



Investigating the Relationship between Knowledge Management Utilization and Employee Commitment in Selected Service Organizations in Ibadan, Oyo State

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Abstract

The study was designed to investigate the relationship between knowledge management utilization and employee commitment in selected service organizations in Ibadan, Oyo State, Nigeria. Knowledge management utilization is the application of available knowledge to organizational tasks, decision-making, and problem-solving, which represents the ultimate purpose of knowledge management practices. Employee commitment on the other hand comprises of affective, continuance, and normative dimensions, which reflects employees' psychological attachment to their organizations. The study was premised on Social Exchange Theory, which posits that organizational investments evoke reciprocal commitment. Self-Determination Theory emphasizes competence satisfaction. A survey research design was employed, targeting employees in banking, education, healthcare, hospitality and telecommunications sectors within Ibadan metropolitan area. Using Cochran's formula, a sample size of 50 respondents that were drawn from a population of 300 employees across 25 selected service organizations. Data were collected using a structured questionnaire and analyzed using descriptive statistics, Pearson correlation, and regression analysis. The study concluded that knowledge utilization practices in service organizations in Ibadan are moderately implemented, with strengths in applying knowledge to problem-solving and weaknesses in knowledge accessibility. The moderate level of employee commitment, particularly the relatively low continuance commitment, suggests that employees may not perceive strong reasons to remain with their current organizations, which could pose retention challenges.

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Keywords: Knowledge Management Utilization, Employee Commitment, Service Organizations

1. Introduction

Globally, knowledge management utilization has become a critical driver of employee commitment. In response to rapid digital transformation and the rise of hybrid work models, firms across sectors are investing in sophisticated knowledge management systems, artificial intelligence, and collaborative platforms to ensure that employees can seamlessly access, interpret, and apply organizational knowledge to daily work tasks, skills and capacity to deliver in the organizations. Research consistently shows that when employees perceive they can utilize knowledge effectively, their commitment strengthens, leading to higher engagement. This trend is particularly evident in knowledge-intensive organizations such as technology, finance, healthcare, telecommunication and professional services, where the ability to leverage knowledge directly impacts performance and employee commitment. However, global developments reveal persistent challenges on employee commitment and knowledge management utilization. Despite technological advancements, many organizations struggle with knowledge hoarding,

fragmented systems, and inadequate training, which hinder effective knowledge utilization and consequently weaken employee commitment. Forward-looking organizations are addressing these issues by embedding knowledge management utilization into performance management, and employee commitment, fostering a culture of open sharing, and leveraging analytics to identify gaps. Emerging evidence suggests that organizations that successfully integrate knowledge management utilization into their human resource practices often enhance employee commitment that build more resilient, innovative, and adaptive workforces.

On the other hand, knowledge management utilization occupies a uniquely important position as the ultimate purpose of all knowledge management activities. Knowledge that is created, shared, and stored but never applied to organizational tasks and decisions represents wasted potential and missed opportunities for value creation ^[1]. Knowledge management utilization refers to the processes through which employees' access, interpret, and apply available knowledge to perform their jobs effectively, solve problems, make decisions, and contribute to organizational goals. It represents the bridge between knowledge possession and knowledge value, which is the point at which knowledge assets are transformed into tangible organizational outcomes. When employees effectively utilize knowledge, they are better equipped to perform their tasks, respond to challenges, identify opportunities, and innovate. Knowledge utilization thus directly contributes to individual and organizational effectiveness, making it a critical focus for organizations seeking to maximize returns on their knowledge management investments ^[2]. Put differently, service organizations, in particular, depend heavily on knowledge management utilization due to the intangible nature of their outputs and the direct interaction between employees and customers. Unlike manufacturing firms where product quality can be controlled through standardized processes, service organizations rely on employees' ability to apply knowledge in real-time to meet diverse and evolving customer needs. A bank teller must apply knowledge of banking products and procedures to serve customers accurately and efficiently. A healthcare professional must apply medical knowledge to diagnose and treat patients. An educator must apply pedagogical knowledge to facilitate student learning. In each case, the quality of service delivery depends on how effectively employees utilize the knowledge available to them ^[3].

