

# The Mediating Role of Organizational Commitment and The Moderating Role of Service Climate

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# The Mediating Role of Organizational Commitment and The Moderating Role of Service Climate

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**Abstract**—This study aims to predict the effect of job satisfaction on knowledge sharing behavior. At the same time, it aims to predict the moderation role of service climate as well as the mediation role of organizational commitment. Based on the results of this research, organizational commitment has a significant positive effect on knowledge sharing behavior. Based on this, organizational commitment has a full mediation effect on the influence of job satisfaction on knowledge sharing behavior. Service Climate does not moderate the effect of job satisfaction on knowledge sharing behavior. The implications of this study indicate that with the increase in job satisfaction, organizational commitment will also increase. Knowledge sharing behavior can be achieved by organizational commitment. Climate service has no moderation role between job satisfaction and knowledge sharing behavior.

**Index Terms**—organizational commitment; service climate; job satisfaction; knowledge sharing behavior.

## I. INTRODUCTION

Bali is one of the most famous tourist destinations in Indonesia. Beautiful cultural and natural tourism is a special attraction for tourists visiting Bali. The social life of the Balinese society, which is wrapped with religious elements, becomes the main attraction for tourists visiting Bali. Besides that, the natural beauty of Bali, such as beaches, lakes, and mountains, as a tourist destination cannot be missed. Visits of foreign tourists to Bali can be used as a measure of tourism activities. In 2013, the growth of tourist arrivals to Bali was 13.37%, which further increased in 2014 to 14.89%. In 2015, the growth was only 6.24%. Then it increased again in 2016 to 23.14% and in 2017 only to 15.62%.

Increased tourism will certainly have multiplier effects on various sectors, especially the hospitality sector. The hospitality sector is the top employing sector because of its labor-intensive nature. Tsai [1] states that the hospitality sector is one part of an important service industry in the service industry worldwide. However, the International Labor Organization [2] states that the hospitality sector has a reputation of poor working conditions due to various factors, such as the existence of low unions, low wages and low levels of skill requirements, shifts and night work and seasonal work. The hospitality sector is also renowned for a very high turnover of labor compared to other sectors in the service industry.

Labor turnover causes not only employees to leave, but also their skills, knowledge, abilities, and work experience.

If an employee leaves the company without prior sharing of knowledge within the organization, it will be a loss to the organization. Replacing an outgoing employee with the knowledge, experience, and skills of such an employee is certainly not an easy matter. Hussain et al. [3] stated that "Knowledge is power". Due to the strong competition in the hospitality industry and intentions of knowledge sharing behavior, employees may often reserve their knowledge for their personal development. Jacobs & Roods [4] underscores the potential problems that will arise from the absence of knowledge sharing. First, the possibility of loss of knowledge of employees, because employees do not share their knowledge before they quit. Second, the knowledge creation and retention process become ineffective, especially if the employee moves to a competitor. Third, the shared knowledge needs to be stored; otherwise, the knowledge could be lost when employees leave the job.

Lim [5] suggest that how employees feel about the job at a hotel can influence the level of employee behavior in personal interaction with customer needs for better service. According to Mathis & Jackson [6] 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 have an impact, for instance, on 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 [7]. Organizational commitment is an antecedent of the creation of employee behavior; in this study knowledge sharing is a form of behavior.

Yang et al. [8] state that to estimate the outflow of employees, it is necessary to identify their commitment. If the employee is at the desired level of satisfaction, then the level of commitment to the company will also increase. Ekawati & Yasa [9] suggested that the more efficient and optimally hotels implement the service mix, the more apparent the hotel guest's loyalty to return in the future.

The hotel is a service sector where employees make direct contact with guests. For companies in the service sector, the service climate is important. It reflects the importance of service attributes to service quality and efforts to please customers [10]. A strong service climate is founded on the

assumption that the contextual factors can determine service behavior and increase the likelihood that employees will work further to meet their customers' desires [11]. Service climate is a "positive" and "strong" shared perception that policies, practices, and procedures, as well as the behaviors that are rewarded, supported, and expected, focus on service [12].

Based on the data on the Regional Tourism Office of Bali, the area that has the greatest number of hotels is Badung regency with as many as 55 four-star hotels. The rate of employee turnover in hotels in Bali has a significant rising trend, ranging from 2.6%–5% during the years 2006–2009. When compared to the labor turnover in other star hotels, the highest turnover rate of hotel employees occurred in four-star hotels, which range from 3.2%–6.4%. This study aims to analyze the effect of job satisfaction on knowledge sharing behavior, as well as study the role of service climate moderation and the role of mediation of organizational commitment. It is expected that the results of this study can provide an overview of the knowledge sharing behavior of employees at four-star hotels in Bali, as well as provide inputs to increase employee job satisfaction.

