The Influence of Clan Culture on Knowledge Sharing among Commercial Banks' Employees in Nakuru City, Kenya

Daniel Ongeri Kerandi[1*], Lilian Oyieke[2], Grace Wambui Kamau[2]

[1]Kenya Methodist University, Po Box 267 – 60200, Meru, Kenya
[2]Technical University of Kenya, Po Box 52428 – 00200, Nairobi, Kenya

** Correspondence email: dankerandi@gmail.com*

Abstract

Knowledge is considered a critical resource that today's organizations can use for competitive advantage. To create organizational value, knowledge should be shared across members of an organization. Despite knowledge being a vital resource, many commercial banks face challenges in sharing their knowledge resources effectively. Organizational culture is both the primary barrier to and the source of empowerment for information sharing. This study aimed to investigate the influence of clan culture on knowledge sharing among employees of selected commercial banks in Nakuru City, Kenya. The Competing Values Framework, and Social Exchange Theory were used to anchor the study. Quantitative research approach was adopted with a positivist worldview of deductive testing. Explanatory and cross-sectional survey design was used, targeting 28 commercial banks in Nakuru City. Based CBK classification, three large, two medium, and five small banks were purposively selected. Stratified random sampling was then used to select a sample size of 178 respondents, who responded to questionnaires administered to them. Both descriptive and inferential statistics were conducted using SPSS version 27.0. Spearman's rank correlation showed a significant positive relationship between clan culture and knowledge sharing. Binary logistic regression further revealed that clan culture accounts for 56.4% of the variance in knowledge sharing (Nagelkerke $R^2 = 0.564$). The findings revealed that clan culture is dominant and preferred among employees in commercial banks. Its positive influence on knowledge sharing underscores the need for bank managers to foster a knowledge-sharing culture to enhance organizational learning and competitive advantage. The results of this study contribute to the body of knowledge on knowledge sharing in Kenyan commercial banks and associated contexts. Additionally, the findings of the study will enable managers of commercial banks to learn how to foster a culture of knowledge sharing inside their institutions in order to add value to their organizations and gain a competitive edge in the banking sector.

Keywords: *Organizational culture, Clan culture, Commercial bank, Knowledge sharing, Nakuru City*

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1.0 Introduction

Knowledge sharing is the process of imparting knowledge in an appropriate format to other members of an organization (Zhang & Venkatesh, 2017). Knowledge in organizations can be shared through formal and informal means such as written correspondence or face-to-face interactions. Notably, even in highly structured environments, employees often engage in unconscious knowledge sharing through casual and spontaneous interactions (Wen & Wang, 2022). Knowledge sharing is recognized as a vital organizational capability, particularly in the financial services sector, where information is a core asset. Commercial banks rely heavily on efficient knowledge sharing to maintain competitiveness, foster innovation, and ensure high service quality. However, knowledge sharing is influenced by organizational culture, which acts either as an enabler or a barrier (Ajmal et al., 2020). One specific type of organizational culture that has garnered attention in recent years is clan culture, which emphasizes teamwork, employee involvement, trust, and a sense of family within the workplace (Alzoubi & Ahmed, 2019; Cameron & Quinn, 2011).

Culture includes a collection of people's shared views, values, attitudes, behaviours, and customs (Warrick, 2017). A specific organizational culture characterizes every organization, and this is embedded in the beliefs, assumptions, and values that give a sense of direction to its members. Organizational culture, according to Linn (2018), is the most important component that influences behaviour and enables employees to create, acquire, share, and manage knowledge in a particular setting. Thus, it is important to build a culture that encourages staff members to generate and disseminate knowledge among themselves. Clan culture, as defined in the Competing Values Framework (CVF), promotes a collaborative environment where knowledge is freely exchanged through social interaction, informal networks, and mutual respect (Cameron & Quinn, 2011). In such cultures, the bonds among employees foster a sense of belonging and psychological safety, which are key antecedents of knowledge-sharing behaviour (Phuong & Hoang, 2020). This is particularly relevant for knowledge-intensive organizations such as banks, where informal knowledge often underpins decision-making and customer service (Chatterjee et al., 2021).

The study concluded that clan culture is mostly preferred by bank employees due to its focus on employee well-being. This culture fosters long-term human resource development and group cohesion, making it a strong driver of organizational commitment.