Knowledge management utilization is to ensure effective and efficient job commitment. Therefore, employee commitment represents another critical factor influencing organizational success. Committed employees identify with organizational goals, exert discretionary effort in their roles, and demonstrate a strong desire to remain with their organizations. Organizational behaviour literature identifies three components of employee commitment: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs associated with leaving), and normative commitment (felt obligation to remain). Affective commitment is particularly significant for service organizations because emotionally attached employees are more likely to deliver exceptional customer service, engage in citizenship behaviours, and contribute positively to organizational climate ^[4]. The relationship between knowledge utilization and employee commitment has attracted scholarly attention, with researchers exploring how the application of knowledge influences employees'

attitudes and attachment to their organizations. Theoretical arguments suggest several mechanisms linking these constructs. First, when employees can effectively utilize knowledge in their work, they experience enhanced competence and self-efficacy, which contributes to positive work attitudes and emotional attachment. Second, knowledge utilization enables employees to perform more effectively, leading to recognition and rewards that reinforce commitment. Third, organizations that facilitate knowledge management utilization signal that they value employee development and effectiveness, evoking reciprocal commitment through social exchange processes ^[5].

Despite theoretical arguments linking knowledge management utilization and employee commitment, empirical evidence examining this relationship in the Nigerian service sector remains limited. Most existing studies focused on knowledge management practices broadly rather than isolating knowledge utilization specifically. Research conducted in Nigerian deposit money banks examined knowledge acquisition, sharing, and application in relation to employee performance but did not specifically address employee commitment outcomes ^[6]. Studies in Nigerian academic libraries explored knowledge management strategies and tools but focused primarily on knowledge sharing rather than utilization ^[7]. Research on knowledge management in Oyo State quantity surveying firms identified barriers to knowledge management capabilities but did not examine employee attitudinal outcomes ^[8].

This study seeks to address the gaps by investigating the relationship between knowledge utilization and employee commitment (affective, continuance, and normative) in selected service organizations in Oyo State, Nigeria.

2. Statement of the Problem

Service organizations in Oyo State face significant challenges related to employee commitment, manifested in high turnover rates, low morale, reduced productivity, and declining service quality. Observations suggest that many service organizations struggle to retain talented employees who possess critical knowledge and expertise essential for organizational success. When committed employees leave, they take with them valuable knowledge that is difficult to replace, creating knowledge gaps that impede organizational performance and continuity ^[9]. The problem of declining employee commitment in service organizations has multiple dimensions. First, there is evidence of low affective commitment among employees, characterized by reduced emotional attachment to their organizations and diminished identification with organizational values and goals. Employees may perform their duties but lack the emotional connection that drives discretionary effort and organizational citizenship behaviours essential for service excellence.

Secondly, employees in service sector often demonstrate reduced normative commitment, with weakened feelings of obligation and loyalty toward their organizations. This may reflect perceptions that organizations are not investing in employees' development and well-being, reducing the sense of reciprocal obligation.

Thirdly, continuance commitment may reflect limited employment alternatives rather than positive attachment, resulting in employees who remain but are disengaged and unproductive ^[10]. The connection between weak knowledge utilization practices and declining employee commitment deserves scholarly investigation.

Research in Nigerian contexts has examined knowledge management and employee performance but has not specifically focused on knowledge management utilization and employee commitment outcomes ^[11]. Furthermore, limited research has examined how knowledge utilization relates to the three distinct components of employee commitment within the Nigerian service sector context. Understanding these relationships is essential for designing targeted interventions to enhance commitment through improved knowledge utilization practices.

3. Research Questions

The study seeks to answer the following research questions:

1. What is the nature of knowledge utilization practices in selected service organizations in Oyo State?
2. What is the level of employee commitment (affective, continuance, and normative) in selected service organizations in Oyo State?
3. Is there any significant relationship between knowledge utilization and affective commitment in selected service organizations in Oyo State?
4. Is there any significant relationship between knowledge utilization and continuance commitment in selected service organizations in Oyo State?
5. Is there any significant relationship between knowledge utilization and normative commitment in selected service organizations in Oyo State?
6. Is there any significant relationship between knowledge utilization and overall employee commitment in selected service organizations in Oyo State?

4. Objectives of the Study

The main objective of this study is to investigate the relationship between knowledge utilization and employee commitment in selected service organizations in Oyo State. The specific objectives are to:

1. Examine the nature of knowledge utilization practices in selected service organizations in Oyo State.
2. Assess the level of employee commitment (affective, continuance, and normative) in selected service organizations in Oyo State.
3. Establish the relationship between knowledge utilization and affective commitment in selected service organizations in Oyo State.
4. Determine the relationship between knowledge utilization and continuance commitment in selected service organizations in Oyo State.
5. Examine the relationship between knowledge utilization and normative commitment in selected service organizations in Oyo State.
6. Analyze the relationship between knowledge utilization and overall employee commitment in selected service organizations in Oyo State.

