



**HIGH INVOLVEMENT WORK SYSTEMS AND ORGANIZATIONAL COMMITMENT IN INSURANCE COMPANIES
IN UASIN GISHU COUNTY, KENYA**

Tarus, J. K., Mandago, R., & Onyango, R.

**HIGH INVOLVEMENT WORK SYSTEMS AND ORGANIZATIONAL COMMITMENT IN INSURANCE COMPANIES
IN UASIN GISHU COUNTY, KENYA**

¹ Tarus, J. K., ² Mandago, R., & ³ Onyango, R.

¹ Master Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

² PhD Koitalel Samoei University, Kenya, Kenya

³ PhD Masinde Muliro University of Science and Technology, Kenya

Accepted: April 28, 2023

ABSTRACT

Building a committed and efficient workforce relies on effective human resource management (HRM) processes at the corporate level and contributions at the individual level. In this regard the High Involvement Work Systems (HIWS) as a HRM practice needs to enhance reciprocity of organizational commitment at the expense of employee turnover or counter work productive behavior. 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. In this regard the insurance industry in Kenya continues to face performance challenges with low penetration. Thus, the current study was designed to assess the effect of high involvement work systems on organizational commitment in insurance companies in Uasin Gishu County, Kenya. The study was guided by the following specific objectives: to assess the effect of information sharing, team-based support on organizational commitment in insurance companies in Uasin Gishu County, Kenya. In a bid to effectively achieve these objectives, the study adopted a descriptive research design based on samples drawn from across the insurance companies in Uasin Gishu County. The target population was 754 insurance companies' employees. A two-stage sampling technique was adopted where stratified random sampling was used to select the insurance companies after which simple random sampling was used to select respondents within the insurance companies. The study used the Slovin's Formula to calculate the sample size which was 261 respondents from the target population of 754 respondents. Data was collected by use of self-administered questionnaires and analyzed by use of both inferential and descriptive statistics using SPSS version 25. From the findings, high involvement work systems had a positive and significant effect on organizational commitment in insurance companies in Uasin Gishu County, Kenya. In addition, considering the two independent study variables, there is a probability of 46.8 percent ($R^2=0.468$) in predicting organizational commitment. In this regard the insurance companies should invest in this HIWS as information sharing, team-based support, for maximal organizational commitment. The findings are significant to the human resource management of organizations in seeing the need for strengthening their HIWS through a policy framework

Keywords: High Involvement Work Systems and Organizational Commitment

CITATION: Tarus, J. K., Mandago, R., & Onyango, R. (2023). High involvement work systems and organizational commitment in insurance companies in Uasin Gishu County, Kenya. *The Strategic Journal of Business & Change Management*, 10 (2), 705–725.

Background of the study

Building a committed and efficient workforce relies on effective human resource management (HRM) processes at the corporate level and contributions at the individual level. Thus, the HRM practices embraced should engender a social exchange relationship that positively influences and predicts organizational commitment (Haley, 2018). In this regard the High Involvement Work Systems (HIWS) as a HRM practice needs to enhance a reciprocity of organizational commitment at the expense of employee turnover or counter work productive behavior. This is in line with the argument of Omilion-Hodges, Ptacek and Zerilli, (2016) that when an organization identifies the different types of impactful HRM practices which leads to higher levels of organizational commitment they can experience an advantage in retaining their valuable workforce. Uribetxebarria, Gago, Legarra and Elorza, (2020) adds that HIWS directly predicts organizational commitment.

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.

Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization (Rogier, 2020). The net effect of having committed employees is that they are more determined in their work, high productivity and proactive in offering their support. Organizational commitment helps organizations perform better and achieve their goals because their employees feel connected to the organization and are more productive and dedicated to their work (Shahid & Azhar, 2013). In this regard the insurance companies are under obligation to implement human resource management practices such as HIWS which ensures psychological and social satisfaction of the employees for organizational commitment. This is justified by the fact that steps to enhance employee involvement in decision-making create better opportunities to perform, better utilization of skill and human potential, and better employee motivation, leading, in turn, to various improvements in organizational and employee outcomes (Boxall, Huo, Macky, & Winterton, 2019). Thus, nurturing HIWS can be considered a recipe for workplace performance and employee well-being hence organizational commitment.

High-involvement working can be defined as "an ongoing experience of high levels of influence over the decisions that affect the work process, identified through worker perceptions of their jobs and their working environment" (Boxall & Winterton, 2018). High involvement work systems (HIWS) refer to a series of practices that are aimed at improving employee involvement (Song, Yu, & Qu, 2021). Organizational effectiveness scholar Edward Lawler and his colleagues identified four interlocking principles for building a high-involvement work system that help to ensure that the system can be effective and that the various practices work together to have a positive impact on employees (Karthikeyan, 2017). These principles

can be summed up as providing employees with power, information, knowledge and rewards (Sowath, 2015; Song, Gu, & Cooke, 2020). Basing on this Edward Lawler principles the study focused on information sharing, team based support, incentives and training and development as High Involvement Work Systems.

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.

Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well-being (Moreno, Díez, & Ferreira, 2021). A good supervisor enables employees to achieve their personal as well as organizational goals. Supervisors are the front side of the organization. Supervisory support have an impact on organizational commitment (Alkhatari, Abuelhassan, Khalifa, Nusari, & Ameen, 2018). The level of organizational commitment and job satisfaction of employees are both positively impacted by their supervisors' assistance. Employee

reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels (Armstrong & Taylor, 2020). They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. The extrinsic reward system and the intrinsic reward system had a direct significant effect on organizational commitment, and work performance (Taba, 2018). Training and development initiatives are educational activities within an organization that are designed to improve the job performance of an individual or group (Day, Bastardo, Bisbey, Reyes, & Salas, 2021). These programs typically involve advancing a worker's knowledge and skill sets and instilling greater motivation to enhance job performance. According to Hussain, Khan and Khan, (2020) There is a significant influence of training & development and its dimensions on organizational commitment.

The HIWP attributes work together to synergistically create opportunities for employee involvement (Kizilos, Cummings, & Cummings, 2013). Thus there is need for organizations to bundle these HIWP attributes through their policy framework. The high-involvement pathway strengthens a decision-making redistribution of work practices within organizations. High level of influence of workers on their work practices makes employees highly empowered at work. The employees feel the gratification and organization commitment becomes their obligation. However, it's not about an absolute shift in power from managers in decision making, which is hardly likely, but about a relative shift in the balance of decision-making through decentralizing greater control over work practices to individual workers or teams (Boxall, Huo, Macky, & Winterton, 2019). Therefore, forms of work organization and supervision that offer workers greater opportunity for discretion, and involvement in the decisions that concern (Wassenaar, 2015). High degree of employee influence in work-related decisions has got positive work-related outcomes however there

is need to take care with the degree of variety that this can imply within and across organizations, industries, and societies (Boxall, Huo, Macky, & Winterton, 2019). Thus, whether organizational commitment is enhanced by implementing a HIWP has to be demonstrated in the specific context, not asserted in a generalized way. Besides Implementing high involvement policies, and benefiting from them, is not as simple as instituting a single practice. What is required is an organizational culture that cultivates HIWPs (Behery, 2011).

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 Kapkiaj, 2017).

Organizational commitment denotes how well employees fit and fully participate in their given organizations. Although studies have linked organizational commitment to high involvement work systems to organizational commitment Boxall and Macky, (2014), BinBakr and Ahmed, (2018). Yang, 2012) little is still known on the positive role of high involvement work systems on organizational

commitment in insurance companies in Kenya. Further, the debate on how organizational commitment is materialized is also torn between two predominant perspectives vis a vis the psychological approach to commitment and the exchange approach (Pinauin, 2012; Xerri & Brunetto, 2013). Larger studies have confirmed the positive effects of high-involvement work practices in manufacturing with limited studies in the service industry. Besides majority of studies on HIWP and its outcomes have been conducted in western contexts whose findings couldn't be generalized in non-western setting (Behery, 2011). Thus, conducting this study to in the Kenyan context contributes to the literature by examining whether the empirical results found in Western environments can be extended to non-Western contexts thus filling the gap.

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 Kapkia, 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 high involvement work systems 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. Studies have linked organizational commitment to high involvement work systems to organizational commitment Boxall and Macky, (2014), BinBakr and Ahmed, (2018). Yang, (2012) though little is still known on the positive role of high involvement work systems on organizational commitment in insurance companies in Kenya. Hence there is a need to verify whether the same applies to the Kenyan context.

Research Objectives

The general objective of this study was to assess the effect of high involvement work systems on organizational commitment in insurance companies

in Uasin Gishu County, Kenya. The specific objectives;

- To assess the effect of information sharing on organizational commitment in insurance companies in Uasin Gishu County, Kenya
- To determine the effect of team-based support on organizational commitment in insurance companies in Uasin Gishu County, Kenya

LITERATURE REVIEW

Empirical Review

The empirical review covered the conceptualized relationship of variables under study which includes high involvement work systems as the independent variable and Organizational Commitment as the dependent variable. High involvement work systems and its constructs included information sharing, team based support and how they are related with Organizational Commitment.

Effect of Information Sharing on Organizational Commitment

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.

Effect of Team Based Support on Organizational Commitment

A leader with team support is one that makes employees feel heard, valued, and cared about. (Kurtessis, et al., 2017). Thus there is need for support role that front-line supervisors, midlevel managers and organizational leaders to assume to enable their employees to be successful in an increasingly complex and competitive global business context. A good supervisor enables employees to achieve their personal as well as organizational goals (Rabbani, Akram, Habib, & Sohail, 2017). Supervisors are front side of the organization hence their support galvanizes much of organizational commitment. According to Gilbert, (2013) organization should prepare supervisors to erect workplace, where employees wish for a long-term stay, provided that each level of performance and prospects can improve their competence to work. If the supervisors do not demonstrate that they take into account the subordinates' contributions, there will be a decrease in belonging and confidence feelings (Ferreira, 2014). Thus, there

is need for enhanced proximity and regular interaction with the subordinates by the supervisors to make it easier for employees to seek and receive feedback on actions consistent with the aspired values. Regarding particularly the affective commitment, quite a few studies show that team based support is related to the affective commitment towards the organization (Dasborough, Ashkanasy, Tee & Herman, 2009).

