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Abstract

Purpose: To assess the effect of information sharing on organizational commitment in insurance companies in Uasin Gishu County, Kenya

Materials and Methods: Quantitative techniques were used for both data collection and analysis. The target population was 754 respondents who were drawn from the insurance companies in Uasin Gishu County. the sample size was 260 determined using Krejcie and Morgan table 1970. After the sample size of 260 respondents. Simple random sampling was used to select the respondents to participate in the research study, but after it had been determined how many from each of the insurance companies participated. Under Inferential Statistics, Multiple Regressions was used to determine the effect of a set of independent variable (high involvement work systems) on dependent variable (organizational commitment), Co-efficient of Correlation using the Statistical Package for Social Sciences (SPSS) version 25.0 package

Findings: Regression between information sharing and organizational commitment were was positive and significant ($\beta=0.322, p=0.000$). Based on the t-test results the null hypothesis was rejected. Thus, there is a significant effect of information sharing on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya.

Implications to Theory, Practice and Policy: Information sharing ensure that employees receive for their job responsibilities and relevant extra role duties for purposes of their commitment to the organization. In this regard the insurance companies should ensure their information sharing criteria meets the threshold of information quality dimensions, such as timeliness and correctness accuracy, completeness, consistency, timeliness, validity, and uniqueness so as to engender positive employee behaviors as organizational commitment.

Keywords: *Information Sharing, Insurance Company, Organizational Commitment*

1.0 INTRODUCTION

According to Celis (2018) organizational commitment is an individual's psychological attachment to the organization. Organizational commitment is a psychological state that is concerned about how individuals feel about their organizational engagement, and the desire to remain and continue with the organization (Sutiyem, Trismiyanti, Linda, Yonita, & Suheri, 2020). Organizational commitment can be viewed as more than job satisfaction but an employee's positive attitude toward the organization. In 1991, Meyer and Allen proposed the first model of commitment consisting of three components the Three Component Model (TCM) which included affective commitment, continuance commitment and normative commitment (Yousef, 2017). Al-Jabari and Ghazzawi, (2019) explains that affective commitment is where the employee has an emotional bond with the organization, continuance commitment refers to the situation where an individual feels that they can lose more by leaving than they can gain, normative commitment is where an individual feels they should stay for some reason. Usually this is because of a sense of obligation to the organization.

A major challenge for managers developing a high-involvement work system is to create an information system that provides employees with data that is timely and relevant to their particular work process (Nazir, Sanm, & Ayyaz, 2022). This emboldens the need for strengthening information sharing as a high involvement work system for optimal organizational commitment. *Information sharing* describes the exchange of data between various organizations, people and technologies (Laitinen & Sivunen, 2021). Information sharing promotes efficiency and innovation by preventing duplication and fostering the emergence of fresh concepts. Through affective information sharing every staff benefits, therefore by giving staff members the freedom to share their knowledge with others and make the information they produce accessible in the future engenders their commitment. This is confirmed by Zhu, Li, Wang, Liu, and Xia (2021) who found that work-related information sharing affects organizational commitment. However, Suksod and Cruthaka, (2020) notes that information sharing does not have significant impacts on the employees' organizational commitment.

Globally, organizations such as banks and financial institutions including insurance companies are said to be one of the most stressed-out industry with low organization commitment level resulting in increases of underperformance the conditions for greater learning and, in turn, contribute to their well-being (Risal, 2018). In addition the insurance industry in recorded in the economic survey (2016) is among the industries with the highest employee turnover and this could be among the contributors of their declined performance (Wallace & Gaylor, 2012). This calls for the interrogation of HIWPs and organizational commitment. In the U.S insurance agency owners need to consider strategies used during daily operations to enhance organizational commitment retain talented employees to avoid excessive employee turnover rates (Martin, 2016). Johannsdottir, (2014) adds that 50-60% of the insurance executives find identifying and attracting new talent is becoming increasingly difficult in the Nordic countries.