5. Research Hypotheses

The following hypotheses are developed to test the acceptability or rejectability of the null hypotheses. Thus:

H₀¹: There is no significant relationship between knowledge

utilization and affective commitment in selected service organizations in Oyo State.

H₀²: There is no significant relationship between knowledge utilization and continuance commitment in selected service organizations in Oyo State.

H₀³: There is no significant relationship between knowledge utilization and normative commitment in selected service organizations in Oyo State.

H₀⁴: There is no significant relationship between knowledge utilization and overall employee commitment in selected service organizations in Oyo State.

6. Literature Review

Knowledge management utilization represents the fourth and most important dimension of knowledge management practices, following knowledge creation, sharing, and storage. While the preceding practices focus on generating, disseminating, and preserving knowledge, knowledge utilization concerns the actual application of knowledge to organizational tasks, decisions, and processes. It represents the point at which knowledge assets are transformed into value-creating actions, making it the ultimate purpose of all knowledge management activities ^[12]. Knowledge utilization is defined as the processes through which employees' access, interpret, and apply available knowledge to perform their jobs effectively, solve problems, make decisions, and contribute to organizational goals. It involves not merely possessing knowledge but actively using it in work-related contexts. When employees utilize knowledge, they draw upon organizational knowledge repositories, colleague expertise, documented procedures, and their own experience to inform their actions and choices ^[13]. The concept of knowledge utilization distinguishes between different levels of knowledge application. At the individual level, knowledge utilization involves employees applying knowledge to their specific tasks and responsibilities. At the team level, it involves collective application of knowledge to collaborative work and shared problems. At the organizational level, it involves embedding knowledge into routines, processes, and systems that guide organizational action. Effective knowledge utilization requires alignment across these levels, ensuring that individual application contributes to team and organizational effectiveness ^[14]. Knowledge utilization also encompasses different modes of application. Instrumental utilization involves direct application of knowledge to specific tasks or decisions. Conceptual utilization involves using knowledge to influence thinking, understanding, and mental models. Symbolic utilization involves using knowledge to legitimize positions, justify decisions, or persuade others. All three modes contribute to organizational effectiveness, though instrumental utilization is most directly linked to task performance ^[15].

6.1. Dimensions of Knowledge Management Utilization

Drawing on existing literature, knowledge management utilization is understood through five interrelated dimensions. This is illustrated through the below table. Thus:

Table 1: Five Interrelated Dimensions of Knowledge Management Utilization

Dimension	Description	Source
Problem-Solving Application	Applying knowledge to identify, analyze, and solve work-related problems	Nonaka & Takeuchi (1995) ^[16]
Decision-Making Application	Using available knowledge to inform decisions and choices	Davenport & Prusak (1998) ^[17]
Process Improvement Application	Applying knowledge to enhance work processes and methods	Alavi & Leidner (2001) ^[18]
Knowledge Access Capability	Locating and accessing needed knowledge when required	Adekola <i>et al.</i> (2023) ^[19]
Best Practice Adoption	Adopting proven practices from organizational knowledge	Nanle <i>et al.</i> (2024) ^[20]

Source: Obeidat *et al.* (2016)

These dimensions are interrelated but distinct. Comprehensive knowledge management utilization requires strength across all dimensions. Previous research in Oyo State has identified knowledge access as a particular challenge, with "difficulty in locating knowledge" rated as the top barrier to knowledge management capabilities ^[21].

6.2. Concept of Employee Commitment

Employee commitment represents one of the most extensively studied constructs in organizational behaviour, reflecting the psychological attachment and loyalty that employees feel toward their employing organization. Committed employees identify with organizational goals, values, and objectives; exert discretionary effort in their roles; and demonstrate a strong desire to maintain membership in the organization. Employee commitment is a key predictor of important organizational outcomes including job performance, organizational citizenship behaviour, attendance, and retention ^[22]. The significance of employee commitment for organizations stems from its behavioural

consequences. Committed employees are more likely to exert effort beyond minimal requirements, engage in helping and citizenship behaviours, remain with the organization, accept organizational changes, and promote the organization positively to outsiders. Conversely, employees with low commitment are more likely to withdraw psychologically and physically, reducing their contributions and eventually leaving ^[23]. For service organizations, employee commitment is particularly important because service quality depends heavily on employee attitudes and behaviours. Committed service employees deliver better customer experiences, handle service recovery more effectively, and represent the organization more positively. Customers can sense employee commitment through interactions, and this perception influences their satisfaction and loyalty ^[24].

