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Mediating Role of Crisis Management between Knowledge Management and Employee Commitment

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ABSTRACT

The purpose of the study is to examine the mediating role of crisis management between knowledge management and employee commitment. Committed employees are needed to keep the workforce motivated and knowledge is required to keep them committed, however, crisis issues develop loyalty among the employees, and this can only be achieved if the employees effectively manage knowledge. For the purpose of achieving the objectives of the study, primary study has been conducted. A sample of 384 employees was used to run structural equation modeling. The findings revealed that knowledge management has a significant impact over employee commitment, likewise, crisis management significantly mediates the positive relationship between knowledge management and employee commitment. The study used the underpinning support of knowledge-based view, and it is an attempt to enrich the theory by adding crisis management in the theory as a mediator.

Keywords: Crisis management, knowledge management, employee commitment.

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INTRODUCTION

The unpredictability and instability of the global economic business restricted and compelled the banks to accept Knowledge Management practices as the finest tool to conduct performance building (Al-Abdullat & Dababneh, 2018). Workplace incidents, natural calamities, major/minor hazards as well as crisis events have the potential to impair an organization's ability to function and ensure its existence (Marques-Quinteiro, Vargas, Eifler, & Curral, 2019). Organizations are yet somehow susceptible to both unnatural and natural crisis, despite ongoing improvements in management approaches and technologies that aid business managers dealing with crisis situations (Chen & Huang, 2009; Ashraf et al., 2019; Ashraf et al., 2021). Although crisis does not arise very often, the effects can be catastrophic (Wilkins, Butt, & Annabi, 2017). Organizations ought to have efficient strategies and protocols at hand to avert crises if at all feasible, or to lessen their consequences when they do arise, in order to keep them from negatively damaging the enterprise (Asad, Asif, Allam, & Sheikh, 2021). Discovering knowledge and making it applicable is essential for effective strategies and approaches (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019).

For the purpose of assisting companies in handling crises, many models and frameworks for crisis management have now been presented. Since these frameworks provide companies with helpful guidance for crisis planning (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022), they frequently avoid use of knowledge-based resources, like staff members' crisis management skills. According to the firm's knowledge-based theory, knowledge is its most important strategic asset (Asif, Asad, Kashif, & Haq, 2021; Noor, Hossain & Shirazi, 2022). But this theory is being replicated and enriched by testing and experimenting models of crisis management and employee commitment.

When used in the course of conducting work, knowledge management enhances and expands relevant information sources (Sulaiman & Ahmed, 2017). This action improves organizational productivity by lowering costs, eliminating repetitive processes, decreasing errors, and saving time and money (Sulaiman, et al., 2022). Businesses and administrators face contemporary issues as a consequence of the knowledge economy's rise at the end of the 20th century. Businesses must constantly innovate in order to stay alive and prosper in the market. This pressure comes from modernizing production and commercial procedures (Asad, Shabbir, Salman, Haider, & Ahmad,

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2018). As control management and the strict control procedure were inappropriate in an inventive workplace, managers must consider alternative management techniques (Asad, Asif, Khan, Allam, & Satar, 2022). People consider knowledge management as a new key object of governance when knowledge overtakes capital and labor in the composition of economic value (Chen & Huang, 2009; Fakhari, Din & Omar, 2022). A key tool for maintaining their competitive edge, strategic advantage and enhancing performance of the business is the knowledge management process, or simply "Knowledge Management." It addresses issues with business environment adaptability and improves organization sustainability by converting human capital into intellectual capital to generate business value.