In Kenya there has been low organization commitment and turnover of the workforce has been high because of low entry and exit barriers in the industry (IRA., 2013). Graham (2008) cited in (Kinyanjui, 2015) studied the internal operational procedures in the Kenyan insurance industry as compared to the Greek insurance industry which included Human resource procedures concluded that there is wide spread dissatisfaction both internally and externally stemming from the insurances failure to satisfy customers and employees alike. Thus, the growth of insurance industry

in Kenya is lower than the country's average economic growth (Lang'at, 2018). In this regard, organizations in Kenya insurance companies in Kenya without exception to Uasin Gishu County, Kenya have to constantly manage its human resources optimally to engender their commitment for high organizational returns. Though the mechanics of how to forge the right level of employee commitment to the organization is still not straightforward, more specifically among insurance firms in Kenya (Dome, Kemboi & Kogei Kapkiai, 2017).

Statement of the Problem

Organization commitment helps the organization to create a larger whole that is often a driving force behind a firm's performance, and its employees' wellbeing. This is further explained by the fact that organizational commitment is a volitional psychological bond reflecting dedication to and responsibility for a particular target leading to organizational performance (Klein, Becker, & Meyer, 2012). These warrants the adoption of human resource management practices which invokes employee behaviors which are in tune with organizations missions and visions for optimal organizational performance. In the contrary organizations where employees are neither committed to the organization nor to their jobs, organization distress remains a common place leading to poor employee performance and organizational performance problems (Eslami & Gharakhani, 2012). Lower levels of commitment may be an index of a lack of coherent strategies linking human resource development interventions to increasing commitment in the workplace. These gives eminence to the adoption of high involvement work systems to realize organizational commitment by insurance companies. In this regard substantial efforts have been devoted by insurance companies to have a committed work force to enhance their performance. However, the mechanics of how to forge the right level of employee commitment to the organization is still not straightforward, more specifically among insurance firms in Kenya (Dome, Kemboi & Kogei Kapkiai, 2017).

In this regard the Insurance Industry in Kenya continues to face performance challenges with low penetration at 3% according to IRA, report 2017 as compared to other industries as well as reduced profit margins (Azinga, Kamaara, & Ombui, 2020). Okiko (2014), Kinyanjui (2015) opines that the insurance industry in Kenya faces a high rate of staff turnover. High employee turnover due to low organizational commitment has been argued to be the key blockage to the companies' ability to steer their penetration and performance. Thus, there is need for the insurance companies to orientate its employees to high organizational commitment through information sharing to ameliorate their performance. This argument is premised on the sentiments of Fabi, Lacoursière and Raymond, (2015) that increased investment in a high involvement work system can significantly improve JS and helping to increase OC. McClean and Collins, (2011) argue that commitment rooted human resource practices bring about a situation where the organization is committed to the employee who then reciprocates by behaving in a way that benefits the same organization. Thus, there is need for the insurance companies to orientate its employees to high organizational commitment through information sharing.

Objectives

To assess the effect of information sharing on organizational commitment in insurance companies in Uasin Gishu County, Kenya

2.0 LITERATURE REVIEW

Theoretical Framework

This study was informed by the theory of reasoned action.

Theory of Reasoned Action

Theory of reasoned action was propounded by Ajzen and Fishbein, 1980; Fishbein and Ajzen, 1975 who argued that behavior is directly determined by ones intention to engage in the behavior (Noe, Hollenbeck, Gerhart, & Wright, 2017). Thus, intention is a function of attitude toward the behavior and subjective norm. Attitude toward the behavior is jointly determined by behavioral beliefs (i.e., anticipated consequences of the behavior), and outcome evaluation (i.e., evaluation of the consequences of behavior) while the subjective norm was also jointly determined by normative beliefs and motivation to comply (Fishbein & Ajzen, 2011).