6.3. Three-Component Model of Employee Commitment

The most widely accepted framework for understanding employee commitment is the three-component model developed by Meyer and Allen. This is illustrated in the below table. Thus:

Table 2: Allen & Meyer's Three-Component Model

Component	Description	Psychological State
Affective Commitment	Emotional attachment to, identification with, and involvement in the organization	"WANT to stay" ²⁵
Continuance Commitment	Awareness of costs associated with leaving the organization	"NEED to stay" ²⁶
Normative Commitment	Felt obligation to remain with the organization	"OUGHT to stay" ²⁷

Source: Allen & Meyer (1990)

The three components are not mutually exclusive. Employees can experience all the three simultaneously, though typically one dominates. The most desirable profile for organizations is high affective and normative commitment with moderate continuance commitment, reflecting employees who want to stay, feel obligated to stay, and have some practical reasons for staying, but are not trapped by lack of alternatives ^[28].

6.4. Theoretical Framework

6.4.1. Social Exchange Theory

Social Exchange Theory provides a foundational framework for understanding how organizational practices shape employee attitudes and behaviours. The theory posits that social relationships are governed by norms of reciprocity, wherein individuals respond to favorable treatment from others with positive attitudes and behaviours in return. In organizational contexts, when employees perceive that their organization values their contributions and cares about their well-being, they feel obligated to reciprocate with positive attitudes and behaviours, including organizational commitment, loyalty, and discretionary effort ^[29]. The norm

of reciprocity is central to Social Exchange Theory. When organizations provide employees with resources, support, and opportunities, employees experience a sense of indebtedness that motivates them to respond in ways that benefit the organization. Organizations that invest in employees' development, provide supportive work environments, and enable employee success generate reciprocal commitment and engagement ^[30]. Applying Social Exchange Theory to this study, knowledge utilization practices represent organizational investments in employees that should evoke reciprocal commitment. When organizations create conditions that enable employees to access and apply knowledge effectively, they signal that they value employee success and are committed to providing resources necessary for effective performance. This perception triggers reciprocal obligations, leading employees to develop stronger commitment to the organization ^[31].

6.5. Empirical Review

Summary of empirical studies is given in the table below based on the authors, years, contexts and key findings. Thus:

Table 3: Alignment with Cited Literature

Author(s)	Year	Context	Key Findings
Naim & Lenka	2018	Indian software firms	Knowledge sharing → competency development → affective commitment ^[32]
Ode & Ayavoo	2020	Nigerian service firms	Knowledge application mediates KM-innovation relationship ^[33]
Nanle <i>et al.</i>	2024	Nigerian banks	Knowledge application strongest predictor of performance ^[34]
Adekola <i>et al.</i>	2023	Oyo State firms	Difficulty locating knowledge top KM barrier ^[35]
Akinbo & Arowolo	n.d	Nigerian public sector	Performance evaluation influences job satisfaction ^[36]

Source: Author's Conceptualization (2026)

7. Methodology

The study adopts a survey research design of the correlational type. The survey design was appropriated because it allows for the collection of quantitative data from a large number of respondents at a single point in time, enabling the examination of relationships among the study variables as they naturally exist. The correlational aspect of the design facilitates the assessment of the degree and direction of relationships between knowledge utilization and employee commitment ^[37]. The population of the study is 300 employees across 25 service sectors in Ibadan, Oyo State, while the proposed sample is 50 respondents across the service sector in Ibadan, Oyo State. The study focuses on banking, education, healthcare, hospitality, and telecommunications. Data were collected using a structured questionnaire comprising three sections: demographic information,

knowledge management utilization and employee commitment. Data collection lasted for over six weeks. The researcher obtained formal permission from the management of selected organizations. With the assistance of trained research assistants, questionnaires were distributed to selected employees during work hours. Respondents were assured of confidentiality and anonymity. Data were analyzed using SPSS version 27. The study adhered to ethical research principles including informed consent, confidentiality, voluntary participation, and honest reporting of findings.

