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LEADERSHIP, KNOWLEDGE MANAGEMENT AND EMPLOYEE COMMITMENT: MEDIATING ROLE OF CRISIS MANAGEMENT

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ABSTRACT

Purpose: Using crisis management as a mediator between leadership skills, knowledge management, and employee commitment, the study examines the role of crisis management in UAE public sector organizations. In order to motivate employees and keep them committed, supportive leadership skills and knowledge are required. However, crisis management if managed through proper knowledge and skilled leadership develops employee commitment which is highly needed in the times of crisis.

Theoretical framework: Managing knowledge and leadership skills during crisis situations can only be achieved if employees are able to effectively manage them.

Design/methodology/approach: Using SMART PLS3, a structural equation modeling approach has been used to analyze the collected data in order to meet the objectives of the study.

Findings: Likewise, crisis management significantly moderates the relationship between leadership, knowledge management, and employee commitment. Leadership, knowledge management, and employee commitment are strongly related.

Research, Practical & Social implications: Despite genuine efforts, this study constraint persists. First, the study's sole focus is on employee commitment during times of crisis, and knowledge management is a crucial component of this. Also examined were aspects of knowledge management that affect employee commitment in detail.

Originality/value: In this study, crisis management as a mediator was added to the theory and the matrix based on the knowledge-based view of crisis response leadership.

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LIDERANÇA, GESTÃO DO CONHECIMENTO E COMPROMISSO DOS COLABORADORES: PAPEL MEDIADOR DA GESTÃO DE CRISES

RESUMO

Objetivo: Usando o gerenciamento de crises como mediador entre habilidades de liderança, gerenciamento de conhecimento e comprometimento dos funcionários, o estudo examina o papel do gerenciamento de crises nas organizações do setor público dos Emirados Árabes Unidos. Para motivar os funcionários e mantê-los comprometidos, habilidades e conhecimentos de liderança são necessários. No entanto, o gerenciamento de crises, se administrado por meio de conhecimento adequado e liderança qualificada, desenvolve o comprometimento dos funcionários, que é altamente necessário em tempos de crise.

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Enquadramento teórico: A gestão do conhecimento e das competências de liderança em situações de crise só é possível se os colaboradores souberem geri-los de forma eficaz.
Projeto/metodologia/abordagem: Usando o SMART PLS3, uma abordagem de modelagem de equações estruturais foi usada para analisar os dados coletados a fim de atender aos objetivos do estudo.
Resultados: Da mesma forma, a gestão de crises modera significativamente a relação entre liderança, gestão do conhecimento e comprometimento dos funcionários. Liderança, gestão do conhecimento e comprometimento dos funcionários estão fortemente relacionados.
Implicações de pesquisa, práticas e sociais: Apesar dos esforços genuínos, essa restrição de estudo persiste. Primeiro, o único foco do estudo é o comprometimento dos funcionários em tempos de crise, e a gestão do conhecimento é um componente crucial disso. Também foram examinados em detalhes os aspectos da gestão do conhecimento que afetam o comprometimento dos funcionários.
Originalidade/valor: Neste estudo, o gerenciamento de crises como mediador foi adicionado à teoria e à matriz baseada na visão baseada em conhecimento da liderança em resposta a crises.

Palavras-chave: Gestão de Crises, Competências de Liderança, Gestão do Conhecimento, Compromisso dos Colaboradores.

