

The impact of Critical Success Factors of Knowledge Management implementation on employee commitment at European MNE subsidiaries in emerging markets— perspectives from South Africa

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Abstract

This paper investigates the impact of critical success factors of Knowledge Management implementation on employee commitment at European MNE subsidiaries in emerging markets. MNE face various challenges when implementing Knowledge Management due to the scale of operations and subsidiaries in emerging markets are confronted with additional socio-economic challenges. Employee commitment is crucial to ensure the successful implementation of Knowledge Management initiatives. The study adopted a quantitative research approach using online electronic questionnaires administered to 1118 employees at seven European MNE subsidiaries in South Africa. Findings indicate a significant relationship ($p < 0.05$) between critical success factors such as leadership, organisational culture, roles and responsibilities, IT infrastructure and measurement tools, in order to ensure the successful implementation of Knowledge Management and employee commitment. The study recommends that employee commitment linked to Knowledge Management implementation at European MNE subsidiaries in emerging markets entails various considerations such as organisational structure, communication, remuneration and benefits, working conditions, and social status. A holistic approach to Knowledge Management implementation is recommended that combines infrastructure requirements, measurement tools and techniques, and organisational behavioural factors to ensure employee commitment.

Keywords: Knowledge management implementation; employee commitment; critical success factors; emerging markets; MNE

1. INTRODUCTION

Recently, the world over, the domain of Knowledge Management (KM) has advanced as an important area for academics, business writers, and the organisational leadership. Various researchers and authors, such as Feddersen et al. (2017), Odhimabo (2021), and Sermcheep (2019) proclaim that knowledge has become the most valuable asset for an organization, amidst globalization and increased competition. Beijerse (1999) describes KM as an organized process of identifying, managing, and evaluating the organization's knowledge assets. According to Roos (2017), the concept of KM is complex since it emphasizes four components of organisational knowledge, namely, storage, assessment, sharing and the creation of knowledge. Furthermore, Chong et al. (2006) espouse that in addition to these components, there are three types of knowledge management, namely explicit, implicit, and tacit knowledge. Rosenblatt (2011) explains that explicit knowledge refers to prescribed organisational documentation which is available in documented policies and procedures. Implicit knowledge is associated with acquiring skills and the know-how that employees apply to specific situations in the workplace (Levy, 2011). Tacit knowledge denotes knowledge that employees have gained from personal experiences and informal encounters either in their personal life or working environment (Kinato et al., 2016). According to various researchers, such as Dabic and Kiessling (2019), Ferraris et al. (2021), Roos (2017), and Zaim et al. (2018), for multinational enterprises (MNE) the challenges associated with the complexities of KM are substantially larger due to

the scale of operations in two or more countries. Hence, the importance of taking critical success factors (CSFs) into account are multiplied in order to generate the benefits associated with KM (Roos, 2017).

Steiger et al. (2014) explain that despite these complexities, KM strategies implemented at MNE have gained prominence in the last decade, especially due to demands of formalization, challenges relating to the flow of products, advanced in technologies and employees between subunits and headquarters. Numerous studies have been conducted on the benefits associated with KM for MNE, such as improved efficiencies (Dabic & Kiessling, 2019; Odhimabo, 2021); preventing data breaches (Angst et al., 2017; Beaudin, 2017); empower decision making (Abualoush, et al., 2018; Duan et al., 2019); enhance customer service (Ferraris et al., 2021; Zaim et al., 2018); establishing a long-term competitive advantage (Fidel et al., 2015); increasing employee motivation and creativity (Aghamirian et al., 2015); and saving time, money, and effort (Abualoush et al., 2018; Angst et al., 2017). Furthermore, studies conducted on KM at MNE by De Cieri and Lazarova (2021), Roos (2017), and Yamin and Andersson (2011) also found that KM is dependent upon a variety of CSFs, relating to strategy, technology, and the human factor. According to Dabic and Kiessling (2019), CSFs relating to employees are frequently difficult to measure and are therefore often taken for granted.

A growing body of literature suggests that MNE operating in emerging markets have become a global phenomenon and is regarded as an important economic stimulus for emerging economies (Jamali et al., 2020; Kim et al., 2018; Kusek et al., 2018; Roy & Quazi, 2021; Windsor, 2019). According to De Cieri and Lazarova (2021), MNE subsidiaries contribute to foreign direct investment and are regarded as important sources of external finance for the host country. Furthermore, Feddersen et al. (2017) and Maley et al. (2020) expound that MNE often focus predominantly on accomplishing sustainable growth and profitability in these emerging markets, whilst taking the human element for granted. Roy and Quazi (2021) report that in emerging markets there are often political, socio-economical, and technological challenges that affects the basic day-to-day working conditions of employees. Consequently, the focus on this paper is to explore the perceptions of employees at selected MNE subsidiaries in South Africa to determine the impact of CSFs of KM on employee commitment. South Africa, as a developing country, was selected for this study, since the country has the third highest gross domestic product in Africa and is likely to attract the most investment in Sub-Saharan Africa (Bonga, 2021; Oke & Soetan, 2021). According to Varella (2021), South Africa's foreign direct investment grew by 446 percent in 2018 alone and various MNE have established subsidiaries in the country.