Nakuru is Kenya's fourth largest residential town after Nairobi, Mombasa, and Kisumu and was recently upgraded to a city status (Owino, 2021). Nakuru City was rated the fastest-developing town in sub-Saharan Africa in 2013 by the UN-Habitat (Chege, 2018). It is located within Nakuru County, a defunct local government in Kenya. The town

has a good road network to other major towns in Kenya, making it a centre of trade and industrial activity. The Bank Supervision Annual Report 2022 ranks Nakuru County as the fourth most extensive branch network of banks after Nairobi, Mombasa, and Kiambu, with the bulk of bank branches located in Nakuru City (Central Bank of Kenya [CBK], 2022). There are 41 licensed commercial banks in Kenya, of which 28 have branches in Nakuru City. This growth in the banking industry in Nakuru has been attributed to the high population that has continued to grow steadily over time (CBK, 2022). Therefore, Nakuru City presents a unique case due to its expanding financial sector and increasing focus on organizational innovation. Understanding the interplay between clan culture and knowledge sharing within banks in this setting is critical to enhancing knowledge management practices and sustaining competitive advantage.

Statement of the Problem

Knowledge sharing is undoubtedly key for all organizations, more so commercial banks which view knowledge as a valuable but elusive asset (Andleeb et al., 2020). Knowledge sharing facilitates not only the intellectual reuse of information, but also the continuous renewal of employees' expertise, thereby playing a critical role in enhancing organizational adaptability and competitiveness in a dynamic and rapidly evolving environment. Improving the calibre and effectiveness of banking services is the primary goal of knowledge sharing in the banking sector. Given that banking is a knowledge-driven industry, leveraging knowledge is the last untapped opportunity for banks to gain a competitive edge (Easa, 2019). Therefore, the implementation of strategies that encourage knowledge sharing is imperative to counter the dynamic challenges.

Despite knowledge being a vital resource, many commercial banks face challenges in sharing their knowledge resources effectively (Azudin et al., 2019; Ipe, 2018; Nor et al., 2020). A comparative study by Easa (2019) on knowledge management in the banking industry in both developed and developing countries revealed that knowledge sharing is still in its infancy for most commercial banks in developing nations. The necessity of implementing more information-friendly business strategies and developing a culture that encourages knowledge-sharing between firms has been highlighted by many scholars in recent years (Andleeb et al., 2020). The fact that culture shapes how individuals value knowledge, is one of the main factors influencing employees' knowledge sharing (Memon et al., 2020). Furthermore, it has been stated that the largest barrier to information sharing in organizations is organizational culture, and that the key to the success of knowledge management initiatives is to foster a culture of knowledge sharing (Zhang, 2018).

The unique structures and contexts characterized by commercial banks indicated the need to investigate further how clan culture influences knowledge sharing among employees of the selected banks. Despite having several global and local studies relating knowledge management and organization culture (Assefa et al., 2018; Chang et al., 2017; Kipkosgei et al., 2020;

Nguyen, 2019), little emphasis has been given to commercial banks, more so in the Kenyan context. This study took this problem as the main research gap, and sought to investigate the influence of clan culture on knowledge sharing among employees of commercial banks in Nakuru County City, Kenya. The findings aim to provide context-specific insights that can inform human resource strategies and organizational development initiatives in the Kenyan banking sector.

Research Objective

To assess the relationship between clan culture and knowledge sharing among employees of commercial banks in Nakuru City, Kenya.

Research Hypothesis

H0: There is no significant relationship between clan culture and knowledge sharing among employees of commercial banks in Nakuru City, Kenya.

2.0 Materials and Methods

This study used a quantitative research approach. This approach was suitable for the study because it allowed the researcher to test objective theories by establishing the relationship between variables from the sample data. A positivist perspective was applied, which included deductive testing, bias protection mechanisms, counterfactual or alternative explanation controls, and the ability to generalize and replicate the results. According to Saunders et al. (2016), positivism is concerned with objective reality, and the study subject and the researcher are independent.

The study adopted an explanatory and cross-sectional survey design. As postulated by Leavy (2017), an explanatory study determines causal relationships, associations, and correlations between variables. Moreover, the cross-sectional design seeks to measure the relationship of variables using information from a sample at one point in time. Therefore, this design was appropriate for this study because it allowed the researcher to determine how clan culture influences knowledge sharing among employees of commercial banks.