Racicot, Kernan, and Nicholls (2019) examined the impact of management and team member support on employee attitudes through the mediating effect of safety climate in the eastern United States. Five hundred fifty-six physicians and nurses from a large teaching hospital in the eastern United States completed survey items assessing their perceptions of management support, team member support, and safety climate as well as job satisfaction and organizational commitment. Results indicated that while job satisfaction and commitment were directly affected by perceptions of management and team member support, these relationships were also partially mediated by safety climate. In addition, the results suggested that team member support contributed to the prediction of safety climate over and above the effect of management support alone indicating that multiple sources of support may be important in developing positive safety climates. However the study was not conducted in the Kenyan context.

Tawil et al., (2022) reviewed the important role of Shared Vision Based Teamwork Cohesiveness (SVBTC) in bridging Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) for employees of an organization. The study was conducted using a library research method based on theoretical studies and references to reputable scientific journal articles. The study concepts included perceived organizational support (POS), organizational commitment (OC), shared vision based teamwork cohesiveness (SVBTC), and organizational citizenship behavior (OCB). The study was carried out with systematic steps which included: determining concepts and building logic

between concepts, building study models, setting criteria for articles from reputable journals, and selecting articles in journals that meet the criteria. Based on the results of the study conducted, the study concluded that efforts to create employee OCB must begin with presenting good POS first, then good POS, team work will encourage an increase in OC, so that it has a positive impact on OCB. However, the study was not conducted amongst insurance companies.

Jungert (2012) investigated meaning of support from co-workers and managers in teams when working. In two studies, one with a sample of 45 employees in a Swedish private research-oriented company (6 females and 39 males) and one with a sample of 235 Swedish care givers (214 females and 21 males) completed surveys. Results showed that employees perceived high levels of motivation and self-efficacy. Study 2 also showed that employees perceived greater support for autonomy from co-workers than from managers but greater support for competence from managers. As in previous studies, support from managers was significantly positively related to employees' outcomes. However, results also showed that co-worker support predicted these outcomes over and above the effects of managerial support and that support for autonomy was related to motivation while support for competence was related to self-efficacy. However, the study didn't focus on organizational commitment.

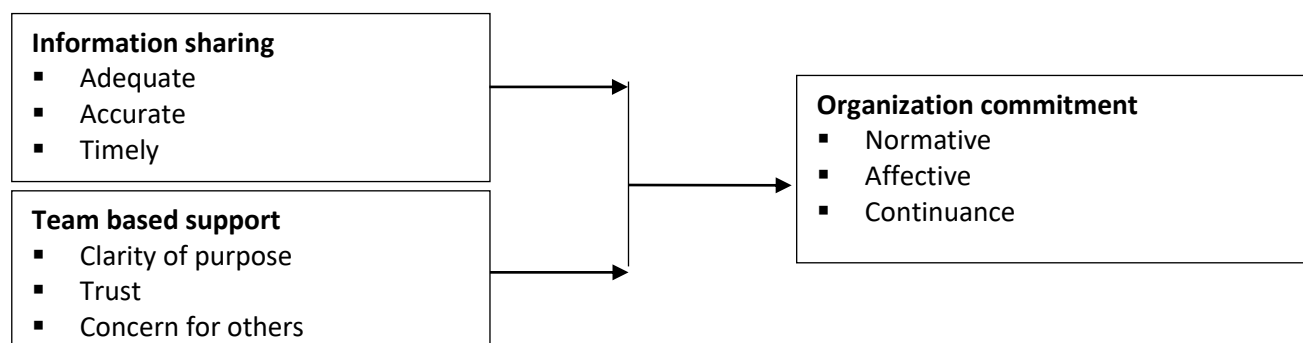
Ghorbanhosseini, (2013) provided a model for determining impact of organizational culture, teamwork and organizational development on organizational commitment with emphasis on the mediating role of human capital. The 266 employees of SAFA Industrial Group were selected using random sampling and they responded research tools. Path analysis test was used for analysis of research data. Findings show that organizational culture, teamwork, and organizational development have direct and significant impact on human capital. In addition,

human capital has a positive effect on organizational commitment. Organizational culture, teamwork and organizational development have direct and significant effect on organizational commitment. Finally, findings show that human capital has mediating role between organizational culture, teamwork, organizational development and organizational commitment. However, the study was not conducted in the Kenyan context. A study by Zincirkiran, Emhan, and Yasar, (2015) focused on the employees of public and private hospitals in Diyarbakir. The results suggest that there is a positive linear relationship between team work, organizational commitment and organizational performance variables.

Conceptual framework

A conceptual frame work is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Mitra, Akhtar, & Gupta, 2018). The current study

conceptualizes a relationship between high involvement work systems and Organizational Commitment. High involvement work systems is the independent variable while the dependent variable is Organization Commitment. High involvement work systems dimension that was focused in this study includes information sharing, team-based support, reward and recognition, training and development. Battistelli, Odoardi, Vandenberghe, Di Napoli and Piccione, (2019) found that information sharing predicted organizational commitment. In this study the determinants of information sharing that was used as information sharing included relevance, adequacy, accuracy, timeliness and security of information (Foster & Lin, 2011). Team based support significantly affects organizational commitment (Yasar, Emhan, & Ebere, 2014). Team based support was measured in terms of clarity of purpose, concern for others, and trust (Mickan & Rodger, 2000).