## II. LITERATURE REVIEW

### A. Knowledge Sharing Behavior

Hu et al. [13] stated in their research that quality of service in the hotels can be improved by enhancing employees' knowledge of customers' preferences, and improving their service accordingly. Performance can be improved through knowledge sharing if hospitality and tourist businesses clearly understand how knowledge is best shared. Knowledge sharing can take place in different ways; it may be between employee-customer or employee-employee communications with their own knowledge skills. Through knowledge sharing, relevant information can be diffused by employees to others across the organization [14].

### B. Job Satisfaction

Schneider [15] stated the primary reason employees deliver good service to the customer is job satisfaction. In general, job satisfaction has been defined and measured both as a global feeling about the job and as a concept with various dimensions or facets. Gu & Siu (2009) stated that job satisfaction is backed up customer satisfaction. The process of delivering services to customers and felt by the customer demonstrates employee satisfaction. Besides ensuring customer service quality, employee satisfaction also contributes to employee retention and commitment. Tsai & Huang [1] indicated that job satisfaction is an employee's emotional attitude toward his or her job. Job satisfaction is the degree of an individual's satisfaction or dissatisfaction with the internal or external aspects of his or her job. Although scholars do not seem to reach an agreement on job satisfaction in terms of its classification, the five facets of job satisfaction conceptualized by Cellucci and DeVries [16] have generally covered its content. These are as follows: (a) satisfaction with supervisors, (b) satisfaction with coworkers,

(c) satisfaction with pay, (d) satisfaction with promotions, and (e) satisfaction with the work itself.

### C. Organizational Commitment

According to O'Reilly in Coetzee [17], organizational commitment is the psychological attachment that a person perceives toward his organization, and this will reflect the degree to which individuals internalize or adopt the characteristics or perspectives of their organization. Employee commitment is critical to the existence of organizations that want to maximize profits, want better customer service, and labor stability [18]. Organizational commitment is the psychological attachment that employees possess toward their organization, so it affects employees' decisions to survive or leave the organization. There are three commitment, which include: (1) effectiveness commitment in which the individual wants to be within the organization and that desire comes from within the employees themselves, (2) the continuance commitment which occurs because employees feel the need to be within the organization, and (3) normative commitment which occurs because employees have an understanding that the organization members should be within the organization.

### D. Service Climate

Jia et al.'s [?] research found that the service climate constructs was shown to be relevant to the rest of the organization, not only to the frontline service employees, as they all support and serve the customer-facing employees. Hurley (1998) suggests that employees with whom customers interact directly should act proactively and exercise discretion as to how they deliver service quality to satisfy or even surprise customers. It is therefore important to understand what drives good service. Past research shows that two antecedents to the work output of employees are service climate (e.g. Schneider et al. [15]) and the effective leadership of direct supervisors [20]. A favorable service climate will develop excellent interdepartmental service [15].

### E. Hypotheses

#### 1) Job satisfaction and organizational commitment:

De Coninck & Bachmann [21] mentioned that job satisfaction has a direct and positive influence on organizational commitment. As leader-member relations and peer interactions are better, the level of job satisfaction will be higher, as well as the commitment of affective organizations and continuance organizational commitment. However, the effects of normative organizational commitment are insignificant, and not exposed to the effects of job satisfaction interventions [22]. The results of the study prove that job satisfaction has a significant effect on the commitment to stay. Therefore:

H1: Job satisfaction will have a positive and significant impact on organizational commitment.

2) *Organizational commitment and knowledge sharing behavior:*

Hooff and Ridder [23] conducted research on the role of organizational commitment and communication to knowledge sharing, in which the results of the study found the importance of organizational commitment, especially the affective commitment to share knowledge. This is in line with Jarvenpaa and Satples [24] who state that high commitment will lead to the belief that the organization is entitled to information and knowledge created and owned by individuals. Casimir et al. [25] state that by increasing affective commitment, the perceived cost of knowledge sharing will diminish because affective commitment generates collective identity among individuals within the organization and produces pro-social behavior. Thus:

H2: Organizational commitment will have a positive and significant impact on knowledge sharing behavior

3) *Job satisfaction and knowledge sharing behavior:*

De Vries et al.'s [26] research results suggest that team members' harmony, team members' openness, individual job satisfaction, and performance have a positive impact on 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 team members but not to the compatibility of team members. Will and desire relate to the behavior of knowledge collecting and donating. Another study from De Vries et al. [27] mentions that knowledge sharing consists of two basic activities representing active and passive intent: knowledge donation and knowledge collection. These factors play an important role between organizational culture and job satisfaction in knowledge sharing. Thus:

H3: Job satisfaction will have a positive and significant impact on knowledge sharing behavior.