2. LITERATURE REVIEW

2.1 Critical Success Factors of Knowledge Management

A wide variety of KM frameworks have been developed to propose different strategic steps for MNE (Centobelli et al., 2018; Dayan et al., 2017; Hansen, 2020; Vendrell-Herrero et al., 2021). Each of these frameworks recommend different CSFs to facilitate the implementation of KM. The theoretical framework for CSFs of KM in this study is based on Holsapple (2013) five CSFs which are presented in Table 1 below. In addition, 25 recent studies relating to MNE in emerging markets are cited to reinforce the relevance of these selected CSFs.

Table 1. Holsapple's Five Critical Success Factors and cross-referenced studies

Critical Success Factors		Source
CSF1	Leadership	Abualoush et al. (2018), Centobelli et al. (2018), Fidel et al. (2015), Kim et al. (2018), Kinato et al. (2016), Odhimabo (2021)
CSF2	Organisational Culture	Aghamirian et al. (2015), Centobelli et al. (2018), Feddersen et al. (2017), Kusek et al. (2018), Odhimabo (2021)
CSF3	Organisational Structure, Roles and Responsibilities	Beaudin (2017), Dabic and Kiessling (2019), Dayan et al. (2017), Jamali et al. (2020), Maley et al. (2020), Roos (2017), Sermcheep (2019)
CSF4	Information technology infrastructure	Duan et al. (2019), Ferraris et al. (2021), Fidel et al. (2015), Hansen (2020), Kim et al. (2018), Roos (2017), Windsor (2019)
CSF5	Measurement	Angst et al. (2017); De Cieri and Lazarova (2021), Duan et al. (2019), Maley et al. (2020), Odhimabo (2021), Roy and Quazi (2021), Vendrell-Herrero et al. (2021)

Source: Self-generated

The first CSF depicted in Table 1 above, namely leadership, has become a dominant factor in several research studies relating to KM. Sukri and Shasrini (2020) clarify that for MNE leadership is crucial to ensure manage KM resources are being identified, Copyrights @ Kalahari Journals

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implemented, and evaluated. In addition Chongcharoen et al. (2020) emphasizes the importance for MNE to implement global leadership development to equip managers with the required knowledge and skills to implement KM. According to Valentine (2020), leadership is vital for the development of the second CSF as shown in Table 1, namely, culture. Cindy et al. (2017) alerts that organisational culture as a CSF of KM requires a common perspective, formal communication, and time to introduce social customs that encourage knowledge sharing within the subsidiaries. Park (2020) adds that organisational culture allows employees to identify and accept the social context in which knowledge is shared and managed. In addition, Islam, Jasimuddin and Hasan (2015) found a strong correlation between structure, roles and responsibilities and organisational culture in the context of MNE subsidiaries.

Furthermore, Lapina et al. (2014) found that organisational structures, roles, and responsibilities (CSF3 in Table 1), are mediating variables to facilitate the successful implementation of KM in MNE subsidiaries. Claver-Cortés et al. (2018) describes the importance of selecting suitable information technology infrastructure (CSF4 in Table 1), which will enable MNE to ensure knowledge identification, storage, retrieval, and transfer. Odhimabo (2021) adds that CSF4 must be accompanied by intensive employee skills development, which will benefit the implementation of KM at MNE subsidiaries. The importance of measurement (CSF5) of KM has been emphasised extensively in the literature, such as Angst et al. (2017); De Cieri and Lazarova (2021), Duan et al. (2019), and Maley et al. (2020). However, Kim et al. (2018) warns that an important antecedent for measurements relating to KM is a performance management system which will allow employees to identify the benefits related to measuring KM interventions and how these are aligned to the strategic intent of the MNE subsidiaries.

2.2 Employee Commitment

Klein et al. (2020) states that commitment is the connection that employees have with their organization. Presbitero et al. (2019) found that employee commitment is a mediating factor to increase job satisfaction, individual motivation and employee support during organisational change which is often the case in MNE due to rapid expansion. Abugre and Nasere (2020) add that employee commitment also benefits the MNE as employees in the host country feel more valued, they tend to be more productive and engaged. The theoretical framework in this paper for employee commitment is based on Meyer and Allen's (1997) employee commitment model which was selected since it has been used in various studies relating to employee commitment in MNE such as Awasthy and Gupta (2010), Chen and Lovvorn (2012), García-Cabrera and García-Soto (2011), García-Cabrera and García-Soto (2014), and Taylor et al. (2008). Meyer and Allen (1997) identified three distinct types of commitment, namely, affective commitment (AC), normative commitment (NC) and continuance commitment (CC) as depicted in Figure 1 below.

