The Role of Organizational Commitment Mediating Job Satisfaction and Work Motivation with Knowledge-Sharing Behavior in 4 Star Hotels in Badung Regency, Bali

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Keword : organizational commitment, work motivation, job satisfaction, knowledge sharing behavior

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A B S T R A C T

Organizational commitment is greatly affecting the quality of services provided by a customer oriented organization, particularly for hotels and inns. The satisfaction and loyalty of the customer are derived from superior service quality. The innovative service of the employees' behavior can be improved by increasing knowledge-sharing among employees. The purpose of this study is to examine the relationship between work motivation and job satisfaction with knowledge-sharing behavior at 4 star hotels in Badung regency, Bali, as well as to predict the role of organizational commitment as mediation in the relationship between work motivation and job satisfaction on knowledge-sharing behavior.

This study uses a quantitative approach. The population of the study is 17 four star hotels located in Badung regency of Bali. There are 123 samples taken by applying to the operational employees at the level of the rank and file as the unit for analysis. Structural Equation Model with PLS 2.0 was applied to analyze the data. The result showed that there is a significant relationship between job satisfaction and the organizational commitment. Work motivation has no significant positive relationship toward organizational commitment and knowledge-sharing behavior. The organizational commitment has the full mediation role for the relationship between job satisfaction and knowledge- sharing behavior. The novelty in this study is the examination of the relationship between work motivation and knowledge-sharing behavior and the examination of the role of organizational commitment as mediation.

Organizations need to increase employees' job satisfaction as this will have an impact on improving organizational commitment. Increased organizational commitment is essential to improve employees' quality of services provided to customers. Improved quality of service, to avoid the failure of service delivery and reduce operational costs, can be improved by developing knowledge-sharing behavior.

Keywords: organizational commitment, work motivation, job satisfaction, knowledge sharing behavior

Ⅰ. Introduction

The hotel, catering, and tourism sector is one of the fastest-growing sectors of the global economy. This sector is also the top sector of employment providers due to the labor-intensive nature and significant multiplier effects on employment in other related sectors. However, this sector has a reputation of poor working conditions due to a number of factors: This sector is a fragmented industry with the majority of small and medium business entrepreneurs operating in the presence of low unions, low wages, low levels of skill requirements, shifts and night work, and seasonal work (International Labor Organization, 2010).

Arustei (2013) suggests that very little effort has been made by organizations to improve working conditions or the quality of their human resources. This is because in the hotel industry the cost for labor is very high so that, if done, improving the quality of human resources means adding more expenditure for labor. Davenport and Prusak (1998) argue that companies more often employ individuals with experience rather than those with education, because companies understand the value of knowledge that has been developed and proven over time.

Organizational commitment received great attention in previous studies linked to its significant impact on attitudes such as job satisfaction, performance, absenteeism, and the intention to exit. Organizational commitment is a set of behavioral intentions, a motivating force of work, or an attitude. Lee et. al. (2016) cited that employee loyalty as a concept involving behavior of employees which means the employees shows commitment and responsibility to their work and turnover intention. Goulet & Frank (2002) research on organizational commitment of government employees, non-profit companies, and profit-oriented companies finds that employees in profit-oriented companies have the highest organizational commitment, followed by employees of non-profit corporations and government employees.

According to Mathis and Jackson (2011), job satisfaction is instrumental in shaping discipline,

commitment, and performance of employees who then affect the quality of service in an effort to achieve corporate goals. Increased job satisfaction will impact one of them in increasing their commitment to the company. If the employee is at the desired level of satisfaction, then the level of commitment to the company will also increase. Committed employees are more likely to be responsible for service delivery (Ping and Perdue, 2012). Increased job satisfaction will impact and increase their commitment to the company.

Organizational commitment can also be influenced by work motivation, for employees with work motivation will become more committed to their company: If an employee is motivated to work by his work, then he will show his commitment to the organization in which he works (Rafique et. al., 2014). According to Schein (1996), employees who have work motivation are critical to the success of the organization, so understanding employees and what motivates employees in work can be a driving force in strengthening organizational commitment. Employee motivation therefore has a positive effect on organizational commitment (Brown and Marcel, 2007). The results of the research by Choong et. al (2011) note that work motivation has an effect on organizational commitment. This is explained by their findings that one's intrinsic work motivation has a significant influence on the three components of organizational commitment: affective commitment, continuance commitment, and normative commitment.

According to data obtained from Bali Government Tourism Office, it is known that the rate of turnover in the hotel has a significant average ranging from 2.6% -5% during the years 2006-2009. When compared to labor turnover in other star hotels, the highest turnover rate of hotel employees occurred in 4-star hotels, ranging from 3.2% -6.4%.