4) *Mediating effect of organizational commitment on the relationship between job satisfaction and knowledge-sharing behavior:*

Yousef [28] examines the role of mediation of organizational commitment to leadership behavior toward job satisfaction and performance in non-Western countries with labor from different cultures. This study concludes that organizational commitment can mediate the influence of leadership behaviors on job satisfaction and performance. Kappagoda's research [29] 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, as well as organizational commitment and performance. Here, organizational commitment mediates the full effect of job satisfaction on performance. Job satisfaction has a positive effect on organizational commitment [30], and organizational commitment has a positive effect on knowledge sharing [4], thus indicating that job satisfaction will have a positive influence on knowledge sharing with mediation organizational commitment. Therefore,

H4: Organizational commitment will mediate the relationship between job satisfaction and knowledge-sharing behavior

5) *Moderating effect of service climate between job satisfaction and knowledge-sharing behavior:*

The perception that the organization and its members assist customers, and to outcome variables such as individual and organizational service performance, is related to service climate [31] and customer satisfaction with service quality [32]. Some data suggest that if the favorable service climate is 'strong' (i.e. when employees agree on their perception of the climate), then there is a low variability in customer satisfaction. However, a weak service climate is associated with a high variability in customer satisfaction [33]. Therefore:

H5: Service climate will moderate the relationship between job satisfaction and knowledge-sharing behavior.

### III. RESEARCH METHODOLOGY

#### A. Sample

The unit of analysis is supervisors and entry level four-star hotels employees from operations departments, such as Front Office, Food and Beverage Service, Food and Beverage Product, Housekeeping, Spa, and Engineering/Security department. The research was conducted in several four-star hotels in Badung Regency, Bali Province, Indonesia. Data was collected in February 2018. From 55 four-star hotels in Badung Regency, Bali, only 22 four-stars hotel were willing to participate. Several factors become a consideration in choosing the four-star hotel in Badung as the research population. (1) Badung has the highest number of four-star hotels compared to other regencies in Bali. (2) The four-star hotel has the highest employee turnover. (3) The four-star hotel has to compete extensively with three-star and five-star hotels. From 200 questionnaires, 162 questionnaires were completed, with 81,5% response rate, which demonstrates the effectiveness of the study.

#### B. Measurement

The job satisfaction questionnaire was adopted from Tsai & Huang [1], with 16 indicators. Organizational commitment has 18 indicators taken based on the theory from Meyer and Allen (1991). The 8 indicators for Knowledge-sharing behavior were taken from De Vries et. al. [26], which was also adopted from Tohidinia & Mosakhani [34]. Service climate has 16 indicators taken from Carrasco et al. [10]. 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 organizational commitment, knowledge-sharing behavior, and service climate items were elicited on five-point scales ranging from "5 = extremely agree" to "1 = extremely disagree".

The ages of the respondents with the highest portion were in the range of 21-33 years old. Most of the respondents were composed of men (57,4%). High school and diplomas shared the same percentage as the highest educational background, with 43,2% of the respondents. About 25,3% of the

**TABLE I: Results of Confirmatory Analysis**

Measures	Items	Composite Reliability	Average Variance Extracted
Job Satisfaction (X)	16	0,888	0,555
Supervisor (X1)	4	0,794	0,596
Coworkers (X2)	4	0,802	0,506
Pay (X3)	3	0,903	0,756
Promotion (X4)	2	0,825	0,702
Work itself (X5)	3	0,754	0,510
Organizational Commitment (Y1)	10	0,778	0,590
Affective Commitment (Y1.1)	4	0,856	0,610
Normative Commitment (Y1.2)	3	0,813	0,596
Continuance Commitment (Y1.3)	3	0,863	0,677
Knowledge Sharing Behavior (Y2)	8	0,893	0,513
Collecting (Y2.1)	4	0,899	0,689
Donating (Y2.2)	4	0,883	0,654
Service Climate (Z)	16	0,924	0,538
Global (Z1)	4	0,853	0,594
Customer Feedback (Z2)	4	0,922	0,747
Customer Orientation (Z3)	4	0,855	0,598
Manager Practices (Z4)	4	0,895	0,683

**TABLE II: Testing the direct and indirect effect of model**

Model	Path Coefficient	Sample Mean	t-statistic	t-label (Sig. 5%)	Hypotheses
X → Y1	0,548	0,541	8,350	\$ <sub>c</sub> \$ 1,96	H1 – Supported
Y1 → Y2	0,221	0,228	2,624	\$ <sub>c</sub> \$ 1,96	H2 – Supported
X → Y2	0,169	0,169	1,764	\$ <sub>s</sub> \$ 1,96	H3 – Not Supported
X → Y1 → Y2	0,121	0,122	2,634	\$ <sub>c</sub> \$ 1,96	H4 – Supported
X → Z → Y2	0,077	0,077	1,643	\$ <sub>s</sub> \$ 1,96	H5 – Not supported

respondents work in the food and beverage service department. 75,9% of the respondents have been working 1-5 years. When analyzing the job position, about 64,2% of the respondent were in the entry level position.