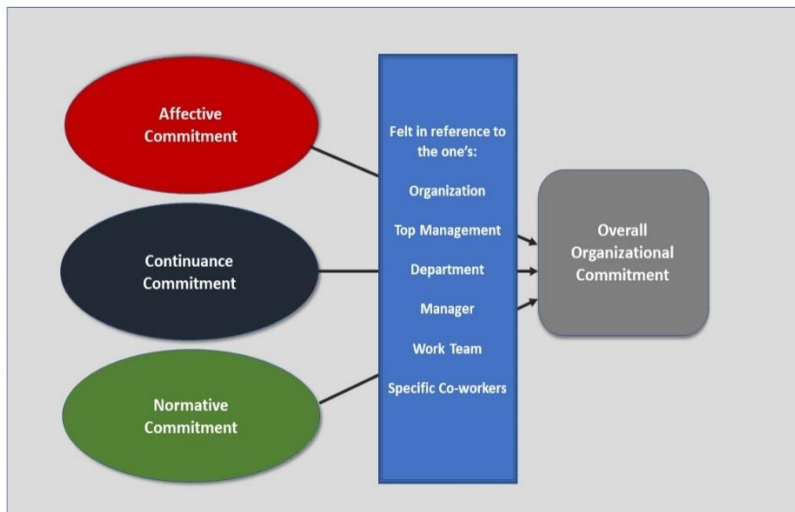


Figure 1. Three types of employee commitment

Source: Meyer and Allen (1997)

According to Khan and Iqbal (2020), AC relates to how keen an employee is to stay in the organization. These employees associate with the goals of the organization and feel valued for their contributions (Presbitero et al., 2019). Mitonga-Monga (2018) explains that NC relates to employees who feel a sense of guilt if they were to leave the organization. Furthermore, Meyer et al. (2018) expounds those employees in this category of commitment often have unique knowledge and skills and if they were to leave the organization, a void will be created (Lee & Yoon, 2018). Krajcsák (2019) states that CC employees often have no alternative but to remain with the organization, due to a lack of work alternatives and the remuneration package that they are receiving. Various studies have been conducted on best practices for the implementation of KM and researchers report that

employee commitment is regarded as essential (Akbari & Ghaffari, 2017; Galanaki, 2020; Kang & Na, 2018; Susanty et al., 2019). Chiu and Chen (2016) clarifies that each MNE subsidiary selects a variety of CSF when implementing KM. However, the extend to what the impact of these CSF are on employee commitment is extremely sparse in the literature covered during the last two decades, which has necessitated the need to explore this study.

3. METHODOLOGY

3.1 Measurement instrument

This study followed a positivistic research philosophy utilising a quantitative approach based on the recommendations of Gravetter and Forzano (2018), who avert that this approach allows the researcher to measure the views of respondents. The measurement instrument for this study was a Google Form structured electronic questionnaire to comply with COVID 19 protocols based on the recommendations of Dodds and Hess (2021). The structured electronic questionnaire consisted of three sections, namely, biographical information, CSF linked to KM and employee commitment. Additionally, based on Goddard and Melville (2004), the structured electronic questionnaires contained statements requesting the respondents to select from a 5-point Likert scale their preferred choice, which allows for objectivity in this study. The structured electronic questionnaire also encompassed a cover letter ensuring respondents of anonymity during the study (Patten & Newhart, 2017).

3.2 Sample

For this study eight MNE subsidiaries operating in South Africa for longer than 5 years were selected. Each of these subsidiaries and their parent companies, which are situated in Europe, have acknowledged in annual reports that KM is considered to be an important aspect of their operations. The head office in South Africa of each subsidiary distributed the electronic link for the online electronic questionnaire to 200 employees selected by means of systematic random sampling. Therefore for this study a sample of n=1400 applied. A pilot test was conducted using 20 employees who were excluded from the sampling frame at each subsidiary in order to address language and procedural aspects of the measurement instrument (Stokes, 2017). The responses from the 140 pilot study questionnaires was submitted to a Cronbach's alpha coefficient statistical test to establish the reliability of the measurement instrument. The composite reliability range of the measurement instrument ranged from 0.82 to 0.85. Thompson (2002) recommends that a composite reliability range of greater than 0.70 is acceptable. Therefore, the measurement instrument was deemed reliable. 1118 questionnaires were returned by the sample respondents that equates to a response rate of 80 percent, which complied with the guideline of Piaw (2013) that a response rate above 75 percent is acceptable. The Statistical Package for the Social Sciences (SPSS) version 27 for Windows was used to conduct robust statistical analyses to analyse the responses.