Independent Variable
(High Involvement Work Systems)

Dependent Variable
(Organization commitment)

Figure 1: Conceptual Framework

METHODOLOGY

Research Design: This study adopted a descriptive survey research design. Descriptive research design is a type of research that describes a population, situation, or phenomenon that is being studied (Formplus., 2021). Descriptive research is a quantitative research method that attempts to collect quantifiable information for statistical analysis of the population sample.

Target Population: The target population was 754 respondents who were drawn from the insurance companies in Uasin Gishu County comprised of

middle, top-level management, operative level management and other staff.

Determination of Sample size: In general, the sample size used in a study is determined based on the cost of data collection, and based on sufficient statistical power. Sample size may be determined based on three approaches namely statistical power base using a target for the power of a statistical test to be applied once the sample is collected. In this study the sample size was 261 determined using Slovincs formular. After the sample size of 261 respondents was distributed

proportionally to each insurance company according to Neyman's allocation formula (Carfagna & Arti, 2007). The purpose of the method was to maximize survey precision, given a fixed sample size. With Neyman's allocation, the best sample size for strata h would be:

The Slovin's Formula is given as follows:

$$n = N/(1+Ne^2),$$

where n = sample size,

N = population size

e = the margin of error (0.05).

$$n = 754 / (1 + 754 (0.05)^2)$$

$$n = 261$$

Data Collection: This study collected quantitative data generated from primary sources. Data collection method is the systematic gathering of information from a sample population so as to accurately answer a question in a given area of interest. Primary sources was a major source of data in this study and was collected by use of questionnaires. Likert scale anchored on a five-point rating ranging from strongly agree to strongly disagree was used in the design of the questionnaires (5 = Very Great Extent (VGE) 4 = Great Extent (GE) 3 = Moderate Extent (ME) 2 = Small Extent (SE) 1 = Very Small Extent (VSE).

Data Processing and Analysis: 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.

The Regression Model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \dots \dots \dots \text{Equation 1}$$

Where y will be OC, dependent variable x was high involvement work systems, β was the standardized Regression Co-efficient.

X_1 represent information sharing

X_2 represent team-based support

RESULTS FINDINGS AND DISCUSSION

Descriptive Results for Variables

The study sought to establish the descriptive results for the high involvement work systems as information sharing, team based support, as independent variables and organizational commitment in insurance companies in Uasin Gishu County, Kenya as the dependent variables as represented.

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 clarifies and shares information on duties and responsibilities of each and every staff. If employees realize that IS hinder them from performing according to expectations or even renders them unable to complete tasks, then they may feel anxious since they may be evaluated negatively by their managers, or may cause customers to be dissatisfied (Wong, et al., 2022)

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).

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 Team Based Support

Properly developed teamwork relations enhance multiple skills on the individual members where

there is creative problem-solving skills and easy learning when there is an introduction of new concepts. At an effective teamwork level, learning

becomes easier in comparison to the absence of teamwork and individual performance is improved with the enhanced learning (Howard, Turban, & Hurley, 2016). According to table 2 a total of 70.3% of the respondents both agreed and strongly agreed that the goals of the organization and their department are clear to them (M=3.90 SD=1.045), 13.1 % were in disagreement while 16.6% were undecided. When employees trust their employers, have clear goals, they are much more likely to work together towards as team for purposes of achieving the same ultimate business goals. Besides Rosenstein (2023) notes that when everyone has a clear understanding of everything, they need to know about the work required to effectively achieve their goal. Besides, a majority of the employees 66.9% of the respondents agree that their team members participate in setting and prioritizing goals working together (M=3.85 SD=1.322), 22.6% were in disagreement while undecided were 10.6%. This is hinged on the fact that working in unison to achieve a common goal is hinged clarity, everyone has a clear understanding of everything they need to know about the work required to effectively participate in achieving their goal which emboldens their level of commitment. A total of 67.8% of the respondents also agreed and strongly agreed that they trust members of their team are willing to share their knowledge and skills

without fear (M=4.11 SD=.988), 7.5% disagreed and strongly disagreed while 24.6% were undecided. A total of 68.3% of respondents agreed and strongly agreed that high levels of commitment and encouragement from colleagues have enabled them to thrive amongst challenges and pressures (M=3.96 SD=1.050), 6.0% strongly disagreed and disagreed while 25.6% were undecided. Lastly 77.9% of the respondents agreed and strongly agreed that their supervisor encourages shared solutions to a colleague's challenges for best results (M=4.07 SD=.856), 5.5% were in disagreement while 16.6% were undecided. It is therefore evidence that the insurance companies practice team-based support to influence organizational commitment based on the weighted mean of team-based support of 4.01 and SD .651. The implication of this is that there should be policy frameworks which recognize and enhance team-based support within various domains of their operations. The team should have clarity of purpose and concern for others built on mutual trust for cohesiveness to perpetuate organizational commitment. Clarity of purpose of a team improves a team's ability to execute, its ability to change directions confidently, and its overall satisfaction. In the realms of organizational support concern for others and trust remains supreme.

