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Culture, People, and Technology The Driving Forces for Tourism Cities Conference Proceedings

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Culture, People and Technology:

The Driving Forces for Tourism Cities

Proceedings of

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Culture, People and Technology: The Driving Forces for Tourism Cities - Proceedings of 8th ITSA Biennial Conference 2020

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REMARKS FROM ITSA

Hello ITSA family and friends,

A very warm welcome to the 8th ITSA Biennial Conference! Nothing has been simple in 2020 but you have all responded with problem-solving determination to be together with each other in this intellectual space. True to our mission to bridge the gaps between emerging and developed economies and between experienced and inexperienced scholars, ITSA 2020 has brought together scholars hailing from five different continents!

I hope you all will relish this special occasion to celebrate scholarship, network, and enjoy the companionship of friends and colleagues in the ITSA global family. Please enjoy the keynote speeches, research sessions, and our Singapore paper Hackathon event.

As we share our thoughts, be they forward looking, reflective, or outright provocative, and work together to address the forces that will shape the future of tourism, we will grow ITSA's brand reputation for scholarship and help advance the successful careers of our ITSA family members.

Best wishes to you all! Stay safe, productive, and be happy!

Xinran Lehto, Professor

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REMARKS FROM ITSA CONFERENCE CHAIR

Warm greetings from Jakarta!

To begin, please allow me to express my warm welcome to all of you conference delegates who join this conference offline and online.

The 8th Biennial ITSA Conference 2020 is the second ITSA Conference that is held in Indonesia. This time in Jakarta, the conference theme centered on how culture, people, and technology is shaping tourism cities.

True to the major objective of ITSA, to bridge the gaps in tourism studies and research, education, and training between developed and developing countries; we are happy to report that the Conference presents four distinguished keynote speakers, is participated by over 170 authors with 86 papers from 16 countries encompassing five continents. We are grateful that despite the COVID-19 pandemic, which has resulted in the postponement of the Conference from August to December 2020, enthusiasm is still pouring from colleagues all over the world. In fact, we have never felt so close to each other, knowing that this unforgettable outbreak impacted all of us. Through monthly online meetings with ITSA Executive Boards, we shared stories of resilience and received tremendous supports from our colleagues.

In this opportunity, I would like to thank all individuals and institutions involved in supporting this event. First and foremost is Rector of Universitas Pancasila, Prof. Dr. Wahono Sumaryono, Apt. for his continuous support and guidance. My thanks also goes to the Chairman of the Board of Patrons of Universitas Pancasila Foundation, Dr. (HC) Ir. Siswono Yudo Husodo and the Chairman of the Executive Boards of Universitas Pancasila Foundation, Prof. Dr. Edie Toet Hendratno, SH, M.Si for their enormous support.

I would also like to thank the Ministry of Tourism and Creative Economy, Republic of Indonesia for supporting us in the organization of the event. HE Angela Tanoesoedibjo, Vice Minister of Tourism and Creative Economy for his insightful opening remarks, lbu Ir. Rizki Handayani Mustofa, MBTM, the Deputy Minister for Tourism Products and Events and her dedicated team lbu Masruroh, S.Sos, MAB and lbu Dra. Titik Wahyuni, MM for hosting the Conference Dinner and Cultural Performances.

Our sincere gratitude to all distinguished keynote speakers, ITSA Executive Boards especially Prof. Xinran Lehto for her leadership and the late Prof. Philip Pearce (May He Rest in Peace) for his support and guidance, which we are truly indebted to. Thank you to all presenters, participants, organizing committee, James Cook University Australia in Singapore as co-host, Universitas Bunda Mulia and Bunda Mulia Tourism Academy as associate universities, and Venue Magazine as media partner and others who can not be mentioned one by one, without whom this conference would not be possible.

Again, thank you and hope we will have a productive and enjoyable conference!