3.3 Analysis

The main aim of this study was to investigate the impact of CSF of the KM implementation on employee commitment at MNE subsidiaries in emerging markets by selecting South Africa as a focus point. For the purpose of this study, descriptive analysis was conducted, followed by hypotheses testing using the Fisher's Exact test and the Pearson Chi-Square test values.

3.3.1 Descriptive Statistics on the Biographical Data

Stokes (2017) asserts that descriptive analysis involved the presentation of the key variables of a study in a summarised format. Table 2 represents the descriptive statistics for the biographical information of the respondents (n=1118), namely, gender, qualifications, and age distribution.

Table 2. Descriptive Statistics for the Biographical Data of the Respondents (n=1118)

Descriptor	Frequency	Percentage
Gender		
Male	685	61,27
Female	433	38,73
Total	1118	100
Education Level		
Matric(Grade 12)	156	13,95
Diploma	458	40,97
Degree	219	19,59
Honours/BTech	186	16,64

Masters	92	8,22
Doctorate	7	0,63
Total	1118	100
Yearsof service		
1 < 5years	587	52,50
5 < 10years	317	28,35
10 < 15years	94	8,42
15 < 20years	102	9,12
Longerthan20years	18	1,61
Total	1118	100

As per Table 2 above, the majority of the respondents, 61,27 percent, are male and 38,73 percent of the respondents are females. The category educational qualification revealed that 40,97 percent of the respondents have diplomas, followed by 19,58 percent with degrees and 16,84 percent with honours degrees. The majority of the respondents (52,50 percent) had between 1 and 5 years of service at the respectiveMNE subsidiary.

3.3.2 Descriptive Analysis Relating to Critical Success Factors for the implementation of Knowledge Management

In the following section an analysis of the scoring patterns of the respondents relating to CSFs for the implementation of KM are depicted. Levels of agreement and disagreement were combined to show a single category of “Agree” of “Disagree” as is demonstrated in Figure 2 and Table 3 below.

Figure 2. Summary of the scoring patterns for critical success factors relating to the implementation of Knowledge Management (n=1118)

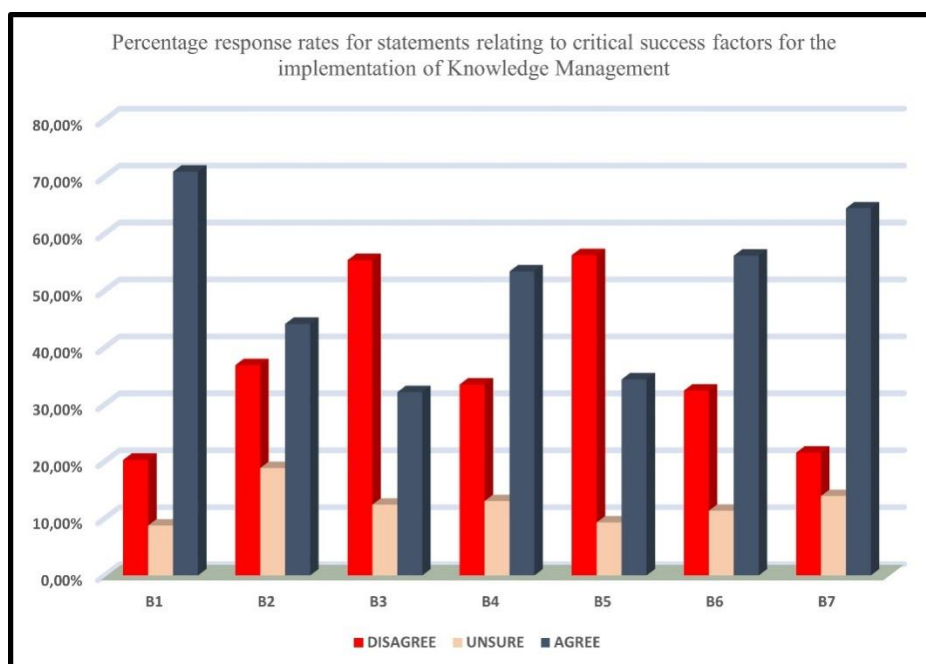


Table 3. The summary of the respondents' scoring patterns relating to critical success factors for Knowledge Management implementation at the selected MNE subsidiaries in South Africa (n=1118)