Sampling Procedure

The study population constituted 322 employees of commercial banks located within Nakuru City. Nakuru City was selected because of its heterogeneity of all commercial banks. Based on CBK classification, there are 9 large, 6 medium, and 15 small banks in Nakuru City, forming a ratio of 3:2:5. Using this ratio, 3 large, 2 medium, and 5 small banks were purposively selected among the top ranked banks within each category. Stratified random sampling was then used to select study respondents, while ensuring proportional representation from each category of banks. A sample size of 178 respondents was determined using the following formula as advocated by Kothari (2016);

$$n = \frac{z^2 * p * q * N}{e^2(N-1) + z^2 * p * q}$$

$$n = \frac{1.96^2 * 0.5 * (1-0.5) * 332}{0.05^2(332-1) + 1.96^2 * 0.5 * (1-0.5)} \cong \mathbf{178}$$

Where: n = desired sample size; e = the acceptable error (5% or 0.05); z = the standard normal variate at 95% confidence level (1.96); p = sample proportion (50%), $q = 1 - p$; and N = target population

Table 1

Sample frame

Bank Name	Category	Population	Sample
Kenya Commercial Bank Limited	Large	68	37
Equity Bank Ltd	Large	88	47
Co-operative Bank of Kenya Ltd	Large	66	35
Bank of Baroda (Kenya) Limited	Medium	26	14
Prime Bank Limited	Medium	22	12
Guaranty Trust Bank (Kenya) Ltd.	Small	16	9
Gulf African Bank Ltd	Small	14	8
Bank of Africa Kenya Ltd	Small	12	6
Sidian Bank Limited	Small	10	5
Credit Bank Limited	Small	10	5
Total		**332**	**178**

Source: Researcher (2024)

Data Collection Techniques

The study mainly used primary data, which was collected through self-administered questionnaires. According to Leavy (2017), questionnaires are the recommended primary data collection tool in survey research. They also enable researchers to reach a wider number of respondents within a limited research period. In this study, the questionnaire was structured with closed-ended questions and responses to allow collection of quantitative data. Likert scale measures were employed to allow quantitative analysis of variables using statistical procedures.

Data Analysis and Presentation

The research data was examined for correctness, consistency, uniformity, and completeness through cleaning, validation, and editing. Subsequently, both descriptive and inferential statistics were used to analyse the data using the Statistical Package for Social Sciences (SPSS) for Windows. Bar graphs and frequency distribution tables were used to present the results. Spearman's rank correlation was employed to ascertain the relationship between the variables. Binary logistics regression analysis was also carried out to determine the changes in the dependent variable as a result of the influence of the independent variable. The regression model was as follows:

$$P(Y) = \frac{1}{1 + \varepsilon^{-(\beta_0 + \beta_1 X_1)}}$$

Where: P(Y) = the probability for knowledge sharing (dependent variable) given the predictor (X_i); X_i = the independent variable (clan culture); ε = is a mathematical constant approximated as 2.72; and β_i = coefficient estimate from the predictor (X_i)

Reliability and Validity

The study adopted the split-half reliability testing technique. A correlation co-efficient of 0.837 was obtained which indicates high

reliability; hence, a strong internal consistency among the constructs in the questionnaire. Validity of the research instrument was further tested through a pilot study at Kenya Commercial Bank, Kisii Branch. This helped the researcher to identify inadequate or ambiguous items in eliciting relevant information. The items were then improved to increase the instrument's validity and quality.

Ethical Considerations

The researcher ensured that data collected from the respondents was anonymised, well protected and secured as per the Data Protection Act of Kenya, 2019. Additionally, by employing random codes during the analysis phase, the researcher avoided revealing the identities of the banks. This guaranteed that the results did not, without their permission, present the respective banks in a favourable or negative light. Lastly, the researcher ensured that the information obtained from the respective institutions was only utilized for academic study, and that the sources were kept private.

3.0 Results and Discussion

Demographic Information

Out of the 178 questionnaires distributed, only 154 were responded to forming 86.5% of the respondents. This was a reliable figure for the analysis of the results. The non-respondents were either unreachable or were not allowed to share the bank information. Out of the 154 respondents, 57% were male while 43% were female. Majority of the respondents were service desk officers (35.7%), business bankers (20.8%), and tellers (16.2%) respectively. Other respondents included branch managers (10.4%), operations managers (10.4%), credit managers (5.2%), and personal bankers (1.3%). The variation can be attributed to availability of the respondents due to their tight schedule. Apart from their positions, 40.9% of the respondents had worked for a period of below 3 years, 31.8% for 7-10 years, 16.2% for above 10 years, and 11% for 3-6 years. Such a wide experience is important in understanding the organizational culture and knowledge sharing behavior within their respective banks.