Based on the preliminary survey, it can be concluded that in four-star hotels employees have problems of organizational commitment and knowledge sharing behavior. This can be seen from the percentage of labor turnover that occurred in some hotels as the indication of low organizational commitment. Labor

turnover as a potential threat to knowledge loss and it means that the organization is not able to ensure the knowledge continuity. On the basis of global phenomena and local phenomena, empirical data show various factors that influence knowledge-sharing behavior with the mediation of organizational commitment; hence it is necessary to do the analysis that influences knowledge-sharing behavior of 4 star hotel employees in Badung regency Bali Province. The research will impact the hotel management to enhance the job satisfaction of the employees which will affect the organizational commitment and reduce turnover. Employees need to be encouraged to perform their tasks in order to increase their job satisfaction. The hotel management must be aware that the competitive advantage of organizations currently lies in particular in how employees apply their knowledge, experience and skills that are essential for ensuring the continuity of an organization's activities.

Ⅱ. Main Body

Literature Reviews

Organizational Commitment. Testa (2001) states that organizational commitment can be seen as a positive assessment of the work environment. In general, organizational commitment is defined as an attachment to the organization. The attachment is considered an emotional response especially when the individual strongly believes in the company's goals and objectives and shows a strong desire to maintain membership within the organization. Mogotsi et. al. (2011) states that organizational commitment can be informally regarded as a measure of the trust and loyalty of the employees towards the organization. Koo et. al. (2017) highlighted that organizational commitment is a psychological affection that members have toward their organization, and it indicates the employees having affection towards and being in unity with the organization. Meyer and Allen (Allen and Meyer, 1990; Meyer and Allen 1984; 1991)

develop three conceptual model components based on observations of almost all three, but differ in the existing unidimensional concepts of organizational commitment. To distinguish the characteristics of commitment grouped by the mindset, it was later named in the three-component model of commitment as affective, continuance, and normative (Meyer and Herscovith, 2001). From the results of empirical studies concerning organizational commitment, this study takes the definition of organizational commitment as stated by Allen and Meyer (1990) that organizational commitment is a psychological statement that binds individuals to organizations. Measurement of organizational commitment used in accordance with the concept of the Three-Component Model is affective, continuous, and normative (Allen and Meyer, 1990, 1993). The affective commitment measures the emotional attachment to the organization, identification with the organization, and involvement in the organization. Normative commitment is about the feelings of employees who sense the need to remain in the organization. Continuous commitment awareness applies to the cost of leaving the organization. This study uses the Three-Component Model (TCM) of commitment (Meyer and Allen, 1991; 1997) found in the Meyer and Allen (2004) studies that are used for the purpose of measuring commitment to academic research.

Knowledge-Sharing Behavior. Hooff and Ridder (2004) argue that knowledge-sharing behavior is the process by which individuals exchange their knowledge (tacit and explicit) and jointly create new knowledge. This definition implies that each knowledge-sharing behavior consists of two things, bringing or contributing knowledge, and gaining or accumulating knowledge. Hooff and Ridder (2010), Bartol and Sryvasta (2002) in Javadi, et. al. (2012) define knowledge-sharing behavior as an activity in which employees transmit relevant information to others in the organization. Dyer and Nobeoka (2000) in Lin (2007) indicate that knowledge-sharing behavior can be defined as an activity of helping community people work together, facilitating the exchange of their knowledge, improving organizational learning

skills, and enhancing their ability to achieve individual and organizational goals. The concept of knowledge-sharing is one of the processes of knowledge management. Knowledge-sharing is the most important process because the value of the knowledge possessed by the individual within the company becomes very important when distributed to others. Therefore, knowledge-sharing becomes very important for the successful implementation of knowledge management (Davenport and Prusak, 1998). Hooff and Ridder (2004) defines knowledge-sharing as a communication process between two or more participants who collectively create new knowledge, where the process involves the acquisition of knowledge (knowledge collecting) and the provision of knowledge (knowledge donation).

Job satisfaction. Basically, job satisfaction is individual-based. Each individual has a different level of satisfaction in accordance with the value system that applies to him. Employee job satisfaction in the hotel industry will result in an increase in positive employee behavior such as commitment to provide the best service to guests, good cooperation among employees, and ultimately commitment to the organization. Ultimately this will contribute to the hotel's ability to provide a high level of service that encourages customer loyalty. Lim (2017) pointed out that the greater the employees' job satisfaction, the greater customer orientation behavior will be. Increased employee job satisfaction can drive employees to be more involved and take action that results in increased guest satisfaction and ultimately increase the profitability of the organization that is essential for the continuity of the organization within the changing hotel industry environment. This study uses the Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss et. al. (1967), which uses 21 aspects of job satisfaction to represent more individual job satisfaction. Minnesota Satisfaction Questionnaire (MSQ) measures job satisfaction with 3 constructs that are intrinsic, extrinsic and job satisfaction. Intrinsic job satisfaction is evaluated through key factors such as activity, independence, variety, moral values, social service, authority, ability

utilization, responsibilities, creativity, and achievement. Extrinsic job satisfaction is determined by the key factors of supervision-human relations, supervision-technical ability, security, company policies, working conditions, co-workers, compensation. General work satisfaction is measured through social status, work load, advancement, and recognition. When intrinsic and extrinsic factors are added, then general job satisfaction forms (Feinstein and Vondrasek, 2001).