Table 2: Descriptive Statistics of Team Based Support

Responses	SD %	D%	UD%	A%	SA%	MEAN	SD
The goals of the organization and my department are clear to me	2.0	11.1	16.6	43.2	27.1	3.82	1.017
My team members participate in setting and prioritizing goals working together	3.5	19.1	10.6	16.6	50.3	3.91	1.300
I Trust members of my team are willing to share their knowledge and skills without fear	0.0	7.5	24.6	20.6	47.2	4.08	1.010
High levels of commitment and encouragement from colleagues have enabled me to thrive amongst challenges and pressures	2.5	3.5	25.6	29.1	39.2	3.99	1.010
My supervisor encourages shared solutions to a colleagues challenges for best results	0.0	5.5	16.6	44.2	33.7	4.06	.851
Team Based Support						4.01	.651

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 3, 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 3: 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)

Correlational Analysis

Correlation coefficient shows the magnitude and direction of the relationship between the study variables. The correlation analysis output in table 4 shows that there is a positive significant correlation between lean management practices and competitiveness at $p < 0.01$ level of significance. Correlations between information sharing, team based support, incentives, training and development, organizational commitment, where $r = .675^{**}$, $r = .425^{**}$, $r = .611^{**}$, $r = .450^{**}$ respectively

were also positively and significantly related to competitiveness where $P < 0.01$. This implies that an organization that adopts high involvement work system is bound to attain organizational commitment. This is supported by Uribetxebarria, Gago, Legarra and Elorza, (2020) adds that HIWS directly predicts organizational commitment. This therefore indicates that insurance companies in Uasin Gishu County should consider improving HIWS so as to promote their organizational commitment.

Table 4: High Involvement Work System vs Organizational Commitment

	Information sharing	Team-based support	Incentives	Training and development	Organizational Commitment
Information sharing	1				
Team-based support	.485**	1			
Incentives	.483**	.212**	1		
Training and development	.169*	.070	.259**	1	
Organizational Commitment	.675**	.425**	.611**	.450**	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 High Involvement

Work System vs Organizational Commitment of insurance companies in Uasin Gishu County as presented in table 5.

Table 5: Effect of High Involvement Work System on organizational commitment in insurance companies in Uasin Gishu County, Kenya Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.684 ^a	.468	.462	.366	1.822

a. Predictors: (Constant), Team Based Support, Information Sharing

b. Dependent Variable: Organizational Commitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.113	2	11.557	86.113	.000 ^b
	Residual	26.304	196	.134		
	Total	49.417	198			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Team Based Support, Information Sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	1.900	.195		9.733	.000
	Information	.484	.047	.613	10.287	.000
	Team Sup	.098	.046	.127	2.134	.034

a. Dependent Variable: Organizational Commitment

The model summary of multiple regressions showing that all the two predictors (Team Based Support and Information Sharing) jointly explained

46.8 percent variation on organizational commitment. This showed that considering the four independent study variables, there is a probability

of 46.8 percent ($R^2=0.468$) in predicting organizational commitment. The adjusted R^2 for the variables was .462 which is 46.2% variation on organizational commitment as explained by HIWS. This implies that when the insurance companies embrace HIWS, then organizational commitment is likely to improve. Whether the assumption of independent errors is tenable is informed by the Durbin Watson statistic. Values less than 1 or greater than 3 should raise alarm, but the closer to 2 the value is, the better. The study gave a value of 1.822. This value is very close to 2 and therefore the assumption has been met.

F-value of 86.113 and a p-value of 0.00 significant at 5 percent level of confidence, indicating that the overall regression model was significant. Hence, the joint contribution of the independent variables was significant in predicting organizational commitment. Therefore, high involvement work systems significantly affects organizational commitment in insurance companies in Uasin Gishu County, Kenya. These findings are in line with findings of Uribetxebarria, Gago, Legarra and Elorza, (2020), BinBakr and Ahmed, (2018), Boxall and Macky, (2014) who also found a positive and significant effect of high involvement work systems on organizational commitment. It therefore implies that nurturing HIWS is a recipe for workplace performance and employee well-being hence organizational commitment. This is because HIWS ensures psychological and social satisfaction of the employees for organizational commitment. In this regard the insurance companies should invest in this HIWS under study for maximal organizational commitment.

Results of the multiple regression coefficients presented in Table 5 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 showed that the beta value for information sharing (.484), team based support (.098) were all positive. The model can then be specified as:-

$$Y = 1.900 + .484X_1 + .098X_2 + \epsilon, \dots\dots\dots 2$$

Where:

X_1 = information sharing

X_2 = team based support

ϵ , = Error term

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

H₀₁: There is no significant effect of information sharing on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya

Results revealed standardized regression coefficient for information sharing ($\beta=0.484$), implies that an increase of 1 standard deviation in information sharing is likely to result in a 0.484 standard deviation increase in organizational commitment. t 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 ($t =10.287, P<.05$). 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).