LIDERAZGO, GESTIÓN DEL CONOCIMIENTO Y COMPROMISO DE LOS EMPLEADOS: PAPEL MEDIADOR DE LA GESTIÓN DE CRISIS

RESUMEN
Propósito: Utilizando la gestión de crisis como mediador entre las habilidades de liderazgo, la gestión del conocimiento y el compromiso de los empleados, el estudio examina el papel de la gestión de crisis en las organizaciones del sector público de los Emiratos Árabes Unidos. Para motivar a los empleados y mantener su compromiso, son necesarias habilidades de liderazgo y conocimientos. Sin embargo, la gestión de crisis, si se administra mediante conocimientos adecuados y un liderazgo hábil, desarrolla el compromiso de los empleados, muy necesario en tiempos de crisis.
Marco teórico: La gestión de los conocimientos y las habilidades de liderazgo en situaciones de crisis sólo es posible si los empleados saben cómo gestionarlos eficazmente.
Diseño/metodología/enfoque: Utilizando SMART PLS3, se empleó un enfoque de modelización de ecuaciones estructurales para analizar los datos recogidos con el fin de cumplir los objetivos del estudio.
Resultados: Del mismo modo, la gestión de crisis modera significativamente la relación entre liderazgo, gestión del conocimiento y compromiso de los empleados. El liderazgo, la gestión del conocimiento y el compromiso de los empleados están estrechamente relacionados.
Consecuencias para la investigación, la práctica y la sociedad: A pesar de los verdaderos esfuerzos realizados, esta limitación del estudio persiste. En primer lugar, el único objeto de estudio es el compromiso de los empleados en tiempos de crisis, y la gestión del conocimiento es un componente crucial del mismo. También examinamos en detalle los aspectos de la gestión del conocimiento que afectan al compromiso de los empleados.
Originalidad/valor: En este estudio, la gestión de crisis como mediador se añadió a la teoría y la matriz basadas en la visión del liderazgo basado en el conocimiento en respuesta a la crisis.

Palabras clave: Gestión de Crisis, Capacidad de Liderazgo, Gestión del Conocimiento, Compromiso de los Empleados.

INTRODUCTION

Modern businesses thrive in the era of great variability. Any state of natural catastrophe may radically affect a company or even put it at a risk of higher susceptibility, for which the instances highlighted are the recent COVID-19 pandemic (Kashif, et al., 2020; Asad & Kashif, 2021). There are several cases of calamities that happen within a company, such as mergers, acquisitions, faulty leadership and management errors, product line expansion, and technology advancements, along with crisis events that result from external situations (Alzghoul, Elrehail,

Emeagwali, & AlShboul, 2018; Dhawan, 2020). Several questions still remain unresolved and are worthwhile addressing in the crisis research from the perspective of human resource development (HRD), even though the reasons and potency that are seen as origins of organizational crisis are marked by surprise. Some of the concerns raised in this article center on how to use the crisis scenario to one's advantage by consistently involving stakeholders at every stage of the crisis in order to reduce the negative effects of crisis (Thomas & Terry, 2022; Alzghoul, Elrehail, Emeagwali, & AlShboul, 2018).

A crisis system has five essential components, claim Hutchins and Wang. Technology, organizational structure, personnel management factors, employee dedication, and top management psyche are some of these components (Asad, 2020). Employee dedication and personnel management might be regarded as the most crucial aspects during an emergency (Asad, Asif, Allam, & Sheikh, 2021). Each of these components can operate as a cause or subsequent factor on its own. Customs and traditions are frequently expressed in company policy to create a conflict or enable a minor incident to intensify and develop into a crisis (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022). Knowledge management culture helps to provide better (or perhaps the ideal) approaches to thinking, feeling, and responding that could assist managers to make decisions and arrange activities of organization (Bowers, Hall, & Srinivasan, 2017). According to these scholars' theories, it is reasonable to suppose that employee commitment affects an organization's response to crisis conditions visibly, both favorably and adversely. (Alghizzawi et al., 2019; Salloum et al., 2019).

Moreover, human factors include good leadership (Asad, Asif, Allam, & Sheikh, 2021). The prevention and management of crisis can also be greatly influenced by well-coordinated teams and driven individuals. The employee commitment, which will be discussed more in the article's subsequent sections, is notably supportive of effective leadership (Asif, Asad, Bhutta, & Khan, 2021). A manager that understands his staff commitment and considers it seriously holds the potential to foresee how his actions would turn out and averting any potential consequences (Dinh, 2020). Yet not every leader is equally capable of handling a crisis (Bowers, Hall, & Srinivasan, 2017). It may be best to approach the situation with competent executives or leaders whose philosophies are compatible with the level of employee devotion and the crisis (Piedade & Warnock-Smith, 2021).

Effective leaders can therefore be a helpful resource to encourage proactive employee commitment, where participants value and participate in crisis management. Crisis and crisis management studies are still understudied in the subject of HRD as compared to other academic

fields like business and psychology (Sulaiman & Ahmed, 2017; Petzold, Barbat, Pons, & Zins, 2019). This research should be both theoretical and practical. In addition, we draw attention to factors that could affect crisis management effectiveness for achieving employee commitment. In this study, we concentrate on two essential crisis components: First the knowledge management (Cillo, Rialti, Bertoldi, & Ciampi, 2019; Sulaiman, et al., 2022) and second leadership (Asad, Asif, Allam, & Sheikh, 2021). With a thorough awareness of these factors, knowledge management support leadership and the formation of a dynamic, crisis-alert employee commitment can be achieved during the time of crisis (Thomas & Terry, 2022).