Thus, the theory of reasoned action remains fundamental in predicting organizational behaviors. In this regard the Theory of Reasoned Action remain instrumental in conceptualizing the effect of high involvement work systems on organizational commitment. Theory of Reasoned Action justifies the individual behavior as intentional, a function of rationally based attitudes toward the behavior, and internalized normative pressures concerning such behavior. Thus, organizational commitment is rationalized by high involvement work systems and the organizational policies subjecting the employees to such behavioral outcomes. With regard to high involvement work systems in modifying employee behavior which is reciprocated through organizational commitment.

Porter et al. (1974), O'Reilly and Chatman (1986) and Meyer and Allen (1991), all share the views of Wiener (1982), in which Organizational Commitment was seen as the total internalized pressures in to behave in a way that satisfies the organization's goal and interest (Hooper & Ophoff, 2017). Thus, having a strong Organizational Commitment leads an employee to have a strong belief to follow the correct action whilst they belong in their organization (Wiener, 1982; Randall, 1987) cited in (Hooper & Ophoff, 2017). However, the Theory of Reasoned Action did not explain unique variance in either volitional behavior (altruism) or in less volitional behavior (tardiness) (Becker, Randall & Riegel, 1995) cited in (Miroshnik, 2013). The distinction between a goal intention and a behavioral intention concerns the capability to achieve one's intention, which involves multiple variables thus creating great uncertainty. Ajzen acknowledged that "some behaviors were more likely to present problems of controls than others, but we can never be absolutely certain that we can be in a position to carry out our intentions. Viewed in this light it becomes clear that strictly speaking every intention is a goal whose attainment is subject to some degree of uncertainty (Falko, Justin, & Vera, 2014).

Conceptual Framework

The current study conceptualizes a relationship between information sharing and Organizational Commitment.

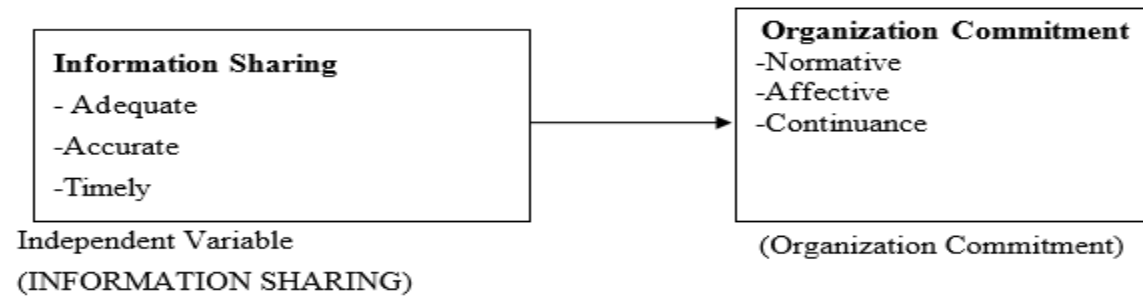


Figure 1: Conceptual Framework

Source: (Author, 2024)

Empirical Review

Information sharing can be defined as the voluntary act of making information possessed by one entity available to another entity (Foster & Lin, 2011). Information exchange or information sharing means that people or other entities pass information from one to another. This could be done electronically or through certain systems. The seven golden rules of information sharing include necessary, proportionate, relevant, adequate, accurate, timely and secure (Grace, 2015). Information sharing have a positive relationship with task-related and interactional dimensions of work-based learning which affects organizational commitment (Battistelli, Odoardi, Vandenberghe, Di Napoli, & Piccione, 2019). However, information sharing is a challenge to companies and also to information security. By allowing the flow of information within the organizations, it is created a partnership approach, between managers and subordinates in order to obtain organizational performance.

Battistelli, Odoardi, Vandenberghe, Di Napoli, and Piccione (2019) examined a model linking perceived information sharing as a Human Resource Management practice to employee innovative work behavior, using survey data collected from 756 employees of a military organization. Work-based learning, challenging tasks, and organizational commitment were used as factors that could account for the relationship between information sharing and innovative behavior. Using structural equation modeling, findings indicated that information sharing had a positive relationship with task-related and interactional dimensions of work-based learning. Task-related learning had a positive relationship with innovative behavior through challenging tasks while interactional learning had an indirect, positive relationship to innovative behavior via organizational commitment and challenging tasks. However, the study didn't focus on organizational commitment as the dependent variable providing a gap for the current study.