H₀₂: There is no significant effect of team-based support on organizational Commitment in insurance companies in Uasin Gishu County, Kenya

Result reveal standardized regression coefficient for team-based support ($\beta=.098$), implies that an increase of 1 standard deviation in team-based support is likely to result in a 0.098 standard deviations increase in organizational commitment. t 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 team based support ($t =2.134$, $P<.05$). Therefore, the null hypothesis was rejected. Thus, it can be concluded that team-based support has a statistically significant effect on organizational Commitment in insurance companies in Uasin Gishu County, Kenya. These findings are supported by Tawil et al., (2022); Racicot, Kernan, and Nicholls (2019) and Jungert (2012) who also found a positive link between team based support and organizational commitment. The findings are based on the social exchange theory. This is ascribed to the fact that through team based support employees give attention and support to all their colleagues and not just those they feel personally compatible with courtesy of team cohesiveness which translates to organizational commitment. The most self-serving benefit of team support amongst employees is that it will produce better results for the company. However, employees who feel supported by their manager and colleagues are more likely to be satisfied with their jobs and work

through professional challenges more easily hence organizational commitment (Newsome, 2023). In this regard promotion of team-based support amongst employees working for the insurance companies remain key in attaining their organizational commitment. The team should have clarity of purpose and concern for others built on mutual trust for cohesiveness to perpetuate organizational commitment. Clarity of purpose of a team improves a team's ability to execute, its ability to change directions confidently, and its overall satisfaction because the employees will have more confidence that they're doing the most important work they can be doing and understand why it matters in the grand scheme of things. However, Rosenstein, (2023) rejoins that don't get addicted to clarity. Intrinsic to doing great things that haven't been done before is a large amount of ambiguity. A team that freezes in the face of ambiguity is a team that can't get very far in navigating uncharted territories. Never the less in the realms of organizational support concern for others and trust remains supreme.

CONCLUSIONS

High involvement work systems significantly affects organizational commitment. It therefore implies that nurturing HIWS is a recipe for workplace performance and employee well-being hence organizational commitment. This is because HIWS ensures psychological and social satisfaction of the employees for organizational commitment. Basing on the theory of reasoned action and social exchange theory which supports the findings, the insurance companies should invest in this HIWS under study for maximal organizational commitment. 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.

There is a significant effect of incentives on Organizational Commitment in insurance companies in Uasin Gishu County, Kenya. This implies that the organizational commitment of employees is pegged on the use of incentives by insurance companies amongst their employees. These findings are based on the social exchange theory. Based on a positive social exchange pay rises, commissions regular promotions build engagement among employees to encourage teamwork, boost morale and motivation for organizational commitment.

Recommendations for the Study

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.

The organization should invest in team-based support amongst employees. The insurance companies should ensure that they strengthen their policy frameworks which recognize and enhance team-based support within various domains of their operations. The team should have clarity of purpose and concern for others built on mutual trust for cohesiveness to perpetuate organizational commitment. Besides as a team the employees should use their diversity of skills and Knowledge to develop diverse talents for optimal organizational commitment.

REFERENCES

- Adekola, B. (2012). The impact of organizational commitment on job satisfaction: A study of employees at Nigerian Universities. *International Journal of Human Resource Studies* , 2(2), 1.
- Alexandra, G. (2014). Is qualitative research generalizable . *Journal of community positive practices* , XIV(3), 114-124.
- Al-Jabari, B., & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1).
- Amir, M. S., Habibeh, H., Mostafa, M., Sanaz, J., Azadeh, S., & Kolsoum, S. (2016). Social Exchange Theory and Attachment Theory:Combination of Sociological and Psychological approaches to form a biopsychosocial viewpoint to human social and interpersonal relationships. *International Journal of Humanities and Cultural Studies ISSN 2356-5926*, 1.
- Azinga, E. N., Kamaara, M., & Ombui, K. (2020). Job characteristicsand employee turnover in the insurance industry in Kenya. *International Journal of Management and Commerce Innovations*, 7(2),1441-1450.
- Bajpai, S., & Bajpai, R. (2014). Goodness of measurement: Reliability and validity. *International Journal of Medical Science and Public Health*, 3(2), 112-115.
- Bashir., Nouruddeen., Long., & Sang., C. (2015). The relationship between training and organizational commitment among academicians in Malaysia. *Journal of Management Development* , 34(10),1227-1245. .