Every aspect of an organization's operations is infused with a commitment to its employees. The input source, procedure, and outcome of crisis management are all influenced by the knowledge management culture of the organization (Piedade & Warnock-Smith, 2021). However, the efficacy of leadership relies on employee commitment and the impact of the knowledge management components specified to support a leader's capabilities. According to our research of the literature, companies are frequently driven by crisis to adopt predictable mitigation tactics that are centered on managing interruptions instead of prioritizing efforts aimed at crisis response (Akram, Goraya, Malik, & Aljarallah, 2018; Geiger, Raghunandan, & Riccardi, 2014). By ways of explanation, there hasn't been much research about how human attempts might equip organizations to effectively approach, handle, and manage crisis. To make progress, this article is a step ahead to bridge the misconceptions and queries still present in the currently available literature in the field of employee commitment with regard to crisis management, leadership skills, and knowledge management.

LITERATURE REVIEW

Numerous scholars have investigated the relationship between leadership and employee relations empirically. This demonstrated how a leader's effectiveness is based on his or her ability to support the organization and its personnel through both internal and external obstacles. According to Asad, Asif, Bakar, and Sheikh (2021) in humane organizations, there are various leadership styles which can be acquired, fostered, and leveraged by a supporting staff commitment. On the contrary, a leader influences how a company reacts in a given situation by influencing employee commitment through their personal style, attributes, vision, and performance (Alzghoul, Elrehail, Emeagwali, & AlShboul, 2018).

Different leadership philosophies have been put forth in study on leadership. Although not all leadership theories are covered here, several of the most prominent ones are (Allam Z. ,

Asad, Ali, & Malik, 2022). A sensitive leader who thinks strategically and applies knowledge and expertise to a situation is referred to as "Cognitive Leader". A "Laissez-faire" leader is one who gives their employees complete independence and has minimal interference with their everyday tasks. A detail-oriented person who seeks for universal agreement and is able to present the big picture is a "Transformational leader" (Asad, et al., 2022). A commanding "Directive Leader" takes the initiative, makes decisions, and is an effective communicator (Aktar & Pangil, 2018). A "Democratic Leader" is the one who encourages input and everyone's opinion during the decision-making process and distributes accountability among all parties (Al-Abdullat & Dababneh, 2018). A "Transactional Leader" considers every detail and ensures that the task is completed in accordance with the established guidelines (Albream & Maraqa, 2019). A "Servant leader" prioritizes the growth of others and has a passion to help and serve others. In leadership literature, servant leadership is a more recent idea (Bhaduri, 2019).

Leaders' beliefs and principles are a representation of his commitment to his team members, which undoubtedly influences both of their levels of devotion (Alharthi, 2019). This is due to the fact that leadership style creates a knowledge sharing culture that affects employee commitment. According to Tsai, an organization's basic principles originate with its leadership, which will eventually develop into a leadership style (Alzghoul, Elrehail, Emeagwali, & AlShboul, 2018). A culture where organizational members are motivated and rewarded for thinking methodically must be fostered by leaders (Asad, Asif, Bakar, & Sheikh, 2021). Leaders must take direct accountability for creating a committed working atmosphere that incorporates a competency-based approach to crisis management, which is feasible via employee commitment in a crisis situation (Asad, Asif, Khan, Allam, & Satar, 2022). A certain set of leadership skills have to be demonstrated during various crisis phases to achieve this degree of workforce commitment. An effective leader can handle a crisis if they are aware of their team members and take employee commitment seriously (Marques-Quinteiro, Vargas, Eifler, & Curral, 2019).

In this regard, it may be argued that a company loses its competitive advantage if its leaders lack the knowledge to leverage cultural values, practices, and knowledge to their benefit (Asad, Tabash, Sheikh, Al-Muhanadi, & Ahmad, 2021). Leaders can directly affect the results of crisis management by displaying their understanding of employee commitment through their choices and judgements (Dinh, 2020). This is only achievable if the company recognizes the employees' leadership and creates a conducive climate for them to handle the crisis.