Knowledge Sharing Practices

Knowledge sharing practices among employees were assessed using a series of six indicators, measuring how frequent employees engaged in knowledge-sharing. Responses were measured on a four-point Likert scale; where 1 = never (N), 2 = rarely (R), 3 = occasionally (O), 4 = frequently (F). The higher the score, the greater the emphasis the indicator was given, and vice versa.

Table 2

Knowledge sharing among employees

Statement	Response (%)				Median
	N	R	O	F	
Providing insights and suggestions during team meetings	0.0	0.0	31.2	68.8	4.0
Actively participating in cross-departmental projects	5.2	21.4	20.8	52.6	4.0
Mentoring or being mentored to facilitate knowledge transfer	0.0	0.0	21.4	78.6	4.0
Sharing expertise through presentations or workshops	0.0	9.7	57.8	32.5	3.0

Contributing to internal knowledge-sharing platforms (e.g., intranet, forums)	0.0	21.4	31.2	47.4	3.0
Documenting best practices and lessons learned from your experiences	0.0	5.8	46.8	47.4	3.0

Source: Researcher (2024)

Table 2 indicates that respondents rated all the six indicators above average, with the median scores between 3.0 and 4.0. This shows that employees of commercial banks are generally actively involved in knowledge sharing activities. This is in agreement with a research by Sathitsemakul and Calabrese (2017) that employees of commercial banks are generally actively involved in knowledge sharing activities influenced by various factors; hence, it is important to address those factors that enhance knowledge-sharing practices so as to improve performance and competitiveness in the banking industry.

Clan (collaborative) culture and knowledge sharing

A set of six indicators were presented seeking the respondents to rate the extent to which they experienced this cultural type within their banks. Responses were measured on a four-point Likert scale where 1 = strongly disagree (SD), 2 = disagree (D), 3 = agree (A), 4 = strongly agree (SA). The higher the score, the greater the indicator was rated, and vice versa.

Table 3

Clan (collaborative) culture

Statement	**Response (%)**				**Median**
	SD	D	A	SA	
Our bank's management style is characterized by collaborative ethos, consensus-building and active participation in decision-making processes.	5.2	0.0	37.7	57.1	4.0
Our bank prioritizes individual development and fosters a culture of trust, transparency, and active engagement.	5.2	5.2	37.0	52.6	4.0
Our bank fosters a close-knit and familial atmosphere, where individuals tend to share personal aspects of their lives openly, creating a sense of trust and connection.	5.2	31.2	63.0	0.6	3.0
Our bank's leadership consistently demonstrates qualities of mentorship, guidance, and support.	0.0	0.0	53.2	46.8	3.0
Loyalty and mutual trust serve as the foundational elements that unite our bank, supported by a workforce deeply committed to and passionate about the organization's mission.	5.2	10.4	38.3	46.1	3.0
Our bank evaluates its success based on the development of human capital, the strength of teamwork, the dedication of its staff, and the emphasis placed on employee well-being.	5.2	15.6	42.9	36.4	3.0

Source: Researcher (2024)

Table 3 shows that all the six indicators were rated above average, with median scores between 3.0 and 4.0. This indicates that the respondents were generally in agreement on the existence and practice of clan culture within their banks. This was in agreement with a study by Kayani (2023) in Pakistan, that clan culture is prevalent and preferred among bank employees and it has the strongest relationship with organizational commitment. These findings highlight the importance of clan culture in fostering employee commitment and positive organizational outcomes in the banking sector. This culture is mostly preferred by employees because of its orientation towards employee wellbeing, and leaders are considered to be mentors or even parental figures.

Hypothesis Testing

Test of Normality

Normality test was important in determining the appropriate statistical procedures for analyzing the data. This was conducted based on two constructs: clan culture, and knowledge sharing. The Shapiro-wilk test was observed and interpreted as represented in table 4.

Table 4

Tests of normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Knowledge sharing	.240	154	.000	.831	154	.000
Clan culture	.247	154	.000	.787	154	.000

a. Lilliefors Significance Correction

The Shapiro-wilk test was most preferred because is the most appropriate test for observations as small as 50, and as large as 2000, which is the range within which this research fall. Table 4 shows p-values less than 0.05 in all the constructs which are statistically significant. This implies that the data is not normally distributed and therefore the non-parametric tests were preferred for this study. Therefore, two non-parametric tests were employed: spearman rank correlation, and binary logistic regression.