Devi Roza Kausar, Ph.D, CHE
Chair, ITSA Conference 2020

REMARKS FROM ITSA CONFERENCE CO-CHAIR

It is my pleasure to welcome you to the 8th Biennial International Tourism Studies Association (ITSA) Conference co-hosted by James Cook University Singapore. The event was planned to be hosted in beautiful cities of Jakarta and Singapore but since has transitioned into a hybrid event and a virtual Paper Hackathon which was originally scheduled in Singapore. The conference theme, Culture, People, and Technology - the Driving Forces for Tourism Cities, has been carefully chosen to mark tourism growth in urban precincts. I am privileged to be co-chair of this important conference.

Since 2006, ITSA, through its events and members have made tremendous contributions in research, teaching and practice, resulting in impacts in many sectors of society and has been successful in providing a forum for exchange of research ideas and sound research practices in tourism studies among scholars worldwide. At this conference let us celebrate what we, as a professional community, have achieved. This conference through the various keynote addresses, plenary sessions and the paper hackathon will foster a global, cross-sector dialogue that will shed light on - and prompt actionable solutions to - the unique challenge in ongoing pandemic situation to tourism and hospitality sector worldwide.

I take this opportunity to thank Ministry of Tourism and Creative Economy, Republic of Indonesia, Universitas Pancasila Foundation, James Cook University Singapore and ITSA executive body for their unwavering support in these unprecedented times. To put a conference of this magnitude together is not a small task. To that end, I want to thank my colleagues at JCU Singapore for their contributions to the scientific committee; Conference organizing committee for their tireless efforts to organize the sessions - in person and virtually; Dr Devi Kausar for her leadership to the conference, Professors Xinran Lehto, Professor Alastair Morrison and Prof Philip Pearce (Late) for their wisdom and guidance; all of the sponsoring organizations for providing their generous support and all of the conference participants without which this event would not have been possible.

I hope that you have a productive and pleasant conference.

Prof Abhishek Bhati

Co-Chair, ITSA Conference 2020

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The Role of Work Motivation Mediates the Effect of Organizational Culture on Knowledge Sharing Behavior at Hotels in Badung Regency, Bali, Indonesia

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Abstract

Employees who left their former workplace brought their experience, knowledge, skills and abilities to work with them. Those all capabilities were definitely could not be replaced all of sudden by the new employee. This case brings how importance of knowledge sharing process that further enable to strengthen the relationship of each employee regarding to knowledge, experience, skills and abilities among employees. In completing, their duties and responsibilities, employees must possess certain attitudes and behavior named a work culture. Work culture is based on life values that become traits, habits and strengths driver, shifted from attitude to protection that realized as work. In order to start work-related motivation, work motivation is compulsory. Work motivation can contribute from within and outside the employees so that employees can reach his or her goals along with the company goals. Motivation is a psychological process that is resulted from interaction between individuals and their environment. The purpose of this study was to investigate the effect of (1) work culture on work motivation. (2) work motivation on knowledge sharing behavior, and (3) work culture on knowledge sharing behavior through work motivation. This study is an explanatory research. The population were 4 or 5-star hotel employees in Badung Regency, Bali. From 360 questionaries, 212 questionaires were used for further analysis. The respondents were employees from operational department, from supervisor and craft level. Sampling of this study was carried out using the Slovin formula. The sampling technique used proportional random sampling, the data analysis technique in this study used PLS (Partial Least Square) analysis, which was operated through the SMARTPLS 3.0 program. The result of this study showed that work motivation has a role as mediation for organizational culture on knowledge sharing behavior

Keywords: Work motivation, organizational culture, knowledge sharing behavior

1. Background and Goals

In terms of employment recruitment, hotel and tourism industries have seasonal and part-time recruitment characteristics that resulted in seasonal labor, lack of jobs, and unemployment (Jolliffe & Farnsworth, 2003). The bad stigma of working in this sector has impacted the recruitment and retention of high-potential employees. It creates a picture that working in the hospitality and tourism industries

merely has few opportunities for promotion and career development (Baum, Amoha, & Spivack, 1997; Hjalager & Andersen, 2000), the work itself has characteristics that lead to the creation of anti-social working conditions and casual remuneration (Baum, Amoha, & Spivack, 1997).