Hypotheses

Job satisfaction, work motivation, and organizational commitment are a form of attitude in organizational behavior. Various empirical data assume that there is a causal relationship between attitude and behavior; that is, the attitude taken by individuals determines what they do. Attitude in the organization, then, is considered important because it affects behavior. The aim of the study is to prove the effect job satisfaction and work motivation on organizational commitment and the effect of job satisfaction and work motivation on knowledge-sharing behavior with the mediation of organizational commitment.

Job satisfaction and organizational commitment. Aydogdu and Asikgil (2011) argued that job satisfaction affects the commitment of a person to determine the length of stay in an organization. If employees have low job satisfaction, they tend to leave the organization; if the opposite of high job satisfaction is the case, then the sense of ownership of the organization will also be higher. Research by Tsai et. al. (2010) does not reflect the characteristics of employees in the hospitality industry in other countries. Respondents are generally employees of hotel chains with medium-high prices. The result of one of them is job satisfaction has a positive effect to organizational commitment. Testa (2001) conducted research on cruise line and food service organization employees, using SEM, and concluded that increasing job satisfaction will stimulate the increase of organizational commitment, and finally service effort. Yousef (2002) found that job satisfaction has a direct and positive

effect on affective and normative continuance. Job satisfaction has a direct and negative effect on continuance commitment (low perceived alternatives / high personal sacrifice). Therefore, the first research hypothesis can be presented as follows:

H1: Job satisfaction has a significant positive effect on organizational commitment.

Work motivation and organizational commitment. Results of research conducted by Tella et. al. (2007) showed an influence between work motivation and organizational commitment in which organizational commitment is divided into three aspects: Affective Commitment, Normative Commitment and Continuance Commitment. Cetinkaya (2011) revealed that the work motivation of hotel workers intrinsically and extrinsically has a strong influence on affective commitment. Mean while, if attributed to the motivation of work with affective commitment, a small value shows there is no direct relationship between the work motivation to affective commitment so that self-motivation work intrinsically and extrinsically in this case should be increased first. Meanwhile, research from Eskildsen et. al (2003) showed the result that work motivation and job satisfaction of an employee will have a positive relationship to normative commitment. Based on two relationships of the variable of work motivation to organizational commitment, the second research hypothesis can be compiled as follows:

H2: Work motivation has a significant positive effect on organizational commitment.

Organizational commitment and knowledge-sharing behavior. The important thing the organization needs to do is maintain a qualified employee because the completion of each job depends on the knowledge and skills of the employees. Therefore, if an employee leaves the company, not only his psychic abilities are lost but also his knowledge and skills. Replacing outgoing employee positions costs money and time, as new employees have to go through the training process before they are ready to work. If the knowledge and experience possessed by employees are not in the form of organizational knowledge, then the organization will feel the loss due to the

release of employees. Hence organizational commitment must arise among employees so that their knowledge can be shared. Hoof and Ridder (2004) conducted research on the role of organizational commitment and knowledge-sharing, where the findings indicated the importance of organizational commitment, especially affective commitment role to knowledge sharing. It is said that when employees have trust in colleagues and management, then employees are willing to share their knowledge. This is in line with Jarvenpaa and Satples (2001) who state that a strong commitment will lead to a belief that the organization is entitled to information and knowledge created and owned by individuals. Anvari et. al (2010) findings suggest that affective commitment may be an important variable affecting employee attitudes in knowledge-sharing. The findings also show how affective commitment and psychological contracts affect employees' level of commitment to their organizations and the success of knowledge management as employees' willingness to share knowledge. Hislop (2003) states that there is a misunderstanding and lack of research that focuses on the relationship between employees' commitment to employee attitudes and knowledge-sharing behavior. Based on the variable relationship between organizational commitment to knowledge-sharing, the third research hypothesis can be stated as follows:

H3: Organizational commitment has a significant positive effect on knowledge-sharing behavior