In the literature on crisis management, the connection among the two concepts of leadership and crisis is efficiently reported. Leaders have a significant role in crisis situations, whether it's sustaining efficient communication, creating trust, boosting productivity, or maintaining brand value and image (Mertzanis, Balntas, & Pantazopoulos, 2019). As a result, leadership qualities affect the victory or collapse of crisis management operations. During crisis management, emotional intelligence of leaders characteristics by compassion, empathy, self-awareness, persuasion, teamwork expertise, and the capability to administer relationships is crucial (Alzghoul, Elrehail, Emeagwali, & AlShboul, 2018). Decision making, communication, generating organizational capacities, maintaining a meaningful employee commitment, managing numerous constituencies, and growing human capital should be added to the list of competences for crisis leadership (Alharthi, 2019).

It shows that managing a crisis at various stages requires certain leadership abilities. "Sense-making" and "perspective taking" are crucial leadership skills throughout the signal detecting phase especially for knowledge sharing (Babič, Černe, Connelly, Dysvik, & Škerlavaj, 2019). Efficient detection of controversy, organizational flexibility and innovation are the three essential leadership skills in the preventative stage (Asad, Shabbir, Salman, Haider, & Ahmad, 2018; Khan, Asad, Khan, Asif, & Aftab, 2021). Making the right decisions in accordance with the situation, good interactive approaches to communicate, and taking risks are essential leadership skills at the containment stage (Samad, 2012). Leaders must encourage organizational resilience and conduct honorably during the company recovery cycle by helping the human resource and managing the knowledge (Allam Z. , Asad, Ali, & Malik, 2022; Migdadi, Zaid, Yousif, Almestarihi, & Al-Hyari, 2017; Villar, Alegre, & Pla-Barber, 2014). To sum up, the learning orientation of a leader is vital to successful organizational performance in a crisis at the learning stage (Zamin & Hussin, 2021).

As each of the attributes as described above will vary based on the style that a leader selects, competencies and leadership styles are related (Allam Z. , Asad, Ali, & Ali, 2021). In order to link styles and crisis response, Bowers established a conceptual framework paradigm known as the crisis response leadership matrix (CRLM), which is based upon some principles called the crisis response leadership principles (CRLP) (Bowers, Hall, & Srinivasan, 2017). CRLP links crisis response to the leadership style (Krishnan, Ganesh, & Rajendran, 2022). The first principle of this model stresses the importance of designating a stakeholder to manage crisis situations along with the assets and resource-based expectations necessary for them to fulfil their responsibility, the second principle prompts the stakeholder (in this case, the

leader) to prioritize crisis response and communication instead of other factors, media representation for instance (Sulaiman, Rana, & Shabbir, 2020), last but not least, the concept asserts that not all leaders are effective at handling crises, thus businesses must approach forward arrangements to understand their leaders, customs and their own intellectual in order to match them with the appropriate crisis environment (Bhaduri, 2019).

According to the CRLM, there are mainly four different leadership styles: transactional, transformational, directive, and cognitive (Bowers, Hall, & Srinivasan, 2017). These ideologies are reinforced by three different employee commitments which are affective, continuance, and normative commitment (Altarawneh & Altarawneh, 2017). Recognition of the type of leader most equipped to lead an organization through a dire crisis situation given the crisis environment and employee commitment is the foremost target of this course (Samad, 2012). For instance, amidst an internal crisis of an employee commitment, directive leadership style has higher impact, while in the case of external crisis; a transformational leadership style can be more impactful as it depends on the crisis nature (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019; Asad, Ahmad, Haider, & Salman, 2018). On the contrary, a clan or knowledge hiding might require a transformative leadership style to handle both internal and external crisis situations (Şahin, 2018).