Finding out the effect of knowledge management on human resources management outcomes requires investigating the relationship between knowledge management and employee commitment outcomes (Almeida & Coelho, 2019). This creates controversial perspectives on knowledge management among authors. In turn, providing solutions to enhance employee fulfillment and task accomplishment develops in order to enhance the operational effectiveness of the firm (Bilal & Sulaiman, 2021). Numerous researchers have examined how organizational commitment affects knowledge management or how it acts as a mediator between a number of different independent dimensions and knowledge management (Wilkins, Butt, & Annabi, 2017; Agus & Selvaraj, 2020). Studies on the effect of knowledge management on employee commitment, particularly using crisis management as a go-between, have been few. In order to determine the effect of the knowledge management process on employees' commitment as well as the application of knowledge management techniques in crisis management situations that can maintain employees' commitment, this study was conducted.

LITERATURE REVIEW

In order to establish the foundation for the study, employee commitment is first explored in relation to knowledge management. The impact of knowledge management on employee commitment has been discussed. Lastly, it has been highlighted how crisis management plays a mediating role between employee commitment and knowledge management.

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Employee Commitment

Employee commitment is the connection they hold to their employer. Such commitment can be used as a proxy for employee turnover intention because it refers to a worker's psychological affiliation to their company (Al-Abdullat & Dababneh, 2018). It is the steadfast desire of an employee to keep up a consistent and remarkable association with the company. When both parties (the employer and the employee) appreciate the value of a relationship and cooperate to make it last, that is when commitment emerges (Asad, 2020; Albahar & Islam, 2022). Work dedication, faithfulness, and conviction in the organization's principles are all examples of commitment. Evaluation of employee commitment to the organization is based on the employee's trust in the organization, acknowledgment of the organization's objectives and core values, enthusiasm to put up significant effort on its behalf, and desire to join the company (Askary, Kukunuru, & Pech, 2013). Affective, continual, and normative commitment are the three pillars of organizational commitment. The term "affective commitment" describes a worker's strong emotional bond with a company (Sulaiman, Rana, & Shabbir, 2020; Rashid, Ahmad & Tariq, 2022). Employee connection to the organization results from meeting their requirements, and this is known as continuity commitment (Pham, Affiliation, Affiliation, & Phan, 2019). A worker's sense of moral duty to stick with a company is reflected in their normative commitment. In such case affective commitment is a key determinant of employees' commitment and loyalty to the company (Pham, Affiliation, Affiliation, & Phan, 2019). Employees who exhibit affective commitment are regarded as acquainted and will enhance their involvement in organizational tasks. They are also committed to achieving the organization's targets and have a long-term career goal in mind.

Knowledge Management

Practices in knowledge management massively increase employee commitment. The deliberate process of defining, structuring, retaining, and sharing employee knowledge and experience inside an organization is known as knowledge management (Altarawneh & Altarawneh, 2017). Organizations create considerable institutional knowledge when they change, grow into new markets, and define their business strategy (Ayoub, Abdallah, & Suifan, 2017). The company will benefit from this knowledge. It must be passed on to new or less seasoned employees in order to keep operations running smoothly.

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Knowledge worker performance and knowledge management strategies have a favorable and significant association (Wilkins, Butt, & Annabi, 2017). Knowledge management is an ongoing process that integrates knowledge acquisition, storage, distribution, and dissemination into organizational operations (Riaz, et al., 2017). Acquisition, creation, storage, and application—or acquisition, conversion, application, and protection—are the four processes that make up the process of knowledge management, which is effective (Pham, Affiliation, Affiliation, & Phan, 2019).

According to these concepts, the knowledge management process is a continuous process in which knowledge is acquired/created, transferred/converted, used/applied, and stored/protected. Employees are able to reach and acquire information either directly from sources of knowledge or indirectly through other employees (Marques-Quinteiro, Vargas, Eifler, & Curral, 2019). Employees learn added information through both internal and external sources, including documentation, instructions on how to conduct procedures, coworkers, and foreign factors including competition intelligence, customer data, and market data.

Knowledge sharing will become easier as information technology advances, leadership styles change, and organizational cultures are developed (Kucharska & Bedford, 2019). Knowledge conversion refers to the method through which information is transformed into something valuable (Haider, Asad, & Aziz, 2015). The knowledge is structured to satisfy the demands of the users' occupations (Amin, Ahmed, & Hussain, 2019). Knowledge integration, coordination, reorganization, and distribution are all parts of the knowledge conversion process.