Work motivation and knowledge-sharing behavior. The main finding of research by Reinholt et. al. (2011) is that employee involvement in knowledge-sharing is highest if network centrality, motivation, and capabilities are high. These findings reinforce the argument that employees need to be adequately motivated for knowledge-sharing and have knowledge-sharing capabilities to fully exploit the knowledge-sharing opportunities provided by their network positions. Javadi et. al. (2012) found that work motivation has a positive and significant relationship with knowledge-sharing. Knowledge-sharing has a direct and significant impact on employee performance. This means that we can develop employee

performance by encouraging them to share their useful knowledge. Individuals may be reluctant to share important knowledge for fear of losing possession, privilege, or superiority; they may refuse to share because they are not rewarded, or because they do not want to sacrifice the time and resources to perform knowledge transfer. Pascoe et. al. (2002) focuses on social learning strategies and processes categorized under the constructs of job satisfaction and morale because individual attitudes toward work will be influenced by their motivation to do their job as well as possible, so that this will affect the motivation of individuals to work in a better way. They are also willing to voice and discuss innovative ideas and generally share information and knowledge with the organization. It can be concluded from various studies (Davenport and Prusak, 1998; Ipe, 2003) that motivating factors that positively influence and improve knowledge-sharing are contributing to organizational success, gaining incentives and rewards and feelings of power, gaining knowledge, enhancing self-worth, adding value on knowledge, and developing a sense of trust that sharing is something useful. According to Ipe (2003), the main factors affecting knowledge-sharing are the nature of knowledge, shared motivation, sharing opportunities, and organizational culture. Most research concentrates on the motivational factors of knowledge-sharing by using theories that emphasize the explanation why individuals do or do not do knowledge-sharing. Therefore, this study focuses on the mechanics of work motivation that play a role in regulating and changing the potential to be a real or actual behavior, by highlighting the knowledge-sharing behavior in the organization. Based on the relationship between work motivation and the variable on knowledge-sharing behavior, the fourth research hypothesis can be arranged as follows:

H4: Work motivation has a significant positive effect on knowledge-sharing behavior.

Job satisfaction and knowledge-sharing behavior. Teh and Sun (2012) in his research revealed that job satisfaction is positively related to knowledge-sharing behavior of employees. Pascoe et. al. (2002) explains

how different dimensions of job satisfaction affect the individual's motivation to work well and also his willingness to share corporate knowledge. Salancik and Pfeffer (1977) emphasized that job satisfaction produces a positive effect on attitudes, motivations, and behaviors. In other words, when employees are more satisfied with their work, the motivation to contribute to the same interests in the context in which they do their work (donate knowledge) increases as well as their interest in what others do (collect knowledge). In particular, the results of De Vries et. al. (2010) show friendliness, team members' extroversion, self-employment satisfaction, and performance beliefs have positive implications on the willingness to share knowledge with one's team members. The passion for knowledge-sharing is mainly determined by the beliefs of one's own performance and job satisfaction and extroversion of a team member but not the friendliness of the team members. In turn, will and passion are both related to the knowledge of collecting and contributing behavior. De Vries et. al. (2010) suggests that research results that show team members harmony, team members' openness, individual job satisfaction and performance have a positive impact on the willingness to share knowledge with other team members. The desire to share knowledge is primarily determined by the individual's performance and job satisfaction as well as his openness to the team members but not to the compatibility of the team members. Another study from De Vries et. al.(2006) mentioned that knowledge-sharing consists of two basic activities representing active and passive intent: knowledge donation and knowledge collection. Knowledge donation and knowledge collection play an important role between organizational culture and job satisfaction in knowledge-sharing. If job satisfaction has a positive relationship with organizational commitment (Karatepe and Tekinkus, 2006), and organizational commitment is positively related to knowledge-sharing (Jacobs and Roodt, 2007), then job satisfaction will have a positive relationship with knowledge-sharing. Based on the variable relationship between job satisfaction and knowledge-sharing behavior, the fifth research

hypothesis can be arranged as follows:

H5: Job satisfaction has a significant positive effect on knowledge-sharing behavior.

Mediating effect of organizational commitment between job satisfaction and knowledge-sharing behavior. Han et. al. (2016) found organizational commitment have no significant effect on knowledge-sharing. This finding underscores the importance of the mediation role, to determine the intent of knowledge-sharing from employees. Suliman (2002) states that organizational commitment, especially the continuous and normative dimensions, has different mediation roles on performance. Habtoor et. al. (2016) found a significant relationship between management support, organizational commitment, and service quality. Organizational commitment is also identified as having a mediating role in the relationship of management support and service quality. Vandenbeele (2013) found the role of job satisfaction and organizational commitment (normative and affective) to four dimensions of public service motivation (PSM). Ramshida and Manikandan (2013) examine the impact of mediation of organizational commitment to organizational culture and counterproductive work behavior. The results of the analysis prove that organizational commitment mediates the relationship between organizational culture and counter-productive work behavior. Yousef (2002) concludes that organizational commitment mediates the influence of leadership behaviors with job satisfaction and performance. Kappagoda's (2002) research on non-managerial employees in Sri Lanka's commercial banks resulted in a positive relationship between job satisfaction and performance, job satisfaction and organizational commitment, and organizational commitment and performance, where organizational commitment mediates the full relationship between job satisfaction and performance.

H6: Organizational commitment mediates the relationship between job satisfaction and knowledge-sharing behavior.