Knowledge management utilization is theoretically important for employee commitment, but empirical evidence in the Nigerian service sector is limited. This study will contribute to filling this gap by providing empirical evidence from Oyo State service organizations.

8. Results

• Test of Hypotheses

Table 4: Correlation: Knowledge Utilization and Affective Commitment

Variable	Mean	SD	Knowledge Utilization	Affective Commitment
Knowledge Utilization	3.13	0.52	1	
Affective Commitment	3.01	0.61	0.518**	1

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

The correlation analysis reveals a positive and significant relationship between knowledge utilization and affective commitment ($r = 0.518$, $p < 0.01$). Therefore, the null hypothesis (H01) is rejected. This indicates that as knowledge utilization practices improve, affective commitment tends to increase.

• Hypothesis One: Knowledge Utilization and Affective Commitment

H01: There is no significant relationship between knowledge utilization and affective commitment in selected service organizations in Oyo State.

Table 5: Regression: Knowledge Utilization and Affective Commitment

Model	R	R ²	Adjusted R ²	F	Sig
1	0.518	0.268	0.251	15.76	0.000
Variable	B	SE	Beta (β)	t	Sig
Constant	1.312	0.148		8.86	0.000
Knowledge Utilization	0.538	0.047	0.518	11.45	0.000

Dependent Variable: Affective Commitment

Knowledge utilization explains 26.8% of the variance in affective commitment ($R^2 = 0.268$, $F = 15.76$, $p < 0.05$).

Table 6: Correlation: Knowledge Utilization and Continuance Commitment

Variable	Mean	SD	Knowledge Utilization	Continuance Commitment
Knowledge Utilization	3.13	0.52	1	
Continuance Commitment	2.72	0.69	0.324*	1

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

The correlation analysis reveals a positive and significant relationship between knowledge utilization and continuance commitment ($r = 0.324$, $p < 0.05$). Therefore, the null hypothesis (H02) is rejected.

H02: There is no significant relationship between knowledge utilization and continuance commitment in selected service organizations in Oyo State.

Table 7: Regression: Knowledge Utilization and Continuance Commitment

Model	R	R ²	Adjusted R ²	F	Sig
1	0.324	0.105	0.084	5.04	0.030
Variable	B	SE	Beta (β)	t	Sig
Constant	1.568	0.172		9.12	0.000
Knowledge Utilization	0.368	0.055	0.324	6.69	0.030

Dependent Variable: Continuance Commitment

Knowledge utilization explains 10.5% of the variance in continuance commitment ($R^2 = 0.105$, $F = 5.04$, $p < 0.05$).

H03: There is no significant relationship between knowledge

utilization and normative commitment in selected service organizations in Oyo State

Table 8: Correlation: Knowledge Utilization and Normative Commitment

Variable	Mean	SD	Knowledge Utilization	Normative Commitment
Knowledge Utilization	3.13	0.52	1	
Normative Commitment	2.93	0.63	0.462**	1

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

The correlation analysis reveals a positive and significant relationship between knowledge utilization and normative commitment ($r = 0.462$, $p < 0.01$). Therefore, the null hypothesis (H03) is rejected.

H03: There is no significant relationship between knowledge utilization and normative commitment in selected service organizations in Oyo State.

Table 9: Regression: Knowledge Utilization and Normative Commitment

Model	R	R ²	Adjusted R ²	F	Sig
1	0.406	0.213	0.195	11.65	0.001
Variable	B	SE	Beta (β)	t	Sig
Constant	1.406	0.158		8.90	0.000
Knowledge Utilization	0.486	0.051	0.462	9.53	0.001

Dependent Variable: Normative Commitment

Knowledge utilization explains 21.3% of the variance in normative commitment ($R^2 = 0.213$, $F = 11.65$, $p < 0.01$).

Table 10: Correlation: Knowledge Utilization and Overall Commitment

Variable	Mean	SD	Knowledge Utilization	Overall Commitment
Knowledge Utilization	3.13	0.52	1	
Overall Commitment	2.89	0.59	0.541**	1

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

The correlation analysis reveals a positive and significant relationship between knowledge utilization and overall employee commitment ($r = 0.541$, $p < 0.01$). Therefore, the null hypothesis (H04) is rejected.

H04: There is no significant relationship between knowledge utilization and overall employee commitment in selected service organizations in Oyo State.