The process through which staff members and organizations apply knowledge to their operations is referred to as knowledge application (Allam Z. , Asad, Ali, & Malik, 2022). Knowledge application leads to the creation of novel products and services that boost productivity and lower costs for businesses (Allam Z. , Asad, Ali, & Ali, 2021). Knowledge has a role as organizational intelligence, so it is important to protect, maintain, and preserve knowledge. Knowledge protection is the step that businesses take to keep and develop knowledge so that it is usable and beneficial to the organization.

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Crisis Management

The practice of preventing, controlling, and minimizing damage from unanticipated unfavorable events in an organization is known as crisis management (Alharthi, 2019). This routine entails foreseeing dangers, precautionary measures, creating plans to reduce harm, and putting these plans into action when a crisis arises (Marques-Quinteiro, Vargas, Eifler, & Curral, 2019). The tactics for managing crises that arise as a result of an organization's routine operations can be thought of as crisis management strategies (Thomas & Terry, 2022). Crises usually result from some factors than others.

A potential scarcity of critical components, like proportioning valves, has a greater chance of causing a catastrophe for an automaker than the absence of skilled workers required to boost production (Amir & Asad, 2018). This is due to the fact that a lack of skilled workers has a lower likelihood of causing an automotive manufacturer to shut down a manufacturing line than a shortage of components does (Krishnan, Ganesh, & Rajendran, 2022). Financial losses are hence more likely to result from this. Organizations assess the immediateness, unpredictability, and seriousness of organizational challenges when determining their crisis potential (Albream & Maraqa, 2019). Therefore, decision-makers should anticipate devoting more resources to crisis management than to non-crisis related issues. In the case of the automaker, the potential for component shortage merits more consideration because its effects are felt more rapidly than the shortage of qualified workers for boosting productivity. As a result, the company may focus more on looking for alternative component suppliers.

The degree to which a community and its surroundings are susceptible and resilient to risks is known as vulnerability. Companies suffer from three different management issues when faced with emergencies (Dhawan, 2020). They include issues with information flow and communication, issues with authority, leadership and decision-making, and issues resulting from the growth of coordination and relaxation of the command structure (Asad, et al., 2022). Management issues with the flow of information and communication, for instance, refer to the challenges associated with obtaining the information needed as a result of the ineffective and incomplete information flows, either internal or external, that arise from ineffective communication processes (Stephanie, Barbat, Pons, & Zins, 2019).

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For the purpose of reducing or completely eliminating an organization's vulnerability to business crises, crisis management offers ideas to businesses on how to enhance, modify, or change the operational variables that could lead to a crisis (Falamarzi, Udin, & Siam, 2021). Organizations ought to have a greater responsibility than just recognizing the underlying variables if they want to manage crises effectively (Geiger, Raghunandan, & Riccardi, 2014). Since different circumstances may result in quite different forms of crises, organizations will therefore need a variety of methods that are tailored to the stability and predictability of the crises. In establishing a crisis management strategy, operation-oriented frameworks regrettably ignore the significance of crisis characteristics (Piedade & Warnock-Smith, 2021).

THEORETICAL FRAMEWORK

The concept of change commitment was first put forth as a three-stage program for transformation that was based on a psychological viewpoint. Starting with awareness, moving on to acceptance of change, and concluding with the necessity of the change initiatives (Akram, Goraya, Malik, & Aljarallah, 2018). Employee behavioral support for organizational change initiatives during times of crisis is explained by the term "employees' commitment to change," which refers to a force that binds an individual to a course of action judged required for the effective application of change initiatives (Alzghoul, Elrehail, Emeagwali, & AlShboul, 2018).