- Battistelli, A., Odoardi, C., Vandenberghe, C., Di Napoli, G., & Piccione, L. (2019). Information sharing and innovative work behavior: The role of work based learning, challenging tasks, and organizational commitment. *Human Resource Development Quarterly*.
- Behery, M. (2011). High involvement work practices that really count: perspectives from the UAE. . *International Journal of Commerce and Management*.
- Benson, G. S., Kimmel, M., & Lawler, E. E. (2013). Adoption of employee involvement practices: Organizational change issues and insights. In *Research in organizational change and development*. Emerald Group Publishing Limited.
- BinBakr, M. B., & Ahmed, E. I. (2018). High-involvement work processes and organizational commitment of female faculty in Saudi Arabia. *International Journal of Leadership in Education*.
- Blau, P. (2017). *Exchange and power in social life*. Routledge.
- Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business Research Methods*. McGraw Hill.
- Bollen, K. A. (2014). *Structural equations with latent variables (Vol. 210)*. John Wiley & Sons.
- Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, employment and society*, 28(6), 963-984.
- Boxall, P., & Winterton, J. (2018). Which conditions foster high-involvement work processes? A synthesis of the literature and agenda for research. *Economic and Industrial Democracy*, 39(1), 27-47.
- Boxall, P., Huo, M. L., Macky, K., & Winterton, J. (2019). High-involvement work processes and systems: A review of theory, distribution, outcomes, and tensions. *Research in personnel and human resources management*, ISBN: 978-1-78973-852-0, eISBN: 978-1-78973-851-3 .
- Boxall, P., Hutchison, A., & Wassenaar, B. (2015). How do high-involvement work processes influence employee outcomes? An examination of the mediating roles of skill utilisation and intrinsic motivation. *The International Journal of Human Resource Management*, 26(13), 1737-1752.
- Brown, P., & Bahri, P. (2019). 'Engagement' of patients and healthcare professionals in regulatory pharmacovigilance: establishing a conceptual and methodological framework. *European journal of clinical pharmacology*, 75(9), 1181-1192.
- Cameron, C., & Miller, D. L. (2015). A Practitioner's Guide to Cluster-Robust Inference. *Journal of Human Resources* , 50(2),317-372.
- Casimir, G., Lee, K., & Loon, M. (2012). Knowledge sharing: influences of trust, commitment and cost. *Journal of knowledge management*, 16 (5), 740-753.
- Çelik, S., & Rasoolimanesh, S. M. (2021). Residents' Attitudes towards Tourism, Cost–Benefit Attitudes, and Support for Tourism: A Pre-development Perspective. *Tourism Planning & Development*, 1-19.
- Cohen, P., West, S. G., & Aiken, L. S. (2014). *Applied multiple regression/correlation analysis for the behavioral sciences*. Psychology Press.
- Ćulibrk, J., Delić, M., Mitrović, S., & Ćulibrk, D. (2018). *Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement*. Retrieved from <https://europepmc.org> accessed on 04/06/2021
- Dasborough, M. T., Ashkanasy, N. M., Tee, E. Y., & Herman, H. M. (2009). What goes around comes around: How meso-level negative emotional contagion can ultimately determine organizational attitudes toward leaders. *The Leadership Quarterly*, 20(4), 571-585.
- Daw, J. R., & Hatfield, L. A. (2018). Matching and regression to the mean in difference in differences analysis. *Health services research*, 53(6), 4138-4156.
- Dormann, C. F., Elith, J., Bacher, S., Buchmann, C., Carl, G., Carré, G., & Münkemüller, T. (2013). Collinearity: a review of methods to deal with it and a simulation study evaluating their performance. *Ecography*, 36(1), 27-46.

- Eslami, J., & Gharakhani, D. (2012). Organizational commitment and job satisfaction. . *ARPN journal of science and technology*, 2(2), 85-91.
- Fabi, B., Lacoursière, R., & Raymond, L. (2015). Impact of high-performance work systems on job satisfaction, organizational commitment, and intention to quit in Canadian organizations. *International Journal of Manpower*, 36 (5), 772-790.
- Ferreira, M. M. (2014). Organizational commitment and supervisor support, perception of procedural fairness, tenure in the hospital: the mediating effect of work-life balance-study in nurses. . *Clinical Nursing Studies*, 3(2), 17.
- Fishbein, M., & Ajzen, I. (2011). *Predicting and changing behavior: The reasoned action approach*. Psychology press.
- Gilbert, T. F. (2013). Human competence: Engineering worthy performance. *John Wiley & Sons*.
- Gould-Williams, J., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes: An analysis of public sector workers. *Public management review*, 7(1), 1-24.
- Haley, L. (2018). What Makes Employees Stay? Examining Social Exchange Relationships, Organizational Commitment, and Intent to Leave Among Casino Employees. *The University of Southern Mississippi*.
- Ingsih, K., Prayitno, A., Waluyo, D. E., & Suhana, S. (2020). Mediating Roles of Job Satisfaction toward the Organizational Commitment of Employees in the Public Sector. *The Journal of Asian Finance, Economics and Business*, 7(10), 999–1006.
- Kang, H. J., Gatling, A., & Kim, J. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. . *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68-89.
- Karthikeyan, C. (2017). A Phenomenological Study on Prevailing High Involvement Work Practices for Organisation Success; A Leadership Perspective. *International Journal of Research in Social Sciences*, 7(3), 363-397.
- Karthikeyan, C. (2017). A Phenomenological Study on Prevailing High Involvement Work Practices for Organisation Success; A Leadership Perspective. *International Journal of Research in Social Sciences*, 7(3), 363-397.
- Kim, S. L. (2021). Supervisor Knowledge Sharing and Employee Knowledge Sharing: The Moderating Roles of Learning Goal Orientation and Affective Organizational Commitment. *Sustainability*, 13(8), 4176.
- Kinyanjui, N. (2015). Evaluating employee turnover and the adoption of modern retention strategies in Kenyan insurance firms. *Unpublished Master's Thesis. Kenya: Strathmore University*.
- Kizilos, M. A., Cummings, C., & Cummings, T. G. (2013). How high-involvement work processes increase organization performance: The role of organizational citizenship behavior . *The Journal of applied behavioral science*, 49(4), 413-436.
- Klein, H. J., Becker, T. E., & Meyer, J. P. (2012). *Commitment in organizations: Accumulated wisdom and new directions*. Routledge.
- Lawler III, E. E. (1986). *High-Involvement Management. Participative Strategies for Improving Organizational Performance*. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104.
- Leung, A. K.-Y., & Cohen, D. (2011). Within- and Between-Culture Variation: Individual Differences and the Cultural Logics of Honor, Face, and Dignity Cultures. *Journal of Personality and Social Psychology*, 0022-3514/11/\$12.00 DOI: 10.1037/a0022151.
- Li, S. X., & Sandino, T. (2018). Effects of an information sharing system on employee creativity, engagement, and performance. *Journal of Accounting Research*, 56(2), 713-747.
- Lucas, R. E., & Donnellan, M. B. (2012). Estimating the reliability of single-item life satisfaction measures: Results from four national panel studies. *Social Indicators Research*, 105(3), 323-331.

- Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55.
- Mathieu, C., Fabi, B., Lacoursiere, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), 113-129.
- McClean, E., & Collins, C. J. (2011). High-commitment HR practices, employee effort, and firm performance: Investigating the effects of HR practices across employee groups within professional services firms. *Human resource management*, 50(3), 341-363.
- Ng, T. W. (2015). The incremental validity of organizational commitment, organizational trust, and organizational identification. *Journal of Vocational Behavior*, 88, 154-163.
- Ngah, R., & Ibrahim, A. R. (2010). The effect of knowledge sharing on organizational performance in small and medium enterprises.
- Omilion-Hodges, L. M., Ptacek, J. K., & Zerilli, D. H. (2016). A comprehensive review and communication research agenda of the contextualized workgroup: The evolution and future of leader-member exchange, coworker exchange, and team-member exchange. *Annals of the International Communication Association*, 40(1), 343-377.
- Orgambidez, A., & Almeida, H. (2020). Supervisor support and affective organizational commitment: The mediator role of work engagement. *Western journal of nursing research*, 42(3), 187-193.
- Porter, L. W., Crampon, W. J., & Smith, F. J. (1976). Organizational commitment and managerial turnover: A longitudinal study. *Organizational behavior and human performance*, 15(1), 87-98.
- Rabbani, S. H., Akram, J., Habib, G., & Sohail, N. (2017). Supervisory support on the organizational commitment: Role of power distance in the manufacturing sector of Pakistan. *Resource*, 9(22).
- Risal, N. (2018). Employees Commitment And Organizational Performance: An Empirical Evidence from Life Insurance Companies in Kathmandu, Nepal. *International Journal of Creative Research Thoughts (IJCRT)*, 73-86.
- Sabrina, S. (2016). *How Social Exchange Theory Applies To The Workplace*. Retrieved 6 2, 2021, from <https://www.tinypulse.com/blog/sk-social-exchange-theory-in-the-workplace>
- Saqib, S., Abrar, M., Sabir, H. M., Bashir, M., & Baig, S. A. (2015). Impact of tangible and intangible rewards on organizational commitment: evidence from the textile sector of Pakistan. *American Journal of Industrial and Business Management*, 5(03), 138.
- Schultz, D. P., & Schultz, S. E. (2020). *Psychology and work today: An introduction to industrial and organizational psychology*. Routledge.
- Sianturi, M. (2011). *Psychological Capital Merupakan Prediktor Positif Bagi Job Insecurity*. Essay. Medan: Universitas Sumatera Utara. Retrieved 07 31, 2021, from repository.usu.ac.id
- Song, Z., Gu, Q., & Cooke, F. L. (2020). The effects of high-involvement work systems and shared leadership on team creativity: A multilevel investigation. *Human Resource Management*, 59(2), 201-213.
- Tabachnick, B., & Fidell, L. (2007). *Using multivariate statistics (5th ed)*. Boston: Pearson Education Inc.
- Ulfha, S. R., Rosmadi, M. L., Widiastuti, E., & Raspati, M. I. (2019). Role of Knowledge Sharing and Organizational Commitment to Development Micro Small and Medium Enterprises (MSMEs). *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 2(2), 307-312.
- Uribebarria, U., Gago, M., Legarra, M., & Elorza, U. (2020). The link between HIWPs and well-being at work: the mediating role of trust. *Employee Relations: The International Journal*.

- Xerri, M. J., & Brunetto, Y. (2013). Fostering innovative behaviour: The importance of employee commitment and organisational citizenship behaviour. *The International Journal of Human Resource Management*, 24(16), 3163-3177.
- Yousef, D. (2017). Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government. *International Journal of Public Administration*, 40:1, 77-88.
- Zimmerman, J. L. (2011). Accounting For Decision Making and Control Seventh Edition. *McGraw-Hill*.