Statements	Response Options				Mean (\bar{x})	SD (σ)
	D	N	A	Σ		
B.1 Leadership is a critical success factor for the implementation of KM in the organization.	227	98	793	1118	3.91	0.865
	20,30%	8,77%	70,93%	100%		
B.2 Organisational culture plays an important role when implementing KM.	413	211	494	1118	3.42	0.107
	36,94%	18,87%	44,19%	100%		
B.3 Organisational structure is important when implementing KM.	619	139	360	1118	2.37	1.117
	55,37%	12,43%	32,20%	100%		
B.4 Defined roles in the organization is critical for the implementation of KM.	375	146	597	1118	3.97	0.075
	33,54%	13,06%	53,40%	100%		
B.5 Current responsibilities allocated to employees emphasize KM.	629	104	385	1118	2.57	0.889
	56,26%	9,30%	34,44%	100%		
B.6 Organisational IT infrastructure is fundamental for the implementation of KM.	363	127	628	1118	3.32	1.018
	32,47%	11,36%	56,17%	100%		
B.7 Measurement tools (e.g. performance management) are imperative when implementing KM.	241	156	721	1118	3.09	0.577
	21,56%	13,95%	64,49%	100%		

*D = Disagree; N = Neutral; A=Agree

Statement B.1 in Figure 2 and Table 3 above reveals that 70,93 percent of the respondents agreed that leadership is a CSF for the implementation of KM in the MNE subsidiary. Similarly a study conducted by Mansouri et al. (2018) report that leadership is an enabler for the successful implementation of KM in an organization. Furthermore, Bhatti et al. (2013) reports that leadership plays an important role to motivate employees to share their knowledge and build KM capacity within the organization. For Statement B.2, 44,19 percent of the respondents perceived that organisational culture is an important factor to consider when implementing KM. Abdi et al. (2018) found that organisational culture can strengthen the implementation of KM in MNE subsidiaries. Mansouri et al. (2018) states that a knowledge-orientated organisational culture requires flexibility, support, trust, and cooperation to encourage employees to accept that organisational changes associated with implementing KM.

Statement B.3 shows that the majority of the respondents (55,37 percent) did not regard organisational structure as an important factor when implementing KM (refer to Figure 2 and Table 3). Sedyousefi et al. (2016) found that the importance of organisational structures are often overlooked by employees as a CSF for the implementation of KM, since the co-ordination of various structures, such as Human Resource Management, Information Technology and Marketing to mention a few, are often a challenge to comprehend for employees due to the size of MNE subsidiaries. Furthermore, for Statement B.4 in Table 3 above, 53,40 percent of the respondents perceived that the defined role of each employee in the organization is critical for the implementation of KM. Similarly, Lichtarski (2009) posits that KM should be integrated into each job function in a MNE subsidiary in order to ensure that the importance and value of knowledge is emphasized in the expected tasks, duties, and

responsibilities of employees. However, for Statement B.5 (as shown in Figure 2 and Table 3), 56,26 percent of the respondents believed that the current responsibilities allocated to employees at the respective MNE subsidiaries do not emphasize KM.

Statement B.6 reports that 56,17 percent of the respondents regard the organisational information technology infrastructure as fundamental for the implementation of KM (refer to Figure 2 and Table 3). Similar findings have been reported by Duan et al. (2019), Ferraris et al. (2021), and Fidel et al. (2015). In addition, 64,49 percent of the respondents believed that measurement tools, such as performance management, are imperative when implementing KM in an MNE subsidiary. Seyedyousefi et al. (2016) appends that measurement is often deemed as an important CSF for KM, but the practical application thereof is challenging. Roy and Quazi (2021) also found that measurements for KM outcomes should be aligned to the organisational structure, and the roles and responsibilities of employees.

3.3.3 Descriptive Analysis Relating to Employee Commitment

In the following section an analysis of the scoring patterns of the respondents relating to employee commitment to support the implementation of KM are shown in Figure 3 and Table 4.