Affective commitment to change, normative commitment to change, and continual commitment to change are its three key components. Continuous commitment to change is the understanding that there are costs involved with failing to support the change while affective commitment means to change during a crisis refers to a desire to support the change based on a conviction in its intrinsic benefits (Asif, Asad, Bhutta, & Khan, 2021). A sense of duty to assist the change amid a crisis is another definition of normative commitment to change.

Diverse types of commitment to change amid challenging times have different effects on employees' attitudes and behaviors at work. In contrast to normative commitment to change, which can be reached by effective knowledge management, employee commitment to change, for instance, increases employees' emotional tiredness (Asad, Asif, Allam, & Sheikh, 2021). Employees' willingness to change during crisis period has a significant, positive influence on how

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they manage change, but a lack of willingness to change during crisis period has the opposite effect (Kashif, et al., 2020).

Employees who wish to support change often stay with the company and speak out vehemently against the change. As a result, it would seem that workers who have an elevated level of organizational commitment engage more efficiently in proactive behavior and have a positive attitude regarding changes (Haider, Fatima, Asad, & Ahmad, 2016). Therefore, it is important to look into the effect of knowledge management on employee commitment during a crisis in order to manage the crisis and guide the employee team before the crisis strikes.

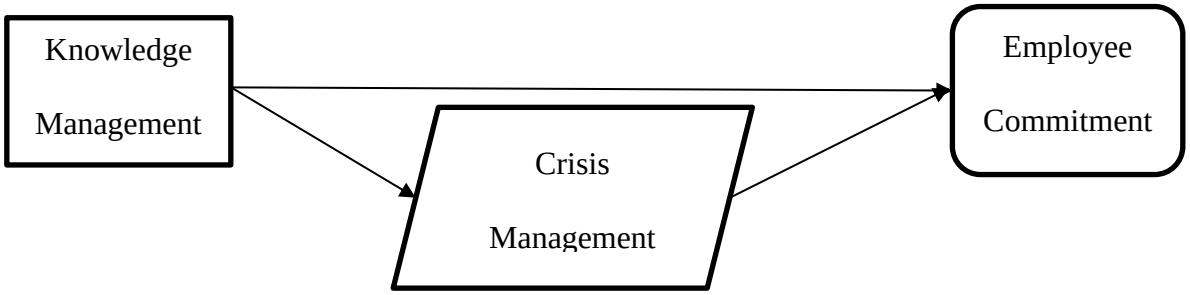


Figure 1: Research Model

METHODOLOGY

quantitative research methods are applied in the current research. Survey methods were applied for the collection of the data from the respondents. A questionnaire using a five-point Likert scale was used to collect data for each construct of the study (Harpe, 2015). A sample of 384 respondents was used as pee recommendation for social sciences research (Zikmund, Babin, Carr, & Griffin, 2012; Quinlan, Zikmund, Babin, Carr, & Griffin, 2018). The instrument development was based on previous studies. The items for employee commitment are taken from (Asad, 2020), whereas the items for knowledge management were adopted from (Asif, Asad, Kashif, & Haq, 2021), likewise the items for crisis management were adopted from (Thomas & Terry, 2022). For measuring the items seven-point Likert scale was adopted as it is more sensitive and give accurate findings.

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ANALYSIS

The measurement model is the initial stage in PLS that has been examined. The assessment of measurement model verifies the Outer Loadings, Cronbach's Alpha, Composite Reliability Average Variance Extracted (AVE) and discriminant validity (Hair, Ringle, & Sarstedt, 2013).

Outer Loadings

This study has examined the individual item loadings firstly to identify the problems with the item loadings. This study reveals the outer loadings in table 1 which are utilized in the research. Consequently, all indications of item loadings on their particular value range from lesser bound 0.739 to a higher bound 0.897 are mentioned in table 1.