Kim (2021) studied Supervisor Knowledge Sharing and Employee Knowledge Sharing: The Moderating Roles of Learning Goal Orientation and Affective Organizational Commitment. Using data collected from 192 employees in various South Korean organizations, the findings demonstrate that there is a positive relationship between supervisor knowledge sharing and employee knowledge sharing. As employees perceive a high level of supervisor knowledge sharing, they are likely to engage in knowledge sharing based on social learning and social exchange theories. Furthermore, the study explored the moderating effects of learning goal orientation and affective organizational commitment in the relationship between supervisor knowledge sharing and employee knowledge sharing. The result supports the hypothesis that the relationship between supervisor knowledge sharing and employee knowledge sharing is

strengthened when there is a high level of affective organizational commitment. Employees who obtain valuable knowledge from their supervisors are likely to engage in knowledge sharing when they are emotionally attached to their organization. In contrast to the hypothesis, the positive relationship between supervisor knowledge sharing and employee knowledge sharing was stronger at the lower levels of learning goal orientation (LGO) than at the higher levels of LGO. However, the studies focused on organizational commitment as a moderator and not an outcome of information sharing. Besides the study was in Korean non insurance context providing a gap for the current study.

Casimir, Lee and Loon (2012) studied knowledge sharing: influences of trust, commitment and cost. The study surveyed of 496 employees from 15 organizations across ten industries. From the findings Affective trust in colleagues moderates the relationship between affective commitment and knowledge sharing and the relationship between cost of knowledge sharing and knowledge sharing. The results of this study indicate that an organizational culture that encourages affect based trust between colleagues facilitate knowledge sharing. However, in this study organizational commitment was adopted as the predictor of knowledge sharing unlike the focus of the current study where organization commitment in the insurance industries is the dependent variable.

Li and Sandino (2018) conducted a field experiment in a retail chain, based on a registered report accepted by JAR, to test whether information sharing system recording employees' creative work affected the quality of creative work, job engagement, and financial performance. The study found that, on average, the system did not have a significant effect on any outcomes. However, it significantly improved the quality of creative work in stores that had accessed the system more frequently and in stores with fewer same-company nearby stores. It also improved creative work and job engagement in stores in divergent markets, where customers needed more customization. The study also found weak evidence of better financial results where salespeople had lower creative talent before the system was introduced. However the study didn't focus on the insurance companies in the Kenyan context limiting its generalization. Besides the design was experimental and not descriptive research design.

Ulfha, Rosmadi, Widiastuti, and Raspati (2019) determined the extent of the role of sharing knowledge and organizational commitment in developing MSMEs. The research method used was a qualitative method with a descriptive verification approach. From the results of the research conducted, sharing of knowledge and commitment of well-managed organizations by management is very beneficial for increasing employee innovation and creativity to produce quality and competitive products in both domestic and international markets. Thus, knowledge sharing if done consistently by organizations have an impact on the development of MSMEs, which in turn can improve employee welfare and commitment. The study was conducted in the context of MSMEs and not in the Kenyan context limiting its generalization.

Ngah and Ibrahim (2010) studied the effect of knowledge sharing on organizational performance in small and medium enterprises. Convenience sampling was used for manufacturing and services industries of SMEs. Data was tested using Structural Equation Modeling to see the impact of knowledge sharing on organizational performance. Measurement model and structural model were developed. From the study findings Knowledge sharing had strong influence on organizational performance as a second latent variable. Thus, the study recommended that it is important for SMEs to invest and focus on knowledge sharing activity as it would create a platform for innovation thus enhances the performance. The study didn't focus on organizational commitment

as an outcome of knowledge sharing but organizational performance. Besides the study looked at the manufacturing sector and not the service industry as insurance companies. These altogether provides a gap for the current study.