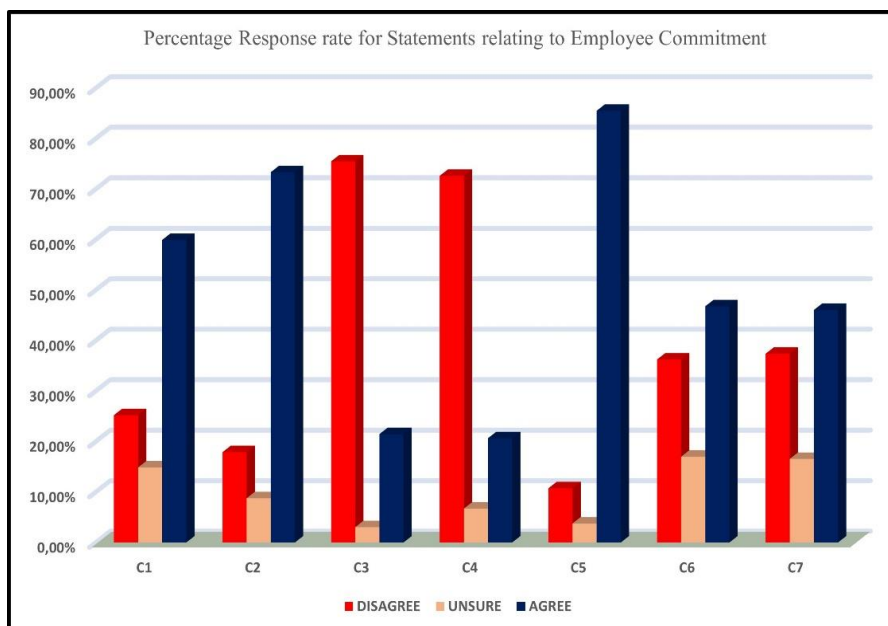


Figure 3. Summary of the scoring patterns for Employee Commitment (n=1118)

Table 4. The summary of the respondents' scoring patterns relating to employee commitment at the selected MNE subsidiaries in South Africa (n=1118)

Statements	Response Options				Mean (\bar{x})	SD (σ)
	D	N	A	Σ		
C.1 I have a connection with my organization.	282	166	670	1118	3.24	0.754
	25,22%	14,85%	59,93%	100%		
C.2 I associate with the goals of the organization.	200	98	820	1118	3.98	0.121
	17,89%	8,77%	73,34%	100%		
C.3 I feel valued in the organization for the contribution that I make.	844	34	240	1118	2.04	0.877
	75,49%	3,04%	21,47%	100%		
C.4 I will feel guilty if I leave the organization.	812	75	231	1118	2.01	0.869
	72,63%	6,71%	20,66%	100%		

C.5 I will not think twice if offered another position (same or better) to leave the organization.	120	42	956	1118	0.458	0.744
	10,73%	3,76%	85,51%	100%		
C.6 My current skillset in KM makes me an asset for the organization.	405	190	523	1118	3.96	0.077
	36,23%	16,99%	46,78%	100%		
C.7 I believe that KM in the organization has increased my marketability in terms of knowledge and skills.	418	185	515	1118	2.95	0.954
	37,39%	16,55%	46,06%	100%		

*D = Disagree; N = Neutral; A=Agree

Statement C.1 in Figure 3 and Table 4 revealed that 59,93 percent of the respondents reported that they believe that they have a connection with the organization. Shahid (2018) found that employees who perceive that they have a connection with an MNE subsidiary are more committed to when changes are introduced to enhance competitiveness. In addition, 73,34 percent of the respondents reported for Statement C.2 (refer to Figure 3 and Table 4) that they associate with the goals of the MNE subsidiary. According to Ma et al. (2018), in MNE subsidiaries where employees associated with the goals of the organization, there was an increase in staff retention. The responses for Statement C.1 and C.2 display the characteristics of affective commitment (AC). However, for Statement C.3 the majority of the respondents (75, 49 percent) felt that the organization does not value the contribution that they make, whilst for Statement C.4, 72,63 percent of the respondents shared that they will not feel guilty if they leave the organization. The responses for Statement C.4 suggests that the respondents are not displaying any characteristic of normative commitment (NC). Various researchers, such as Abugre and Nasere (2020), García-Cabrera and García-Soto (2014), and Mitonga-Monga (2018), found a significant relationship between employee commitment, employee retention and the extent to which organizations acknowledge and value employees' contributions.

For Statement C.5 as per Figure 3 and Table 4 above, 85,51 percent of the respondents in this study shared that they will not think twice if offered another position (same or better) to leave the organization. The latter may be attributed to the sense of not being valued, which was reported as a significant reason for labour turnover in MNE subsidiaries in a study conducted by Ma et al. (2018). In addition, these responses show that at the current MNE subsidiaries there is continuance commitment (CC) present. Furthermore, 46,78% percent of the respondents reported for Statement C.6 that they believe that their current skillset in KM made them an asset for the organization, whilst 46.06 percent perceived that the implementation of KM at the MNE subsidiary has increased their marketability in terms of knowledge and skills. These results are similar to a study conducted by Fidel et al. (2015), who reports that employees tend to be more committed to KM implementation if they perceive benefits, such as increased skillsets or remuneration, better working conditions and social status, to be associated with the expected change in behaviour.

3.3.4 Statements of Hypotheses

For the purpose of this study, the hypotheses were tested using the Fisher's Exact test and the Pearson Chi-Square test values to predict whether the results attained from the study defends a particular theory that relates to the population.

H₀₁ There is a significant relationship between leadership as a critical success factor for Knowledge Management implementation and employee commitment at selected MNE subsidiaries in South Africa.