Mediating effect of organizational commitment between work motivation and knowledge-sharing behavior. Research by Trang et. al. (2013) found that work

motivation and learning organizations have a significant positive effect on employee performance through the mediation of organizational commitment, where organizational commitment has a partial mediation impact on employee performance. Patulak et. al.(2013) argues that organizational commitment can strengthen organizational culture in improving performance. Organizational commitment is a contributing factor in improving performance in irrigation area management in Southeast Sulawesi, so organizational commitment is essential to be improved. Yeh (2012) study in China found that leadership types positively affected organizational commitment. Furthermore, organizational commitment positively and significantly affects performance, and the type of leadership will affect performance in a positive and significant way. Organizational commitment has a partial influence on the type of leadership and performance. Han et. al. (2010) conducted research on the influence of employee participation in decision-making on positive attitude and cognition that will direct the knowledge-sharing behavior of employees. The results of this study indicate that organizational commitment and knowledge sharing are positively related and mediate the relationship between psychological ownership and knowledge-sharing behavior. Awan et. al. (2014) undertook research into organizational commitment of employees associated with corporate politics towards employment engagement and employee performance in the public sector in Pakistan. This study led to the conclusion that organizational politics negatively affects organizational commitment, job engagement, and performance, and then organizational commitment mediates partly between organizational politics and job involvement and performance. Lustenhouwer's (2012) research showed that organizational commitment is not a strong variable, so it only mediates some organizational cultural relationships of learning and team proactively. This indicates that there may be other factors mediating the relationship. Based on the framework of thinking and empirical data sourced from previous studies, it can be concluded that organizational commitment
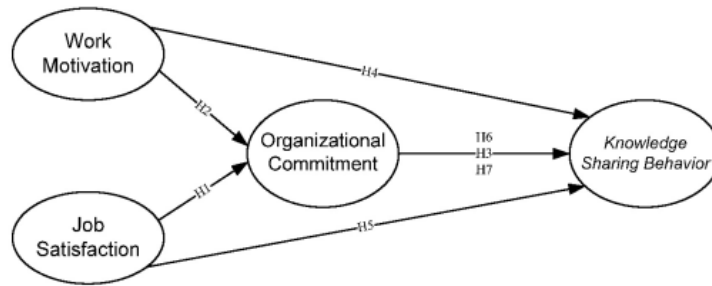
Figure 1. Research Model

shows the role of mediation in the relationship between attitudes and individual behavior-job satisfaction is one of the various attitudes (Zayas-Ortiz, et. al., 2012). Ghozilade et. al. (2014) states that job satisfaction and work motivation are a prerequisite of organizational commitment. So a new concept can be developed in which organizational commitment has a mediation role on the relationship of work motivation with knowledge-sharing behavior. Therefore, the seventh hypothesis is proposed as follows:

H7: Organizational commitment mediates the relationship between work motivation and knowledge-sharing behavior.

Ⅲ. Method

Sample

The study population is four star hotels in Badung regency, based on the data from the Central Bureau of Statistics of Bali Province; most of the four star hotels are in Badung regency area, with a population of 55 four star hotels. In this study, only 17 hotels were willing to participate, with a total of 2100 rank and file operational employees. The size of the sample was determined using the Slovin approach (Sevilla et. al., 1960: 182). In total, 200 copies of questionnaires were distributed throughout the hotels and 164 questionnaires were returned, with the response rate of 82%. After deletions, only 123 questionnaires can be used because of incompleteness of the data. The

Table 1. Profile of the respondents (n=123).

	Classification	Frequency	Percentage
Age	21 - 30	68	55.28
	30 – 40	30	24.4
	> 40	25	20.3
	Total	123	100
Sex	Male	73	59.3
	Female	50	40.7
	Total	123	100
Education	High School	57	46.3
	Diploma 1/2/3	42	34.1
	Diploma 4	11	8.9
	Bachelor	13	10.9
	Total	123	100
Department	Front Office	27	22
	FB Service	27	22
	FB Product	18	14.6
	House Keeping	26	21.1
	Spa	13	10.6
	Engineering/Security	12	9.8
	Total	123	100
Length of work	1 - 5 years	79	64.2
	6 - 10 years	17	13.8
	11 - 15 years	9	7.3
	16 - 20 years	14	11.4
	> 20 years	4	3.3
	Total	123	100

data collection was carried out on February, 2017, for a month, and at that period of time the occupation rate of the hotels was between 65%-85%.