Setyanti and Farida (2016) the effect of knowledge sharing on business performance moderated by innovation product in the Small and Medium Enterprises in Indonesia. The objectives of this research were to analyze: (1) the effect of knowledge sharing on business performance of Small and Medium Enterprises (SMEs), (2) the effect of product innovation on business performance of SMEs, and (3) the effect of knowledge sharing on business performance of SMEs moderated by product innovation. Samples of the research consisted of 80 SMEs in East Java, Indonesia. Path Analysis was used to test the proposed hypothesis. Results showed that: (1) knowledge sharing has a positive and significant effect on business performance of SMEs, (2) product innovation has a positive and significant effect on business performance of SMEs, and (3) knowledge sharing has a positive and significant effect on business performance of SMEs moderated by product innovation. The study focused on organizational performance as an outcome of Knowledge sharing and not organizational commitment thus providing and in a non-Kenyan context providing a gap for the current study.

Research Gaps

The studies presented conceptual, contextual and the methodological gap. Battistelli et al. (2019) study didn't focus on organizational commitment as the dependent variable providing a conceptual gap for the current study. In the current study organizational commitment was the dependent variable. Kim (2021) study focused on organizational commitment as a moderator and not an outcome of information sharing. Besides the study was in Korean non insurance context providing a gap for the current study. The current study was done in Kenya. Li and Sandino (2018) adopted an experimental research design thus showing a methodological gap. The current study adopted a descriptive research design.

3.0 MATERIALS AND METHODS

Quantitative techniques were used for both data collection and analysis. In this study a structured questionnaire was used to collect data from a large representative sample, so that the result can be applied to the entire population. Also, data was analyzed using quantitative methods to confirm or disprove the hypotheses. The results were then used to draw inferences from the entire population. there are 32 insurance companies licensed by insurance regulatory authority. In this study the target population consisted of employees of insurance companies in Uasin Gishu County, Kenya. The target population was 754 respondents who were drawn from the insurance companies in Uasin Gishu County. the sample size was 260 determined using Krejcie and Morgan table 1970 Appendix V. After the sample size of 260 respondents. Simple random sampling was used to select the respondents to participate in the research study, but after it had been determined how many from each of the insurance companies participated. Data was analyzed using descriptive (mean, standard deviation, frequencies, skewness and kurtosis) and Inferential Statistical Techniques. Under Inferential Statistics, Multiple Regressions was used to determine the effect of a set of independent variable (high involvement work systems) on dependent variable (organizational commitment), Co-efficient of Correlation using the Statistical Package for Social Sciences (SPSS) version 25.0 package.

4.0 RESULTS

Descriptive Results

Descriptive Statistics of Information Sharing

Information is essential for the functioning of every social system, especially for our modern society. Fostering a culture that information sharing that promotes knowledge sharing can help companies fill information gaps, increment output, increase innovation, stimulate leadership, and much more (Lei, Gui, & Le, 2021). The study used five questionnaire items to establish information sharing in insurance companies. This was presented in Table 1. 91.1% of the respondents agreed and strongly agreed that they feel proud of the relevant and adequate information shared about their roles (M=4.47 SD=0.672), .5 % were in disagreement and 8.5% were undecided. Relevant and adequate information about employee role helps them evaluate themselves and by the organization in terms of their performance without which conflicts and overlapping of duties would be the results. This implies that the insurance companies clarify and shares information on duties and responsibilities of each and every staff.