Correlation Analysis

Correlation analysis was measured by a correlation coefficient, which gives the strength and direction of the relationship by a value that typically ranges from -1 to +1. The results of the analysis were presented in table 5.

Table 5

Correlation between clan culture and knowledge sharing

			Knowledge sharing
Spearman's rho	Clan culture	Correlation Coefficient	.591**
		Sig. (2-tailed)	.000

N = 154

Table 5 shows significant positive relationships between clan culture ($r^s = 0.591; p - value < 0.05$) and knowledge sharing. These findings were consistent with Aichouche et al. (2022) and Ucar et al. (2017) that clan culture is positively associated with knowledge sharing and creation.

Regression Analysis

Binary logistic regression analysis was used because of the dichotomous outcome variable (knowledge sharing) and it does not require the variables to be normally distributed as is the case for this study. The outcome (knowledge sharing) was dichotomized into the 'disagree' and 'agree' categories. These categories were also mutually exclusive and exhaustive in covering every case in the research data. The expected outcome (i.e., there is knowledge sharing) was coded 1, whereas the alternative outcome (i.e., there is no knowledge sharing) was coded as zero. The regression results are summarized in tables 6, 7, and 8 as follows.

Table 6

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	33.662[a]	.203	.564

a. Estimation terminated at iteration number 20 because maximum iterations has been reached. Final solution cannot be found.

The model summary shows Nagelkerke R-Square of 0.564. This implies that the predictor variable can account for a 56.4% change in the dependent variable. Therefore, the model summary confirms that there is a significant influence of clan culture on knowledge sharing among employees of commercial banks.

Table 7

Classification Table[s]

			Predicted Knowledge sharing		
	Observed		Disagree	Agree	Percentage Correct
Step 1	Knowledge sharing	Disagree	0	9	.0
		Agree	0	145	100.0
	Overall Percentage				94.2

a. The cut value is .500

Table 7 shows that the model correctly classified 94.2% of cases overall. It also shows that 100% of the respondents agreed that there is knowledge sharing among employees of commercial banks. Overall, the model accuracy rate was very good, at 94.2%. The model also exhibits good sensitivity (100%), implying that the classification is appropriate.

Table 8

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B) Lower	Upper
Step 1[a]	Clan culture	4.736	1.122	17.820	1	.000	114.000	12.644	1027.804
	Constant	36.711	17536.896	.000	1	.998	8.778E+15		

a. Variable(s) entered on step 1: Clan culture.

From table 8, it can be observed that a unit change in the clan culture will lead to an increase in knowledge sharing (Exp (B) = 114.0, p-value <0.05). These findings are consistent with stuidies by Aichouche et al. (2022), Mečev et al. (2022) and Raziq et al. (2024) that found consistent positive effects of clan culture on knowledge sharing and creation.

4.0 Conclusion

The research findings reveal that clan culture is prevalent and preferred culture in the banking environment. All the indicators that were used to measure clan culture were highly rated showing agreement among respondents about its pervasiveness in their work environment. The study found a positive and significant correlation between clan culture and knowledge sharing with a correlation co-efficient of 0.591. From the regression results, it was further observed that a unit change in the clan culture will lead to an increase in knowledge sharing (Exp (B) = 114.0, p-value <0.05). Therefore, clan culture is mostly preferred by bank employees due to its focus on employee well-being. This culture fosters long-term human resource development and group cohesion, making it a strong driver of organizational commitment. These findings emphasized the role of clan culture in enhancing employee commitment and positive outcomes within banking environment.

5.0 Recommendations

Based on the findings, the following recommendations are proposed to strengthen knowledge sharing and boost performance in the banking sector:

- *Leverage Clan Culture*: Given employees' preference for clan culture due to its emphasis on well-being and cohesion, bank managers can reinforce it through team-building, mentoring, and wellness programs to boost loyalty, collaboration, and knowledge sharing.
- *Encourage Knowledge Sharing*: Bank managers can integrate collaborative tools, peer learning, and knowledge transfer initiatives into their clan culture to foster a supportive, knowledge-sharing environment.

The following areas are suggested for further research:

- Examine the long-term effects of clan culture on employee retention and performance, focusing on its positive link to knowledge sharing. This could include a comparative study across different regions or industries.

- A cross-industry comparative study can reveal how clan cultures impact knowledge sharing and performance, helping to identify transferable best practices.

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