Measure

The job satisfaction variable has 21 indicators adopted from Martin and Proenca (2012) using MSQ (Minnesota Satisfaction Questionnaire). Work motivation

has 18 indicators based on Self Determination Theory (SDT) Ryan and Deci (2000) using WEIMS (Work Extrinsic and Intrinsic Motivation Scale) measurement. Organizational commitment has 18 indicators adopted from the Three Component theory from Meyer and Allen (1991). Knowledge-sharing behavior has 8 indicators taken from De Vries et. al. (2010), also adopted in Tohidinia and Mosakhani (2009). Responses to the items in job satisfaction were elicited on five-point Likert-type scales ranging from "5 = extremely satisfied" to "1 = extremely dissatisfied" while responses to work motivation, organizational commitment and knowledge-sharing behavior items were elicited on five-point scales ranging from "5 = extremely agree" to "1 = extremely disagree"

This research uses Partial Least Square (PLS) analysis technique using the Smart PLS 2.0 program. PLS has many advantages where PLS does not assume any particular distribution for parameter estimation; so parametric technique to test parameter significance is not needed (Chin, 1998 in Ghozali, 2012: 39). Furthermore, the PLS evaluation model is based on predictive measurements that have non-parametric properties. The basic evaluation is to evaluate outer model and evaluate structural model. Evaluation of outer model is used to determine the validity and

reliability of the indicators used to measure the research variables. Convergent validity, determinant validity and composite reliability are used to test the validity and reliability. The next measurement is inner model using R-square coefficient value (R^2) through Q Square predictive relevance (Q^2) and Goodness of Fit (GoF) approach to see the relationship between construct and the influence of exogenous variable on endogenous variables, testing effect size to know the role of organizational commitment as mediator relationship between job satisfaction and work motivation to knowledge-sharing behavior.

IV. Conclusion

Results

As shown in Table 2, the composite reliability values range from 0.879 to 0.978. Table 2 shows that the average variances extracted by the range from 0.611 to 0.836, which is above the acceptability value. Each construct is said to be reliable if it has Composite Reliability greater than 0.60, while AVE value is expected to be greater than 0.50 (Ghozali,

Table 2. Results of Confirmatory Analysis

Measures	Items	Composite Reliability	Average Variance Extracted
Job Satisfaction (X1)	21	0.970	0.611
Intrinsic (X1.1)	10	0.920	0.632
Extrinsic (X1.2)	7	0.879	0.646
General (X1.3)	4	0.958	0.696
Work Motivation (X2)	18	0.954	0.704
Self-Determination (X2.1)	9	0.958	0.717
Non Self-Determination (X2.2)	9	0.958	0.717
Organizational Commitment (Y1)	18	0.978	0.714
Affective Commitment (Y1.1)	6	0.946	0.745
Normative Commitment (Y1.2)	6	0.954	0.775
Continuance Commitment (Y1.3)	6	0.952	0.769
Knowledge Sharing Behavior (Y2)	8	0.968	0.790
Collecting (Y2.1)	4	0.953	0.836
Donating (Y2.2)	4	0.948	0.820

Table 3. Correlation between construct

Meas ures	X1.1	X1.2	X1.3	X1	X2.1	X2.2	X2	Y1.1	Y1.2	Y1.3	Y1	Y2.1	Y2.2	Y2
X1.1	0.8320													
X1.2	0,9251	0.8439												
X1.3	0,8996	0,8968	0.8694											
X1	0,9826	0,9721	0,9455	0.8192										
X2.1	0,6986	0,7119	0,6705	0,7178	0.8437									
X2.2	0,7575	0,7675	0,7464	0,7809	0,9348	0.8602								
X2	0,7412	0,7530	0,7216	0,7630	0,9825	0,9846	0.8380							
Y1.1	0,6744	0,6963	0,6637	0,7000	0,6850	0,7342	0,7226	0.8639						
Y1.2	0,7317	0,7271	0,7149	0,7484	0,6638	0,7351	0,7127	0,9223	0.8854					
Y1.3	0,7449	0,7357	0,7284	0,7605	0,7113	0,7652	0,7518	0,9138	0,9377	0.8857				
Y1	0,7371	0,7394	0,7218	0,7567	0,7050	0,7648	0,7485	0,9686	0,9787	0,9762	0.8560			
Y2.1	0,7636	0,7758	0,7274	0,7829	0,7741	0,7849	0,7930	0,8451	0,8542	0,8776	0,8819	0.9001		
Y2.2	0,7523	0,7595	0,7168	0,7697	0,7579	0,7873	0,7862	0,8268	0,8481	0,8645	0,8692	0,8987	0.8791	
Y2	0,7781	0,7881	0,7413	0,7969	0,7864	0,8068	0,8105	0,8583	0,8737	0,8942	0,8988	0,9757	0,9730	0.8668

Note : X1: Job satisfaction; X1.1: Intrinsic; X1.2: Extrinsic; X1.3: General
X2: Work Motivation; X2.1: Self-Determination; X2.2: Non Self-Determination
Y1: Organizational Commitment; Y1.1: Affective Commitment; Y1.2: Normative Commitment;
Y1.3: Continuance Commitment
Y2: Knowledge Sharing Behavior; Y2.1: Collecting; Y2.1; Donating
*The shaded numbers in the diagonal row are square roots of the average variance extracted

2014: 40).