#### IV. RESULT

Table 1 depicts that the composite reliability values range from 0.754 to 0.903. The average variances extracted (AVE) range from 0.506 to 0.656, which is above the acceptability value. As stated in Ghazali (2014: 40) if it has Composite Reliability greater than 0.60 and AVE value is expected to be greater than 0.50, then each construct is said to be reliable. The calculation result Q2 shows the value of 0,5303, which means the model shows very good observation, that the relationship between variables can be explained by the model by 53,03%. The value of Goodness of Fit (GoF) produces a value of 0.4174 which indicates that the accuracy of overall model measurement is good.

Job satisfaction to organizational commitment showed a positive and significant relationship with path coefficient 0,548 and t-statistic 8,350 > 1,96. **H1 is supported.** This means that organizational commitment will increase if the job satisfaction perceived by hotel employees is high.

Organizational commitment to knowledge-sharing behavior showed a positive and significant relationship with a path coefficient of 0.221 and t-statistic 2,624 > 1.96. **H2 is supported.** If the organizational commitment of hotel employees increases, then the knowledge-sharing behavior will also increase.

Job satisfaction to knowledge-sharing behavior showed a positive but not significant relationship with a path coefficient of 0.169 and t-statistic 1.764 < 1.96. **H3 is not supported.**

Job satisfaction to organizational commitment is significant with a value equal to 0.548. The relationship between organizational commitment to knowledge-sharing behavior is significant with a value equal to 0.221. The relationship of job satisfaction to knowledge-sharing behavior is not significant with the value of 0.169, this resulted that organizational commitment has the role as a between job satisfaction with knowledge sharing behavior. **Thus, H4 is supported.**

Job satisfaction to knowledge sharing behavior is not significant with a value of 0.169. The result shows that the service climate does not moderate job satisfaction toward knowledge sharing behavior. **Thus, H5 is not supported.**

The result of PLS analysis show that hypotheses 1, 3, and 4 are supported. Hypotheses 2 and 5 are not supported as there are no significant relationships in the posited direction, presented as in Figure 1.

#### V. DISCUSSION

The result shows that the relationship of job satisfaction to organizational commitment has a positive and significant relationship which is consistent with previous research [35], [36], [1]. Employees' commitment to the organization will increase if the level of job satisfaction also increases. As a whole, the result shows that employees are satisfied and have a positive attitude towards their supervisor, peers, compensation, promotion and their own job. The organizational commitment of the employees is associated with job satisfaction. This study provides clear and practical messages for four-star hotel

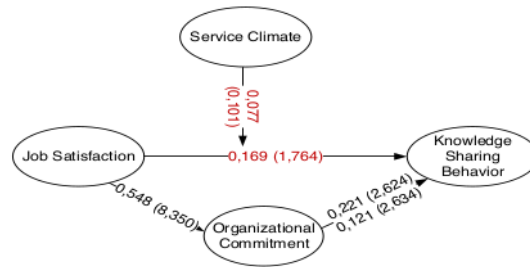


FIGURE 1: Hypotheses Testing Result

managers that job satisfaction is directly important for the development of the subordinate's organizational commitment.

Organizational commitment has a mediating role in job satisfaction and knowledge-sharing behavior. This proves that employees will only have a high organizational commitment if they first have job satisfaction then knowledge-sharing behavior can be developed if hotel employees have high organizational commitment. Therefore, satisfied employees make satisfied customers. To provide high-quality service to the customers the employees need to increase sharing their knowledge and experience because knowledge is a key factor for the organization's success. Jarvenpaa & Staples [24] stated that a "willingness to share" is positively related to profitability and productivity.

Organizational commitment has an impact in mediating job satisfaction towards knowledge-sharing behavior. Customer's satisfaction and organization success can only be achieved with knowledgeable employees. This study cannot prove service climate has a role as moderator to job satisfaction and knowledge-sharing behavior. Service climate is employee's cognitive appraisals of the organization's attitude towards employee and customer wellbeing. Favorable service climate does not lead to better enhance the relationship between job satisfaction and knowledge-sharing behavior.

## VI. CONCLUSION

Knowledge-sharing can occur through many different media: conversations, meetings, processes, best practices, databases, and questioning. This finding will help managers in the four-star hotels to effectively adopt knowledge sharing policies and the result could be an empirical base for future researchers. However, the relationship between job satisfaction and knowledge sharing behavior was found to be insignificant.

This study is limited to four-star hotels in Bali, the result cannot be generalized for another hotel classification. Possible relationships between service climate and actual performance should be examined to provide an even more comprehensive model.

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