee that was sent for training by an organization will be committed to the objectives of the organization as a result of the training he/she has received. When such employee remembers what was done for him/her by the organization, leaving becomes impossible.

Knowledge management and organisational commitment

Knowledge management is one predictor variable that has the capacity of improving organisational commitment. Reasons being that if organisational stakeholders were able to distributed knowledge among themselves, it will go a long way to solve many problems that is faced by organization. There are some challenges that can be resolved by employees but because they are not encouraged to share their ideas and knowledge in the workplace instead, organization prefer wasting resources by sourcing for external specialist that will take money out of the pocket of the organization. This is not hygiene for any organization that wants to make progress especially in the competitive and digital world where almost every information that one need is on the internet. Knowledge that is acquired by an employee will have a positive relationship with affective commitment of such employee. This perhaps is because knowledge that is appreciated will have a value and hence whomever that brought that knowledge should be encouraged in the presence of every worker. In an ideal work environment, there is no employee that will not be motivated as a result of the praise or reward giving to him/her just because of the knowledge that was brought into the workplace.

However, knowledge that is acquired without being shared is not complete. Thus, knowledge that is shared brings about oneness and harmony amongst the employees. It increases happiness and love within and outside the work environment. When knowledge shared, organization is liberated from the hands of those that claim to be specialist. Knowledge sharing helps firms to overcome their threats and embrace opportunities. Sharing of knowledge within the same industry is an ingredient of human and intellectual capital that cannot be purchased anywhere unless otherwise the organization loses the very owner of such knowledge to its competitor.

Empirical Review

This section presents empirical studies on knowledge management and organisational commitment from different industries and researchers. Maichamapon and Prattana (2015) examined organizational commitment and intention to stay in gold retailer business in Thailand. Results of their study indicate that job satisfaction and co-worker support had positive influence on organizational commitment and intention to stay. Javad and Davood (2012) investigated the role job satisfaction on organizational commitments in Iran. They found that promotions, personal relationships, and favorable conditions of work have positive and significant effects on organizational commitments. Avolio, Weichun, William and Puja (2004) investigated transformational leadership and organizational commitment in Singapore. They found that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Park, Raymond and Gail (2014) investigated organizational commitment and turnover intention in union and nonunion firms in United

States of America. Their finding of their study revealed that employees in union firms are more committed to the organization than non-union organization.

Jelena, Vesna and Mojca (2012) investigated the impact of knowledge management on organisational performance. Results of their study indicated that knowledge management practices measured in terms of information technology, organisation and knowledge positively affect organisational performance. Mozfi, Al-saudi and Al-Onizat (2016) investigated the effective utilization of knowledge management in the Jordanian e-government system. They found the existence of a strong correlation between knowledge management and the utilization of knowledge. Toraj and Yacob (2015) investigated the correlation between knowledge management strategies and customer relationship management (CRM) in the Parsian chain hotels. Our findings show that there is a significant positive relationship between knowledge management strategies and customer relationship management in the Parsian chain hotels.

V. RESEARCH METHODOLOGY

This study adopted quasi-experimental research design. Total population is one hundred and twenty five (125) branch managers, operation managers and customer relationship managers of ten (10) deposit money banks in Abia State. A sample size of ninety five (95) was determined with the aid of Taro Yamane (1967). Out of ninety five (95) copies of questionnaire distributed, eighty four (84) copies were filled correctly and used for data analysis. Simple random sampling technique was used to select ten deposit money banks. Questionnaire serves as the primary source of data which was used to generate responses from the respondents'. Content validity was used to ascertain the validity of the instrument. Reliability of the instrument was ascertained with the aid of Cronbach Alpha Test. Indicators of knowledge management and measures of organisational commitment were measured with four items on a five point Likert Scale ranging from: 5=Very Great Extent, 4=Great Extent, 3=Moderate Extent, 2=Low Extent, 1=Not at all. Pearson Product Moment Correlation Coefficient (PPMC) was used to analyse the hypotheses with the aid of statistical package for social sciences (SPSS) version 20.0.

VI. DATA ANALYSES

To analyse respondents' profiles, frequency distribution was employed and presented on percentages as thus: 58 respondents representing 69% were males, 26 respondents representing 31% were females. This implies that majority of the respondents were males. For the age brackets; 13 respondents representing 15% were between 20-30 years of age. 41 respondents representing 49% were between the ages of 31-40, while 30 respondents representing 36% were between 41 years and above. This means that majority of the respondents were between the ages of 31-40 years of age. On educational qualifications; 53 respondents representing 63% holds B.Sc/B.A/B.Eng/B.Tech degrees. 25 respondents representing 30% holds M.Sc/MBA degrees while 6 respondents representing 7% holds a Ph.D degree. The number of years in service shows that; 27 respondents representing 32% have served between 1-5 years, 40 respondents representing 48% have served between 6-10 years. 17 respondents representing 20% have served between 11 years and above.

VII. BIVARIATE ANALYSES OF HYPOTHESES

In order to analyse the hypotheses, Pearson Product Moment Correlation Coefficient (r_s) was used with the aid of statistical package for social sciences (20.0) and the output is shown below. **Decision rule:** Reject null hypothesis when $p < 0.05$, Accept alternate hypothesis when $p < 0.05$.

Table 1: Bivariate analysis between knowledge acquisition and affective commitment

		Knowledge acquisition	Affective commitment
Knowledge acquisition	Pearson Correlation	1	.826**
	Sig. (2-tailed)		.000
	N	84	84
Affective commitment	Pearson Correlation	.826**	1
	Sig. (2-tailed)	.000	
	N	84	84

** . Correlation is significant at the 0.05 level (2-tailed).

The result above shows that knowledge acquisition has a significant relationship with affective commitment. Based on decision rule, $p < 0.05$ which means that null hypothesis will be rejected and alternate hypothesis accepted. Therefore, there is a significant relationship between knowledge acquisition and affective commitment of deposit money banks.

Table 2: Bivariate analysis between knowledge sharing and normative commitment

		Knowledge sharing	Normative commitment
Knowledge sharing	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.001
	N	84	84
Normative commitment	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.001	
	N	84	84

** . Correlation is significant at the 0.05 level (2-tailed).

The above result shows that knowledge sharing has a significant relationship with normative commitment. From the decision rule, $p < 0.05$ which means that null hypothesis will be rejected and alternate hypothesis accepted. Thus, there is a significant relationship between knowledge sharing and normative commitment of deposit money banks.

VIII. FINDINGS

Based on the results above, the study found that knowledge management has a significant relationship with organisational commitment. However, the following specific findings were also derived.

- 1) Knowledge acquisition was found to be significantly related with affective commitment of deposit money banks in Abia State. This means that; as knowledge acquisition increased, affective commitment will also increase in the organization.
- 2) Knowledge sharing was found to be significantly related with normative commitment of deposit money banks in Abia State. This implies that; as knowledge sharing increases, normative commitment also increases in the deposit money banks.

IX. CONCLUSION

This study concluded that knowledge management that is operationalized with knowledge acquisition and knowledge sharing will improve organisational commitment.

RECOMMENDATIONS

From the conclusion above, the following recommendations were made.

- 1) Bank managers should always encourage sharing of knowledge as it has proven to encourage organisational commitment
- 2) Managers should motivate their subordinates to share or distribute knowledge that will help the organization solve their problems

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