Table 5. Analysis of data for the relationship between leadership as a critical success factor for Knowledge Management implementation and employee commitment at selected MNE subsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	29.143 ^a	12	0.000
Likelihood Ratio	28.019	12	0.001
Fisher's Exact Test	27.162		0.000
Linear-by-Linear Association	11.532 ^b	1	0.001
N of valid cases	1118		

*Pearson Chi-squared = 29.143^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =27.162, Significance p<0.05.

Table 5 above reveals that both the Pearson Chi-square test value ($p < 0.05$) and the Fisher's Exact Test value ($p < 0.05$) indicate that there is a significant relationship between leadership as a CSF for the implementation of KM and employee commitment at the selected MNE subsidiaries. Therefore, H_{01} is accepted. These findings correspond with studies conducted by Abualoush et al. (2018), Centobelli et al. (2018), Fidel et al. (2015), and Kim et al. (2018). These researchers agree that the implementation of KM in the context of a MNE subsidiaries must be spearheaded and driven by management, who leads by example in identifying, developing, extracting, and transferring knowledge to improve the competitiveness of the organization.

H_{02} There is a significant relationship between organisational culture as a critical success factor for Knowledge Management implementation and employee commitment at selected MNE subsidiaries in South Africa.

Table 6. Analysis of data for the relationship between organisational culture as a critical success factor for Knowledge Management implementation and employee commitment at selected MNE subsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	30.223 ^a	12	0.000
Likelihood Ratio	28.411	12	0.003
Fisher's Exact Test	27.992		0.005
Linear-by-Linear Association	12.821 ^b	1	0.001
N of valid cases	1118		

*Pearson Chi-squared = 30.223^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =27.992, Significance p<0.05.

Table 6 above depicts that both the Pearson Chi-square test value ($p < 0.05$) and the Fisher's Exact Test value ($p < 0.05$) demonstrate that there is a significant relationship between organisational culture as a CSF for the implementation of KM and employee commitment at the selected MNE subsidiaries. Therefore, H_{02} is accepted. These findings are consistent with research findings reported by Feddersen et al. (2017), Kusek et al. (2018), and Odhimabo (2021). In addition, Abualoush et al. (2018) adds that organisational culture is a mediator for employee commitment.

H_{03} There is a significant relationship between organisational structure as a critical success factor for Knowledge Management implementation and employee commitment at selected MNE subsidiaries in South Africa.

Table 7. Analysis of data for the relationship between organisational structure as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	17.543 ^a	12	0.087
Likelihood Ratio	16.114	12	0.084
Fisher's Exact Test	15.843		0.085
Linear-by-Linear Association	3.677 ^b	1	0.073
N of valid cases	1118		

*Pearson Chi-squared = 17.543^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =15.843, Significance p<0.05.

Table 7 displays that both the Pearson Chi-square test value ($p > 0.05$) and the Fisher's Exact Test value ($p > 0.05$) specify that there is no relationship between organisational structure as a critical success factor for KM implementation and employee commitment at the selected MNE subsidiaries. Therefore, H_{03} is rejected. Similar findings have been reported by Abdi et al. (2018) and Kinato et al. (2016). Both researchers found that organisational structure impacts positively on employee motivation but showed no significant relationship with employee commitment.

H_{04} There is a significant relationship between organisational roles as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa.

Table 8. Analysis of data for the relationship between organisational roles as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	28.653 ^a	12	0.000
Likelihood Ratio	27.722	12	0.000
Fisher's Exact Test	27.292		0.000
Linear-by-Linear Association	12.212 ^b	1	0.000
N of valid cases	1118		

*Pearson Chi-squared = 28.653^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =27.292, Significance p<0.05.

Table 8 reveals that both the Pearson Chi-square test value ($p < 0.05$) and the Fisher's Exact Test value ($p < 0.05$) signify that there is a significant relationship between organisational roles as a critical success factor for KM implementation and employee commitment at the selected MNE subsidiary. Therefore, H_{04} is accepted. According to Jamali et al. (2020), Maley et al. (2020), and Roos (2017), employees display higher levels of commitment when they can associate with specific roles allocated to them in the organization. Furthermore, Kinato et al. (2016) reports that the larger an organization becomes, which is usually the case with MNE subsidiaries, the more emphasis should be given to role identification and role clarity.

H_{05} There is a significant relationship between responsibilities as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa.

Table 9. Analysis of data for the relationship between responsibilities as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	29.113 ^a	12	0.001
Likelihood Ratio	28.011	12	0.002
Fisher's Exact Test	27.001		0.000
Linear-by-Linear Association	12.517 ^b	1	0.001
N of valid cases	1118		

*Pearson Chi-squared = 29.113^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =27.001, Significance p<0.05.