Table 1: Results of Descriptive Analysis of Information Sharing

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
I feel proud of the relevant and adequate information shared about my roles.	0.0	0.5	8.5	34.7	56.3	4.47	.672
Employees are able to get accurate information to enhance their performance.	0.0	1.5	21.1	31.7	45.7	4.22	.828
I am confident that information shared is in a timely fashion to reduce the risk of missed opportunities of growth.	0.0	5.0	24.6	38.7	31.7	3.97	.876
In my opinion the information shared by my colleagues within the company is secure and reliable.	0.0	0.5	27.6	30.7	41.2	4.13	.834
When I am confronted with a situation during work, I can find several timely solutions.	0.0	2.5	27.1	51.8	18.6	3.86	.736
Information Sharing						4.20	.633

Source: Research Data, (2023)

Descriptive Statistics of Organizational Commitment

The dependent variable of the study was Organizational Commitment in insurance companies in Uasin Gishu County, Kenya. Results presented in Table 2, reveals that 89.9% of respondents concurred that they are concerned about leaving their organization without guaranteeing a new job (M=4.33 SD= .666) while 0.5% were in disagreement. 91.4% of the respondents were of the view that even if they wanted to leave their organization, it is very hard for them right now (M=4.41 SD= .651), 1.0% were in disagreement while 6.5% were undecided. 83% of the respondents were

also in agreement that they consider the problems of the organizations as their own problems (M=4.35 SD= .770), 0.5% were in a disagreement while 16.6% were undecided. 79.4% of the respondents agreed that as for their opinion, being loyal to the organization is important (M=4.23 SD=.770) while 20.6% were undecided. 80.4% of the respondents also agreed that they would be happy to spend the rest of the rest of their professional life in their organization (M=4.29 SD=.788) while 0.5% were in disagreement and 19.1% were undecided. Based on the weighted mean of 4.36 and SD of 0.568 the respondents were in agreement with all the statements on OCB.

Table 2: Descriptive Statistics of Organizational Commitment

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
I'm concerned about leaving this organization without guaranteeing a new job	0.0	0.5	9.5	46.7	43.2	4.33	.666
Even if I wanted to leave this organization, it is very hard for me right now	0.0	1.0	6.5	43.2	49.2	4.41	.659
I consider the problems of the organizations as my own problems	0.0	0.5	16.6	30.2	52.8	4.35	.770
As for my opinion, being loyal to the organization is important	0.0	0.0	20.6	35.7	43.7	4.23	.770
I'd be happy to spend the rest of my professional life in this organization	0.0	0.5	19.1	31.2	49.2	4.29	.788
Organizational Commitment						4.36	0.568

Source: Research Data, (2023)

From the findings 77.4% of the respondents both agreed and strongly agreed that employees are able to get accurate information to enhance their performance (M=4.22 SD=.828) while 1.5% and 21.1% were in disagreement and undecided respectively. Accuracy of information shared amongst the employees and by the organization enhances their performance. Shin and Zeevi, (2023) notes that accurate information sharing is a driver to improved employee performance which translates to the performance of the organization. Correct and exact information therefore remains key for insurance companies. To ensure that the information shared is accurate, it should be captured as soon as possible after the event has taken place (www.delta-net.com., 2022). Besides, a majority of the employees both agreed and strongly agreed (70.4%) that they are confident that information shared is in a timely fashion to reduce the risk of missed opportunities of growth (M=3.97 SD=0.876), 5.0% disagreed while 24.6% were undecided. Thus, the respondents have confident that information shared is in a timely fashion to reduce the risk of missed opportunities of growth. This implies that the insurance companies have some aspect of timelines in their information sharing as a quality perspective in information sharing. In order to respond to an emergency, effective public engagement requires access to the right information at the right time (Gonzalez & Bharosa, 2009).

71.9% of the respondents were in agreement that in their opinion the information shared by their colleagues within the company is secure and reliable ($M=4.13$ $SD=0.834$), 0.5% disagreed while 27.6% undecided. Lastly 70.4% respondents agreed and strongly agreed that when they are confronted with a situation during work, they can find several timely solutions ($M=3.86$ $SD=.736$), 2.5% disagreed while 27.1% were undecided. The implications of these results are that the insurance companies should ensure that information sharing practices are in place so as to high organizational commitment. Accurate and reliable information should flow across all levels of the business regardless if it's good or bad. Such requirements are often based on information quality dimensions, such as timeliness and correctness (Li, et al., 2022).