For having a business in the hotel sector, in order to possess sustainable advantage, they must have the best knowledge about the business. Davenport and Prusak (2000) mentioned that new levels of productivity, creativity, and high quality can be reached by the organizations that have plentiful knowledge and have the ability to manage knowledge. As knowledge is an important resource, thus it must be managed appropriately. The éclat of knowledge management is depending on the capability of the organization to deliver new knowledge and assign or distribute existing knowledge.

In order to achieve organizational success, knowledge sharing is an essential factor. The knowledge that stays in mind, folders, individual computer hard drives which are not shared is brings no advantages for the organizational. The ability of knowledge sharing can be seen by looking at how the new employee asks other employees about job description and any procedure that are being implemented. In order to be distinguished and existed in this industry, culture has the significant role to influence knowledge sharing in both positive or negative way.

If the employees do not have any cultures of sharing knowledge, high technical facilities or well stand of procedure that provided in the organization would become useless. Wang and Noe (2010) suggested a framework related to knowledge sharing and motivated behavior namely (1) Organizational context: management support, rewards or incentives, organizational structure, interpersonal characteristics, team, and culture; (2) Individual factors: education, work experience and personality; and (3) Motivation factors: perceived benefits and perceived costs, fairness and trust.

Knowledge-sharing behavior only can be advised because it is an optional decision by the individual that managers cannot be demanded (Kelloway and Barling, 2000). For the information to be realized and interpret, it requires effort and compliance with the result that knowledge sharing be seen as "information behavior" (Choo, 2016). In line with that statement, Durmusoglu et al., 2014 also pointed that higher level of individual perceptions and knowledge about organization information is a key to which the intended organization becomes successful. The contribution to knowledge sharing is an optional action because it is not possible to keep track of when an employee has a useful thought that should be shared as stated in Cabrera et al. (2006).

The results of interviews conducted in April 2018 and May 2018 revealed several facts about the implementation of knowledge sharing behavior, organizational cultures, and motivation of hotel employees. Firstly, knowledge sharing was about sharing information between employees in the form of outbound training and training sessions. Knowledge sharing between new employees were not effective. Daily workers were coached by senior employees and the department head for improving knowledge and skills. Secondly, organizational culture is established to pursue professional work in

hotels. Ways of communicating, doing entrepreneurial performance, creating a memorable moment, being discipline, being hard-working, minimizing mistake, following the rules, and achieving target were some of the cultures that were being implemented in the hotels. Thirdly, in terms of motivation for hotel employees, it was stated that hotels already motivated their employees by giving incentives, rewards, and recognition for excellent service.

The preliminary survey deduced that there was no standard concept of knowledge sharing behavior and organizational culture (especially in hotels). Hotels organization are less aware of the concept of organizational culture that can affect the organizational performance and success. Knowledge sharing is the delivery of information related to the completion of employee work at that time. In the hotel, dominantly the ones who occupied a higher-level position were tend to have knowledge-sharing behavior. Hotels employees already have good work motivation. Employees are very aware of the importance of guest satisfaction that they must provide the best possible service.

The hospitality business is a labor-intensive industry, where many seasonal employees come with their tacit knowledge and will leave with their improved knowledge and experience. Therefore, knowledge sharing behavior and organizational culture together with work motivation are crucial for the existence of hotels in this competitive industry. Hence, this research is aimed at finding the role of work motivation mediated the effect of organizational culture variables knowledge sharing behavior of hotel employees in Bali.