Table 1: *Outer Loadings*

	Crisis Management	Employee Commitment	Knowledge Management
CM1	0.849		
CM2	0.880		
CM3	0.857		
CM4	0.844		
EC1		0.801	
EC2		0.778	
EC3		0.768	
EC4		0.826	
EC5		0.757	
EC6		0.817	
EC7		0.810	
EC8		0.779	
EC9		0.739	
KM1			0.809
KM10			0.809
KM11			0.855
KM12			0.874
KM2			0.808
KM3			0.897
KM4			0.853
KM5			0.862
KM6			0.899
KM7			0.835

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KM8			0.849
KM9			0.856

All the outcomes of item loadings assures that all items participate in model along with the all-item loading values are higher than 0.7. The calculated item loading values are above 0.7 reveals the items are good to be utilized in the model. Likewise, those item loading values are below 0.7 in which less than 10 percent of items was removed from the model. Therefore, even after removing items with outer loading values below 0.7 a considerable number of items sustain. As a result, in this study if less than 10 percent of items has been eliminated from the instrument that was used to assess the variables.

Construct Reliability and Validity

Afterwards, the analysis of outer loadings then the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) was used to determine all variables crisis management, employee commitment, and knowledge management in the study. (Henseler, Ringle, and Sarstedt (2015) illustrated that all values of variables in Cronbach's Alpha should be greater than threshold level of 0.7. Moreover, in Composite Reliability the indicator reliability and with the internal consistency reliability for utilizing the composite reliability. Initially, internal consistency mostly calculates the consistency of findings among the same items test. According to Hair, Ringle, and Sarstedt (2013) demonstrates that the calculations of the anticipated items which are utilized to assess the variable to generate a comparable results. Correspondingly, composite reliability difffers between 0 and 1; therefore, the threshold value must be below 0.60 (Henseler, Ringle, & Sinkovics, 2009), however, those values of variables which are 0.70 and higher than 0.70 they are more appropriate (Hair, Ringle, & Sarstedt, 2013). Thus, the composite reliability values between 0.6 and 0.7 reveals the average internal consistency. Likewise, in the present study convergent validity of he variables ae connected with each variables with the usage of Average Variance Extracted (AVE). Convergent validity is assessed with the calculations of the same variable that have a theoretical relationship with each other (Henseler, Ringle, & Sinkovics, 2009). Similarly, AVE is also utilized with a threshold value of 0.50 and higher than 0.50 (Henseler, Ringle, & Sinkovics, 2009; Hair, Ringle, & Sarstedt, 2013). Thus, convergent validity has been estimated by determining the values of AVE. Therefore, the findings of Cronbach's Alpha, Composite

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Reliability, and Average Variance Extracted(AVE) of all variables crisis management, employee commitment and knowledge management are mentioned in table 2.

Table 2: *Construct Reliability and Validity*

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Crisis Management	0.880	0.918	0.736
Employee Commitment	0.923	0.936	0.619
Knowledge Management	0.965	0.969	0.724

All the analysis of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) of all variable's crisis management, employee commitment and knowledge management has been examined in which Cronbach's Alpha values of all variables are 0.880, 0.923, and 0.965 which shows that all variable values are greater than threshold value of 0.70 (Henseler, Ringle, & Sarstedt, 2015). Moreover, in Composite Reliability all variable values are 0.918,0.936, and 0.969 which verifies that all variable values are above threshold level of 0.70. Likewise, in Average Variance Extracted (AVE) all variable values are 0.736, 0.619, and 0.724 which shows that all values are above the threshold level of 0.50.

Discriminant Validity

The discriminant validity has been examined with the extent in which how the one variable is different from the other variable. According to Hair, Ringle, and Sarstedt (2013) the most standard method in examining the discriminant validity that is Fornell-Larcker criterion. Likewise, discriminant is illuminated when the square root value of average variance extracted (AVE) of each variable is greater than the strongest variable correlation with any other latent constructs (Henseler, Ringle, & Sinkovics, 2009). Therefore, in this study discriminant validity was defined by utilizing same approach which is done by making the comparison of the square root of the square root of AVE for all constructs to the relationship implied in the correlation matrix and the results verifies the validation of discriminant validity. Therefore, the calculated values of discriminant validity for all variables crisis management, employee commitment and knowledge management are mentioned in table 3.