METHODOLOGY

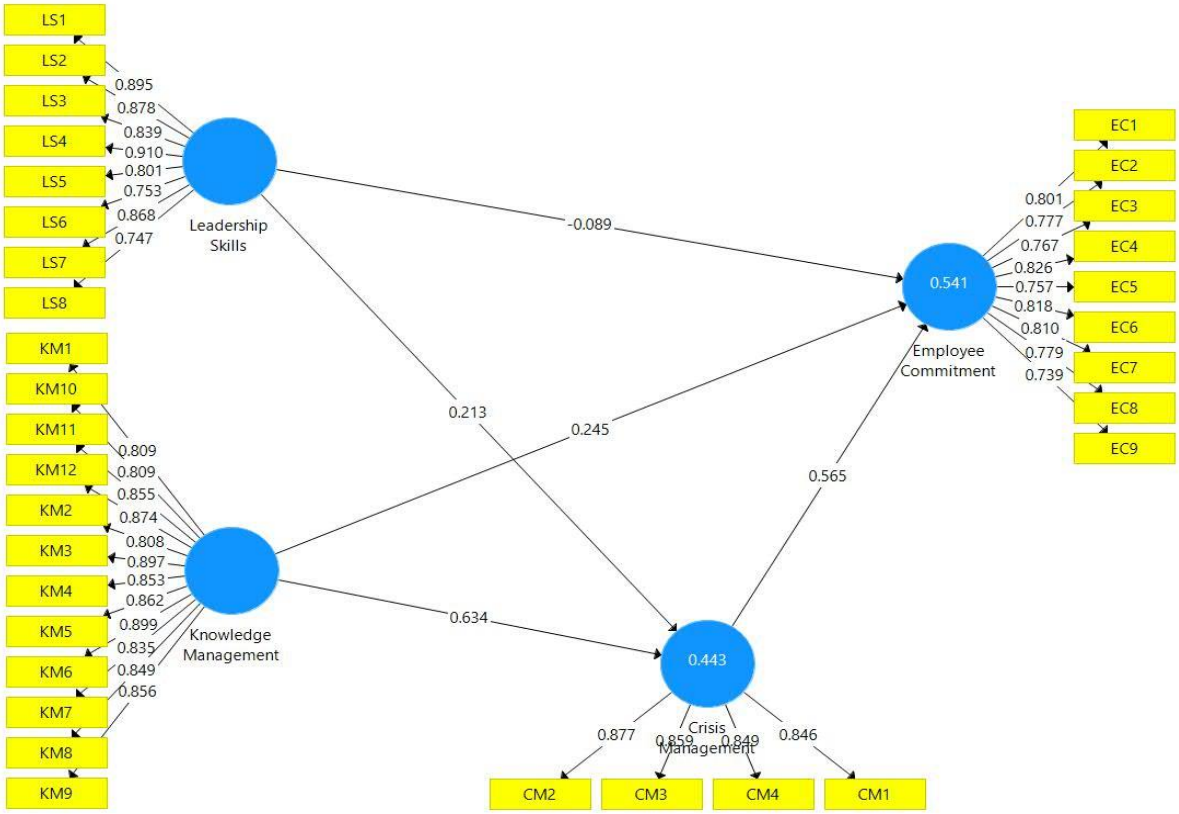
In the methodology section, the methods applied for testing the research framework. The data is collected from the employees of public sector organizations of UAE. The data was collected in the years 2022. A sample of 384 respondents was used following the recommendations of (Quinlan, Zikmund, Babin, Carr, & Griffin, 2018)Due to the non-parametric nature of PLS SEM, sampling method has no effect on results in this study since it is a non-parametric test. Employees were used as the unit of analysis. Responses to the questionnaires were collected using a 7-point Likert scale.(Al Olaimat et al., 2022; Habes et al., 2021; Habes, Elareshi, et al., 2022) The questionnaire has been adapted from previous studies. Questions for leadership skills were adopted from (Asif, Asad, Bhutta, & Khan, 2021), the questions for collecting the data for knowledge management were adopted from (Asif, Asad, Kashif, & Haq, 2021), the questions for employee commitment have been chosen from (Asad, 2020), whereas, the questions for crisis management were adopted from (Thomas & Terry, 2022). In the first step, the instrument was checked for normality, then the external model was tested, and once it was confirmed that the external model was suitable, Smart PLS3 was used

to analyze the internal model after it had been confirmed that the external model was suitable.(Habes, Al-Adwan, et al., 2022; Habes, Ali, et al., 2022; Wang et al., 2022).The procedures that have been followed for analyzing the collected data are mentioned in the analysis portion.

RESULTS AND DISCUSSION

The assessment of the measurement model is the initial stage in PLS analysis. This model generates how effectively indicator loadings are theoretical and associated with appropriate variables. Therefore, the analysis of the measurement model confirms that Outer Loadings, Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), and Discriminant Validity has been examined (Hair, Ringle, & Sarstedt, 2013). As a result, the measurement model is shown in figure 1.

Figure 1 Measurement Model



Source: Prepared by the authors

Outer Loadings

This research has been examined individual item loadings initially to identify problems with any items and to explain the validity of convergence. Table 1 shows the item loadings of

the variables which are used in this study. Subsequently, all indications of item loadings on their specific values are range from a lower bound of 0.739 to a greater bound of 0.910 are mentioned in table 1.