1.1 Conceptual framework

This conceptual framework was an integration of several previous research models. Thus, it formed a research model that was expected to proof and answer the research problems of this study. The organizational culture research model was taken from the Organizational Culture Assessment Questionnaire (Sashkin and Rosenbach, 2013). The second model was adopted from the study by Lunberg, et al. (2008) who examined work motivation on seasonal workers in the hotel and tourism industry. The third model was knowledge sharing behavior which was quoted from the research of Sihombing et al. (2017) who analyzed the impact of work motivation and satisfaction on knowledge sharing behavior with organizational commitment as the mediating variable. The research model can be seen in Figure 1. as follows.
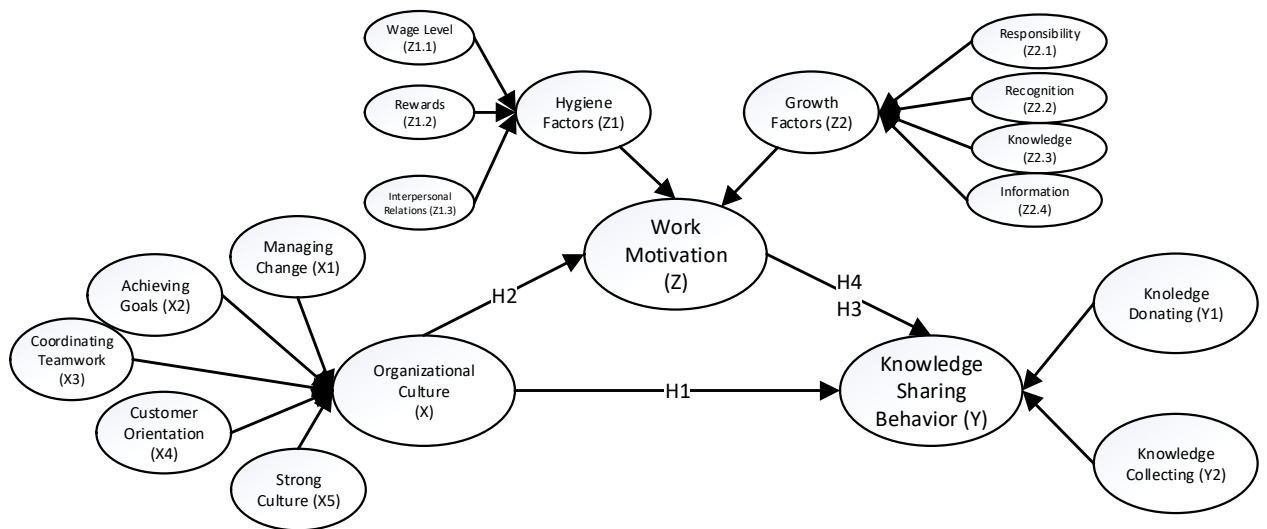
Figure 1. Research Model

1.2 Hypotheses

Based on the conceptual framework and research model, the hypothesis in this study can be formed as follows.

1.2.1 Alattas & Kang (2015) stated that organizational culture is measured as an important component in knowledge sharing. Bock et al. (2005) suggested that organizational culture was trust-oriented, hence the employee was possibly to share knowledge (knowledge sharing) with their colleagues, form shared beliefs that emphasize knowledge acquisition and knowledge application in organizations. Therefore, from the previous explanation, hypothesis can be formed as follows.

H1: Organizational Culture has a significant positive effect on knowledge sharing behavior of hotel employees

1.2.2 In the research of Cucu-Ciuhan & Guita-Alexandru (2014), it was obvious that employees with high economic motivation prefer an organizational culture based on power. Employee with high social motivation wish for a culture that supported types and people with valid self-fulfillment motivation prefer support type culture but also role culture and task type culture. Employees who felt responsible for the success of their organization are employees who were motivated and feel proud when completing their work. According to Hofstede (2005), appreciation of employees' work will make employees work more vigorously. The main conclusions of the study by Panagiotis et al. (2014) stated that to increase employee motivation, the organization culture applied by the organization becomes a very important thing. The formed hypothesis can be seen as follows.

H1: Organizational Culture has a significant positive effect on the work motivation of hotel employees.