Correlational Analysis

Correlation coefficient shows the magnitude and direction of the relationship between the study variables. The correlation analysis output in Table 3 shows that there is a positive significant correlation between information sharing and organizational commitment at $p < 0.01$ level of significance. This implies that an organization that adopts high information sharing is bound to attain organizational commitment. This is supported by Uribetxebarria, Gago, Legarra and Elorza, (2020) adds that HIWS directly predicts organizational commitment.

Table 3: Information Sharing Vs Organizational Commitment

	Information Sharing	Organizational Commitment
Information Sharing	1	
Organizational Commitment	.675**	1

** Correlation is significant at the 0.01 level (2-tailed).

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

Source: (Field data, 2023)

Regression Analysis

The study used multiple regression analysis so as to establish the relationship of independent variables and dependent variable that is information sharing vs Organizational Commitment of insurance companies in Uasin Gishu County as presented in Table 4.

Table 4: Effect of Information Sharing on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	.774	.200		3.872	.000
	Information	.322	.043	.408	7.560	.000

a. Dependent Variable: Organizational Commitment

Results of the multiple regression coefficients presented in Table 4 show the estimates of beta values and give an individual contribution of each predictor to the model. The magnitude of the beta coefficients associated with the independent variables can be compared to determine the strongest independent variable in predicting the dependent variable (Zhao, Yan, Yu & Van Hentenryck, 2020). The beta value tells us about the relationship between organizational

commitment with each predictor. The positive beta values indicate the positive relationship between the predictors and the outcome.

Table 4 shows that the beta value for information sharing (.322) was positive. The model can then be specified as: -

$$Y = .744 + .322X_1 + \varepsilon$$

Where:

X_1 = information sharing

ε , = Error term

Based on the multiple regression the hypotheses were tested as follows:

H_{01} : There is no significant effect of information sharing on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya

Result in Table 4 reveal standardized regression coefficient for information sharing ($\beta=0.322$), implies that an increase of 1 standard deviation in information sharing is likely to result in a 0.322 standard deviation increase in organizational commitment. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results show that information sharing ($t = 7.560$, $P < .05$). In this regard the null hypothesis was rejected. Thus there is a significant effect of information sharing on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya. These findings are supported by Ulfha, et al, (2019) Casimir, Lee and Loon (2012) who also found a significant effect of information sharing on organizational commitment. Theory of Reasoned Action underpins the link between information sharing and organizational commitment. This is because information shared has the capacity to change the attitude of the employees toward the level of engagement and dedication they feel toward their individual jobs and the organization thus organizational commitment. In this regard the insurance companies should promote strategies of information sharing to galvanize a high level of their employee's organizational commitment. Therefore, accurate timely and reliable information should flow across all levels of the business regardless if it's good or bad. Such requirements are often based on information quality dimensions, such as timeliness and correctness (Li, et al., 2022).

5.0 CONCLUSION AND RECOMMENDATIONS

Conclusions

There is a significant effect of information sharing on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya. Theory of Reasoned Action underpins the link between information sharing and organizational commitment. In this regard the insurance companies should promote strategies of information sharing to galvanize a high level of their employee's organizational commitment.

Recommendations

Information sharing ensure that employees receive for their job responsibilities and relevant extra role duties for purposes of their commitment to the organization. In this regard the insurance companies should ensure their information sharing criteria meets the threshold of information

quality dimensions, such as timeliness and correctness accuracy, completeness, consistency, timeliness, validity, and uniqueness so as to engender positive employee behaviors as organizational commitment.

There is a significant effect of team-based support on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya. These findings are based on the social exchange theory. This implies the the perceived value that employees attach to the team based support would enhance organizational commitment. In this regard promotion of team-based support amongst employees working for the insurance companies remain key in attaining their organizational commitment.

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