Table 1 Outer Loadings

	Crisis Management	Employee Commitment	Knowledge Management	Leadership Skills
CM1	0.846			
CM2	0.877			
CM3	0.859			
CM4	0.849			
EC1		0.801		
EC2		0.777		
EC3		0.767		
EC4		0.826		
EC5		0.757		
EC6		0.818		
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	
KM8			0.849	
KM9			0.856	
LS1				0.895
LS2				0.878
LS3				0.839
LS4				0.910
LS5				0.801
LS6				0.753
LS7				0.868
LS8				0.747

Source: Prepared by the authors

All findings of outer loadings in table 1 assure that all items have been used in the model, as well as all item loading values are above 0.7. The calculated item loading values are above 0.7 shows that items are good to be used in the model whereas, those item loading values which are less than 0.7 that are below 10 percent items were removed from the model. Therefore, in this study, less than 10 percent of the items was deleted from the instrument that has been used to assess the variables.

Construct Reliability and Validity

As part of this study, a Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) analysis of all variables was conducted on crisis management, employee commitment, knowledge management, and leadership skills. Henseler, Ringle, and Sarstedt (2015) recommend that for all variables in this study, a Cronbach's Alpha value greater than 0.7 be calculated. Moreover, composite reliability relies on indicator reliability as well as internal consistency reliability for its use. It is common to utilize a measure of internal consistency to compare findings among items tested, and in order to accomplish this, Hair, Ringle, and Sarstedt (2013) utilized the calculation of estimated items to determine whether the results were comparable. Consequently, composite reliability differs between 0 and 1; hence the threshold value must be below 0.60 (Henseler, Ringle, & Sinkovics, 2009), whereas, those values which are 0.70 and above 0.70 they are additional appropriate (Hair, Ringle, & Sarstedt, 2013). Thus, the composite reliability values between 0.6 and 0.7 reveal the average internal consistency. Moreover, in the current study convergent validity variables are connected with each variable with the applying of Average Variance Extracted (AVE). Convergent validity is also examined with the extent in which calculations of the same variable that have a theoretical relationship with each other (Henseler, Ringle, & Sinkovics, 2009).

Furthermore, Average Variance Extracted (AVE) is also utilized with a threshold level of 0.50 and higher than 0.50 (Henseler, Ringle, & Sinkovics, 2009; Hair, Ringle, & Sarstedt, 2013). Hence, the AVE values having 0.50 verifies the substantial validity. Therefore, all the outcomes of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) of all constructs of crisis management, employee commitment, knowledge management, and leadership skills are shown in table 2.

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Crisis Management	0.880	0.918	0.736
Employee Commitment	0.923	0.936	0.619
Knowledge Management	0.965	0.969	0.724
Leadership Skills	0.939	0.950	0.703

Source: Prepared by the authors

A full analysis of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted has been conducted of all variables, including crisis management, employee commitment, knowledge management, and leadership abilities. As a result of Henseler, Ringle, and Sarstedt (2015), the Cronbach's Alpha values of all variables are 0.880, 0.923, 0.965, and

0.939, which indicate that all variable values are above 0.7. Moreover, in Average Variance Extracted (AVE) variables are 0.736, 0.619, 0.724, and 0.703, which indicates that all variables are above 0.7.

Discriminant Validity

This research examined the discriminant validity in which how one construct differentiates from the other construct. Hair, Ringle, and Sarstedt (2013) demonstrated that the most standard method in analyzing the discriminant validity that is Fornell-Larcker criterion. Moreover, discriminant validity is determined when the square root of average variance extracted(AVE) of each construct is greater than the strongest construct that have a connection with any other latent variables (Henseler, Ringle, & Sinkovics, 2009). Thus, this study has analyzed discriminant validity by applying a similar method by the comparison of the square root of AVE for all variables to the connection shown in the correlation matrix and the results assure the validation of discriminant validity. As a result, the examined values of discriminant validity for all constructs of crisis management, employee commitment, knowledge management, and leadership skills are mentioned in table 3.

Table 3 Discriminant Validity

	Crisis Management	Employee Commitment	Knowledge Management	Leadership Skills
Crisis Management	0.858			
Employee Commitment	0.701	0.787		
Knowledge Management	0.631	0.602	0.851	
Leadership Skills	0.204	0.022	0.714	0.838

Source: Prepared by the authors

All the results of all variables in the structural model are reliable and valid for discriminant validity that has been analyzed.