The calculation result Q^2 shows the value of 0.9499, which means the model shows very good observation, that the relationship between variables can be explained by the model of 94.99%, while 5.01% is an error factor not included in the research model. The value of Goodness of Fit (GoF) produces a value of 0.7466 which indicates that the accuracy of overall model measurement is very good. The role of organizational commitment as a mediation of job satisfaction relationship to knowledge-sharing behavior shows the value of 0.442 which means it has strong impact. While the role of organizational commitment as mediation between work motivation and knowledge-sharing behavior shows the value of 0.4096 which means it has strong impact.

The result in Table 3 shows the discriminant validity: the square root of the average variance extracted for each construct is greater than the levels of correlations involving the construct. The results of the inter-construct correlations also show that each

construct shares larger variance with its own measures than with other measures.

Job satisfaction showed a positive and significant relationship to organizational commitment where the coefficient of the line of 0.4442 with t-statistic 2.1095> 1.96. **H1 accepted**. This means that the higher the value of job satisfaction perceived by hotel employees, then their organizational commitment will also increase. Work motivation showed a positive and no significant relationship to the organizational commitment where the path coefficient of 0.4096 with t-statistic 1.8992 <1.96. **H2 rejected**. This means there is not enough empirical evidence to support the hypothesis to be accepted. The increased value of work motivation is not able to provide a significant improvement to organizational commitment. Organizational commitment showed a positive and significant relationship to knowledge-sharing behavior with path coefficient of 0.5957 with t-statistic 5.3256> 1.96. **H3 accepted.** This means that the higher the organizational commitment of hotel employees, the
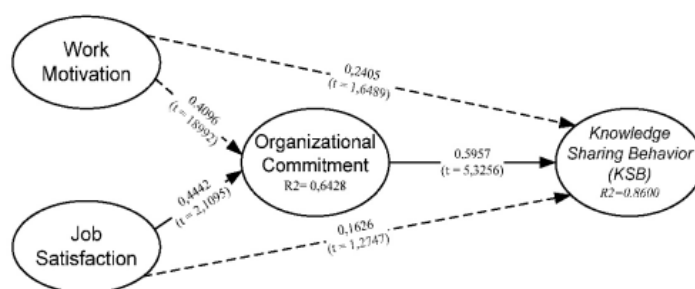
Figure 2. Results of PLS Analysis

knowledge-sharing of their behavior will also increase. Work motivation showed a positive and no significant relationship to knowledge-sharing behavior where the path coefficient of 0.2405 with t-statistic 1.6489 <1.96. **H4 rejected**. Job satisfaction showed a positive and no significant relationship to knowledge-sharing behavior with path coefficient of 0.1626 and t-statistic 1.2747 <1.96. **H5 rejected**. Job satisfaction relation to organizational commitment is significant with value equal to 0.4442. The relationship of organizational commitment to knowledge-sharing behavior significant with value equal to 0.5957.The relationship of job satisfaction to knowledge-sharing behavior is not significant with the value of 0.1626, then it shows that organizational commitment mediates full (full

mediation) the value between job satisfaction with knowledge sharing behavior. Thus, **H6 accepted**. The relationship between work motivation toward organizational commitment is not significant with value of 0.4096. The work motivation relationship with knowledge-sharing behavior is not significant with the value of 0.2405, it shows that organizational commitment does not mediate between work motivation with knowledge-sharing behavior. Thus, **H7 rejected**. The result of hypothesis testing depicted in Table 4.

From the result of PLS analysis, hypotheses 1,3 are supported. Hypotheses 2, 4, and 5 are not supported as there are no significant relationships in the posited direction. Mediation test was based on Baron and

Table 4. Hypotheses testing

Relations	Original Sample	Sample Mean	t-statistic	t-tabel (Sig.5%)	Hypotheses
Job satisfaction à Organizational commitment	0.4442	0,4669	2,1095	> 1,96	H1-Supported
Work motivation à Organizational commitment	0,4096	0,3853	1,8992	< 1,96	H2-Not supported
Organizational commitmentàKnowledge sharing behavior	0,5957	0,5708	5,3256	> 1,96	H3-Supported
Work motivationàKnowledge sharing behavior	0,2405	0,2443	1,6489	< 1,96	H4-Not supported
Job satisfaction à Knowledge sharing behavior	0,1626	0,1798	1,2747	< 1,96	H5-Not supported

Table 5. Mediation test

Mediating role	Path Coeficient	t-statistic	t-tabel (Sig.5%)	Hypotheses
a. Job satisfaction à Organizational commitment	0,4442	2,1095	> 1,96	a and b:significant, c:not
b. Organizational commitmentàKnowledge sharing behavior	0,5957	5,3256	> 1,96	significant= full mediation
c. Job satisfaction à Knowledge sharing behavior	0,1626	1,2747	< 1,96	H6-Supported
a. Work motivation à Organizational commitment	0,4096	1,8992	< 1,96	a and c not significant,b :
b. Organizational commitment à Knowledge sharing behavior	0,5957	5,3256	> 1,96	significant = not mediation
c. Work motivation à Knowledge sharing behavior	0,2405	1,6489	< 1,96	H7-Not supported

Kenny (1986) research as shown in Table 5. Hypotheses 6 is supported and hypotheses 7 are not supported.