Table 9 displays that both the Pearson Chi-square test value ($p < 0.05$) and the Fisher's Exact Test value ($p < 0.05$) imply that there is a significant relationship between responsibilities as a critical success factor for KM implementation and employee commitment at the selected MNE subsidiaries. Therefore, H_{05} is accepted. According to Beaudin (2017), employees who associate with the relevant responsibilities assigned to them in job descriptions and key performance areas are more supportive of KM implementation and reciprocate change.

H_{06} There is a significant relationship between information technology infrastructure as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa.

Table 10. Analysis of data for the relationship between information technology infrastructure as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	30.228 ^a	12	0.000
Likelihood Ratio	29.908	12	0.000
Fisher's Exact Test	29.086		0.000
Linear-by-Linear Association	13.928 ^b	1	0.000
N of valid cases	1118		

*Pearson Chi-squared = 28.653^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =27.292, Significance p<0.05.

Table 10 represents that both the Pearson Chi-square test value ($p > 0.05$) and the Fisher's Exact Test value ($p > 0.05$) describe that there is a significant relationship between information technology infrastructure as a critical success factor for KM implementation and employee commitment at the selected MNE subsidiaries. Therefore, H_{06} is accepted. These findings correspond with studies conducted by Hansen (2020) and Windsor (2019), who reports that employees often perceived information technology infrastructure as a key driver for KM in an organization.

H_{07} There is a significant relationship between measurement as a critical success factor for Knowledge Management implementation and employee commitment at selected MNEsubsidiaries in South Africa.

Table 11. Analysis of data for the relationship between measurement as a critical success factor for Knowledge Management implementation and employee commitment at selected MNE subsidiaries in South Africa (n=1118)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-square	28.653 ^a	12	0.000
Likelihood Ratio	27.722	12	0.000
Fisher's Exact Test	27.292		0.000
Linear-by-Linear Association	12.212 ^b	1	0.000
N of valid cases	1118		

*Pearson Chi-squared = 28.653^a, df = 12, Significance p<0.05.

*Fisher's Exact Test =27.292, Significance p<0.05.

In Table 11 above, both the Pearson Chi-square test value ($p < 0.05$) and the Fisher's Exact Test value ($p < 0.05$) represents a significant relationship between measurement as a critical success factor for KM implementation and employee commitment at the selected MNE subsidiaries. Therefore, H_0 is accepted. According to Vendrell-Herrero et al. (2021), measurement can increase employee commitment since it allows employees to benchmark their performance against pre-determined standards.

4. CONCLUDING REMARKS

The study explored the impact of CSF of KM implementation on employee commitment on MNE subsidiaries in emerging markets with specific focus on South Africa. Hypothesis testing revealed that respondents perceived that there is a strong relationship between CSF, such as leadership, culture, roles and responsibilities, information technology infrastructure and measurement to facilitate the implementation of KM at MNE subsidiaries. However, respondents do not consider organisational structure as a CSF for the implementation of KM at the selected subsidiaries in South Africa where the study was conducted. In addition, the respondents reported that they do associate with the goals of the organization, which aligns to affective commitment (AC), but there is a lack of normative commitment (NC) amongst respondents. Furthermore, respondents reported that they do experience continuance commitment (CC) at the respective MNE subsidiaries. Respondents also indicated that they believe that the current responsibilities allocated to employees do not emphasize KM at the selected MNE subsidiaries in South Africa.

4.1 Managerial Implications

The literature review reveals that there are various CSF that organizations can choose from when implementing KM. In the context of MNE subsidiaries, the five CSF used in this study suggests that leadership, organisational culture, roles and responsibilities, informational technology infrastructure and measurement have a positive impact on employee commitment. However, it is important for organisational decisionmakers to ensure that KM is clearly inculcated into the organisational structure, as well as efforts to demonstrate that management value the contribution that employees make towards the organisational goals. Therefore, it is important for line managers in the MNE subsidiaries to provide relevant feedback to employees by means of the various measurement tools, such as performance management. The study also suggests that employee commitment in the context of a developing country, such as South Africa, entails various facets which are not only related to the CSF that supports the implementation of KM, but other variables such as communication structures, remuneration and benefits, working conditions, and social status. Hence a holistic approach to KM implementation is required that combines infrastructure requirements, measurement tools and techniques, and organisational behavioural factors.

4.2 Limitations and future studies

A limitation of this study is that it was conducted in one developing country in Africa, and it will be beneficial to extend the study to other emerging markets and conduct a comparative analysis of results. Furthermore the study focused on five general CSF to facilitate the implementation of KM, whilst extending the study to include greater emphasis on each CSF area, such as exploring information technology infrastructure and measurement types in the context of MNE subsidiaries in further detail will be beneficial in the context of emerging markets.

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