Path Coefficients Direct Effects

To provide a comprehensive picture of the findings of the path coefficient of direct effects, a systematic model of the structural model has been analyzed in this study. As a first step, we analyze the inner model based on the path coefficients of direct effects between independent variables and dependent variables. Firstly, in the direct effects knowledge management is the independent variable that has a significant relationship with employee commitment which is the dependent variable (β=0.606, t=8.437, p=0.000). Moreover, leadership skills, which is the independent variable, have a significant relationship with the

dependent variable (β=0.186, t=1.116, p=0.001). Therefore, the measured variable values of direct effects are mentioned in table 4.

Table 4 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Knowledge Management->Employee Commitment	0.606	0.607	0.071	8.437	0.000
Leadership Skills -> Employee Commitment	0.186	0.039	0.166	2.834	0.001

Source: Prepared by the authors

Mediating Effects

This study has been analyzed the mediating effects in which initially crisis management which is the mediating variable has a significant relationship between leadership skills and employee commitment (β=0.565, t=5.336, p=0.000). Moreover, the mediating variable crisis management have a significant relationship between knowledge management and employee commitment (β=0.634, t=7.631, p=0.000). as a result, the measured values for all variables are mentioned in table 5.

Table 5 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Leadership Skills->Crisis Management -> Employee Commitment	0.565	0.572	0.106	5.336	0.000
Knowledge Management ->Crisis Management-> Employee Commitment	0.634	0.637	0.083	7.631	0.000

Source: Prepared by the authors

As the analysis of mediating effects shows that measured values for all variables are significantly affected to each other.

Construct Cross Validated Redundancy

This study illuminates the Stone-Geisser indicator in which an inner model must be able to approach the evidence of evaluating the endogenous latent variable that can be utilized to analyze the cross-validated redundancy (Henseler, Ringle, & Sinkovics, 2009). Moreover, the cross-validated redundancy can be taken by using the Stone-Geisser test which can be calculated by utilizing the blindfolding method (Hair, Ringle, & Sarstedt, 2013). As a result, table 6 shows the cross-validated for employee commitment.

Table 6 Construct Cross Validated Redundancy

	SSO	SSE	Q^2(=1-SSE/SSO)
Employee Commitment	900.000	611.822	0.320

Source: Prepared by the authors

As the cross-validated redundancy analysis in table 6 shows that Q^2 value is higher than 0 employee commitment (0.320) reveals that the predictive relevance of the model is substantial.

CONCLUSIONS

An examination of the relationship between knowledge management, leadership, and employee commitment was also conducted. In addition, the study examined how crisis management mediates the relationship between knowledge management, leadership, and employee commitment. We will gain a better understanding of the role of crisis in explaining leadership's role in keeping employees committed. Quantitative research techniques were used in the study. Based on structural equation modeling, the results of the study indicated that knowledge management and leadership have a significant impact on employee commitment. The relationship between leadership, knowledge management, and employee commitment is also significantly mediated by crisis management. By confirming the mediating role of crisis management as one of the most important factors affecting employee commitment, the findings ensure and make a significant theoretical contribution. Employees should therefore have easy access to the organization and data used in the organizations. In addition, the results provided evidence that crisis management can serve as a mediator between knowledge management, leadership, and employee commitment, as crisis situations polish leadership, as well as knowledge management providing employees with readily available data that makes understanding the crisis situation much easier. For public sector organizations seeking to increase employee commitment, numerous management recommendations have been made as a result of the research.

Although a study has significant theoretical as well as practical contributions, like any primary study this study also have will inevitably some limitations, which opens the horizons for additional research in the field of employee commitment with reference to leadership, knowledge management, and crisis management. Although genuine efforts have been made, this study constraint exists. First of all, the study focuses exclusively on employee commitment during times of crisis, which is closely linked to knowledge management. In addition, knowledge management aspects influencing employee commitment were evaluated in detail.

To demonstrate the model's stability in other cultural contexts, future research could expand the disciplines strongly linked to knowledge management. Another suggestion for future researchers would be to compare and evaluate the two-way interactions among knowledge management and employee commitment. In order to determine how knowledge management and other conceptions relate to each other, more research should examine knowledge management as a developmental notion. It is imperative for agencies, firms and other public sector organizations to develop and implement leadership skills in order to increase employee commitment and improve the performance of knowledge workers.

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