Discussion

This study is based on the main theory of organizational behavior. Robbins and Judge (2013) stated that organizational behavior seeks to learn about what individuals do in organizations and how their behavior affects organizational performance. Organizational behavior studies the impact of individuals, groups, and structures on behavior in organizations and applies knowledge about them so that organizations can become more effective.

Job satisfaction, work motivation, and organizational commitment are a form of attitude in organizational behavior. Various empirical data assume that there is a causal relationship between attitude and behavior, that is, the attitude taken by individuals determines what they do. Thus, attitude in the organization is considered important because it affects behavior.

There are some empirical data related to previous research that support this research. Job satisfaction has a positive relationship with organizational commitment (Aydogdu and Asikgil (2011); De Coninck and Duane (1994); Testa (2001); and Tsai et. al. (2010). Employee job satisfaction in the hotel industry will result in an increase in positive employee behavior such as commitment to provide the best service to guests, good cooperation among employees, and ultimately commitment to the organization. Ultimately, this will contribute to the hotel's ability to provide a high level of service that encourages customer loyalty. Increased employee job satisfaction can drive employees to be more involved and take action that results in increased guest satisfaction and ultimately increase the profitability of the organization that is essential for the continuity of the organization within the changing hotel industry environment. Job satisfaction has a positive effect on organizational commitment. The higher the level of job satisfaction, the higher the level of organizational commitment.

The important thing the organization needs to do

is retain a qualified employee because the completion of each job depends on the knowledge, skills, and abilities of the employees. Therefore, if an employee leaves the company, not only his psychic abilities are lost but also his knowledge and skills. Replacing employee outgoing positions costs money and time, as new employees have to go through the training process before they are ready to work. If the knowledge and experience possessed by employees are not in the form of organizational knowledge,then the organization will feel the loss due to the release of employees. To make this happen, organizational commitment must emerge among employees so that their knowledge can be shared. This study supports empirical data concerning the relationship between organizational commitment to knowledge-sharing behavior. Some researchers found the positive relationship between organizational commitment, particularly affective commitment with knowledge-sharing (Han et. al., 2010; Hooff and Ridder, 2004; Hooff and Weenen, 2004; Jarvenpaa and Satples, 2001; and Matzler and Mueller, 2011).

This study proves that organizational commitment has a mediating role for the relationship between job satisfaction and knowledge-sharing behavior. This means that knowledge-sharing behavior can be developed if hotel employees have high organizational commitment, but employees will only have a high organizational commitment if they first have job satisfaction. Therefore, managers need to increase employee job satisfaction so they can have organizational commitment.

This study cannot prove work motivation has a relationship to organizational commitment and knowledge-sharing behavior, although organizational commitment has a very strong impact in mediating the work motivation relationship towards knowledge-sharing behavior. Employees with high work motivation are not related to their organizational commitment. Likewise with knowledge-sharing behavior, employees who have work motivation do not necessarily mean they will exhibit knowledge-sharing behavior. Based on the results of the analysis, rank and file operational employees tend to have work motivation controlled

by the pressure, the feeling of having to engage in an action, and the rewards and demands of the organization. This result indicates that employees' work motivation is high but does not contribute to organizational commitment. Employees do their work because of the rewards of what they do. The demand to complete the tasks and to give satisfaction to the hotel guests is the top priority of the employees in doing their work. Knowledge transfer was done in order to complete the tasks. The information submitted was limited to work completion only. In contrast to the concept of knowledge-sharing behavior; while doing their tasks knowledge, experience, and skills are shared and collected among employees to form a new knowledge. It also can be concluded that the rank and file operational employee's job satisfaction was based on the work itself. This is the reason the employees only do knowledge transfer since the aim is to complete the workby providing optimal service to enhance guest satisfaction.

Limitations and Future Research

At the time when the research was conducted, all hotels were entering the low season period. The result could be different if the employee is at a different working pressure during peak season and high season. To generalize the findings, the next studies may use the entire hotel classification, not only four star hotels. Also, including all job levels in the hotels may be required in order to investigate the differences among other groups. Cultural factors could be considered as one variable in the knowledge-sharing study, since most of the previous research in knowledge-sharing was conducted in developed countries, which have different culture settings from Balinese culture. Further research can be done about the relationship between work motivation with organizational commitment and knowledge-sharing behavior.

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