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Table 3: *Discriminant Validity*

	Crisis Management	Employee Commitment	Knowledge Management
Crisis Management	0.858		
Employee Commitment	0.702	0.787	
Knowledge Management	0.631	0.602	0.851

After all the variable results in the structural model are reliable as well as valid in discriminant validity which has been discussed. This study has been examined the analysis of systematic model of the structural model has been done to provide a comprehensive picture of the outcomes of the direct effects. The first stage is assessing the inner model with the path coefficient of direct effect among independent variable and dependent variable. Similarly, in the direct effects knowledge management which is independent variable has a significant relationship with dependent variable employee commitment (β= 0.608, t=9.153, p=0.000). As a result, the measured values of variables of direct effects are mentioned in table 4.

Table 4: *Path Coefficients*

	Original Sample(O)	Sample (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P Values
Knowledge Management -> Employee Commitment	0.608	0.618	0.066	9.153	0.000

All the results of direct effects reveals that all the outcomes significantly affect each other.

This study has analyzed the path coefficient mediating effect in which crisis management is the mediating variable have a significant relationship between knowledge management and employee commitment (β=0.264, t=2.248, p=0.025) as shown in table 5.

Table 5: *Path Coefficients*

Path Coefficients	Original Sample(O)	Sample (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P Values

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Knowledge Management -> Crisis Management -> Employee Commitment	0.264	0.265	0.118	2.248	0.025

As the analysis of path coefficient mediating effects assures that calculates variable values are significantly to each other.

Construct Cross Validated Redundancy

This study illuminates the Stone-Geisser indicator that an inner model must be able to consider the evidence of predicting the endogenous latent constructs can be utilized to evaluate the cross validated redundancy (Henseler, Ringle, & Sinkovics, 2009). Similarly, cross validated redundancy could be taken out by employing the Stone-Geisser test that could be calculated by applying the blindfolding method (Hair, Ringle, & Sarstedt, 2013). As a result, table 6 shows the cross validated redundancy for employee commitment.

Table 6*: Construct Cross Validated Redundancy*

	SSO	SSE	Q^2(=1-SSE/SSO)
Employee Commitment	900.000	613.703	0.318

Afterwards the analysis of cross validated redundancy in table 6 shows the value of Q^2 are higher than zero employee commitment (0.318) which assures that predictive relevance of the model is significant.

CONCLUSION

This research investigated the connection between employee commitment and knowledge management along with identifying the mediating role of crisis management. this proposition will help us to understand the role of crisis in adopting change and the importance of crisis management to keep the employees committed. The study included quantitative survey research techniques. Analysis of 384 responses revealed that knowledge management strongly mediated the relationship between knowledge management and employee commitment, with crisis management having the greatest impact on employee commitment. This work makes contributions to both theory and practice. The findings indicated that knowledge management had a favorable effect

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on employee commitment. Therefore, the organization and data used in the business may have an impact on an employee's dedication. The outcomes also supported the need of crisis management as a mediator between knowledge management and employee commitment. The research made numerous management recommendations for the corporation to boost employee loyalty to the organization and their jobs.

Although a study will inevitably have limitations, there are still prospects for additional research. This study still has several constraints even after genuine efforts. First off, this study's sole focus was the dynamic of digital marketing, which is strongly related to information management. Another was a detailed evaluation of knowledge management aspects that influence employee commitment. Disciplines that are strongly linked to knowledge management may be expanded in future research to show the model's stability. Comparing and evaluating the two-way interactions among knowledge management and employee commitment is another step in the right direction for study. Finally, more research can evaluate knowledge management as a developmental notion in determining how knowledge management and other conceptions relate to one another. Crisis management practices should be implemented in agencies, firms and companies because such practices hold the capability to encourage employee commitment and knowledge worker performance.

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