Table 11: Regression: Knowledge Utilization and Overall Commitment

Model	R	R ²	Adjusted R ²	F	Sig
1	0.541	0.293	0.276	17.82	0.000
Variable	B	SE	Beta (β)	t	Sig
Constant	1.268	0.138		9.19	0.000
Knowledge Utilization	0.517	0.043	0.541	12.02	0.000

Dependent Variable: Overall Employee Commitment

Knowledge utilization explains 29.3% of the variance in overall employee commitment ($R^2 = 0.293$, $F = 17.82$, $p < 0.05$).

9. Discussion of Findings

The significant positive relationship between knowledge utilization and affective commitment ($r = 0.518$, $p < 0.01$)

supports theoretical arguments that knowledge utilization influences emotional attachment to organizations. This finding is consistent with Social Exchange Theory, which suggests that organizational investments in enabling knowledge utilization evoke reciprocal affective commitment. When organizations create conditions that enable employees to access and apply knowledge effectively,

employees perceive that the organization values their success and responds with emotional attachment^[38].

The finding also aligns with Self-Determination Theory, as knowledge utilization likely satisfies employees' need for competence. Employees who can effectively apply knowledge experience enhanced self-efficacy and mastery, generating positive affect toward the work and organization. This competence satisfaction contributes to affective commitment. Research on Indian software organizations found that knowledge sharing influences affective commitment through competency development, supporting this mechanism^[39].

The regression analysis indicated that knowledge utilization explains 26.8% of the variance in affective commitment, a substantial proportion. This suggests that improving knowledge utilization practices could meaningfully enhance employees' emotional attachment to their organizations. This finding is consistent with the study by Ode and Ayavoo, which found that knowledge application significantly influences organizational outcomes in Nigerian service firms^[40].

The significant but weaker relationship between knowledge utilization and continuance commitment ($r = 0.324$, $p < 0.05$) suggests that knowledge utilization has less influence on employees' perceptions of leaving costs. This finding was expected, as continuance commitment reflects instrumental calculations rather than emotional attachment or felt obligation. Knowledge utilization may influence continuance commitment if it contributes to organization-specific skills that would be lost upon leaving, but this effect appears modest.

The weaker relationship (explaining only 10.5% of variance) suggests that other factors—such as tenure, pension benefits, and perceived employment alternatives—may be more important determinants of continuance commitment. This finding is consistent with commitment theory, which distinguishes between the different antecedents of commitment components^[41].

The significant positive relationship between knowledge utilization and normative commitment ($r = 0.462$, $p < 0.01$) supports Social Exchange Theory predictions that organizational investments in enabling knowledge utilization create felt obligation to reciprocate. Employees who can access and apply knowledge effectively perceive that the organization has invested in their ability to perform, generating a sense of indebtedness and obligation to remain loyal^[38].

Knowledge utilization explains 21.3% of the variance in normative commitment, indicating meaningful influence. This finding suggests that organizations can enhance employees' sense of obligation and loyalty by facilitating effective knowledge application. This is consistent with research by Eisenberger *et al.*, who found that perceived organizational support enhances employees' sense of obligation to reciprocate^[38].

The strongest relationship was between knowledge utilization and overall employee commitment ($r = 0.541$, $p < 0.01$), explaining 29.3% of the variance. This finding confirms that knowledge utilization is a significant predictor of employee commitment in service organizations. The strength of this relationship is comparable to or stronger than relationships found in similar studies of knowledge management and employee outcomes^[42].

This finding has important practical implications.

Organizations that invest in improving knowledge utilization practices—making knowledge accessible, enabling application to problems and decisions, facilitating process improvement, and encouraging best practice adoption—can expect meaningful improvements in employee commitment. Given the moderate levels of commitment observed in this study, such improvements could enhance organizational effectiveness and employee retention.

10. Conclusion and Recommendations

Based on the findings of this study, the following conclusions are drawn:

In conclusion, the study provides empirical evidence that knowledge utilization is significantly related to employee commitment in service organizations in Oyo State, with strongest effects on affective and normative commitment. These findings have important implications for theory, practice, and policy in the Nigerian service sector. It was therefore recommended based on the study given that "ease of accessing knowledge when needed" received the lowest rating, organizations should invest in improving knowledge accessibility. This includes implementing user-friendly knowledge repositories with powerful search capabilities, organizing knowledge in intuitive structures, and ensuring employees are trained in knowledge location skills.

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