1.2.3 Bock and Kim (2002) noted that extrinsic motivation in the form of rewards were merely triggered for knowledge sharing; it did not change the contributor's attitude towards knowledge sharing. Employees' extrinsic motivation for knowledge sharing is the result of beliefs that were usually based on employees' perceptions of the value associated with knowledge sharing (Osterloh & Frey, 2000; Kankanhalli et al., 2005). Thus, the hypothesis was formed as follows.

H3: Work motivation has a significant positive effect on knowledge sharing behavior of hotel employees.

1.2.4 Siemsen et al. (2008) explored how motivation affected employee behavior in knowledge sharing. That research laid in the formation of the mediator variable, namely work motivation to the causality of the two variables and the addition of new work design variables that affect the achievement of the employees. There was a significant direct effect of organizational culture on work motivation and human resource performance in the research of Al-Musadieq et al. (2018). Therefore, hypothesis was formed as follows.

H4: Work motivation plays a role in mediating the effect of organizational culture on knowledge sharing behavior of hotel employees.

2.   Methods

This study was explanatory research. The population was 4/5-star hotel employees in Badung Regency, Bali. The respondents were employees from the operational department, between supervisory and craft level. The sampling technique used was proportional random sampling. The data analysis technique in this study used Partial Least Square (PLS) analysis, with the SMART PLS 3.0 program.   For the data collection, merely 31 hotels with 4/5 stars in Badung regency consented to take part in this research. The population of employees with the operational position was 4347 people. With 95% confidence, the sample consisted of 360 employees. Only 212 questionnaires available for further analysis, thus it made the response rate was 58.89%.

Tabel 1. Respondents Characteristic

Characteristic	Category	Frequency	%
Age	< 20	3	1.4
	20 - 30	122	57.5
	30 - 40	65	30.7
	> 40	22	10.4
Sex	Male	131	61.8
	Female	81	38.2
Education	Senior High School	53	25.0
	Diploma	118	55.7
	Bachelor	40	18.9
Working Period	< 1 year	4	1.9
	1 - 3 years	19	9.0
	3 - 5 years	10	4.7
	> 5 years	179	84.4

The results of the analysis show that from 212 respondents, most of the employees are young adults with the range of age between 20-30 years (57.5%). Respondents with male gender dominate for 61.8%, while the remaining 38.2% are women. For 55.7% of respondents have a diploma education. Respondents with more than 5 years of working period reaches 84.4%.

3. Results and Discussion

Organizational culture variables were measured with 5 dimensions (Sashkin dan Rosenbach, 2013); managing change (MC), achieving goals (AG), coordination teamwork (CT), strong culture (SC), and customer orientation (CO). By calculating the frequency distribution and mean score from the respondents, the average score of work culture was in the high categories (Mean score = 4.07). The results showed that hotel employees in Badung regency had a high perception of the customer orientation dimension. The hotel was good at giving awards to the best employees who provided the best service to the guests. However, hotels still needed to improve organizational culture because some employees felt that the changes that existed as a form of organizational culture improvement were an imposition from the hotel. To achieve goals, they sometimes have to violate policies. Some employees are still not responsible for guests. Hotels were frequently making changes that created disruptions to employees' work. In order to overcome this obstacle, the organizational culture change could be carried out gradually as an effort to improve the work culture of employees in hotels. The management had to emphasize more on the interests and job satisfaction of the employees, so that the changes were not considered as a force or sudden burden.

The work motivation variable was measured by two dimensions (Lunberg, et al., 2008); hygiene factor (HF) and growth factor (GF). The average score to the questions related to the work motivation variable is high (Mean score = 4.20). It showed that most hotel employees in Badung regency already had high work motivation. It was because the hotel had clear vision and mission, job descriptions (responsibilities), and the employees felt that their ideas, thoughts, and suggestions were being respected by the hotel management. However, to maintain and increase employees' motivation, the hotel should provide additional training or vocational education that made employees became well-trained in carrying out their work or in serving hotel guests.

The knowledge sharing behavior variable was measured by two dimensions adopted from Sihombing et al. (2017); knowledge donating (KD) and knowledge collecting (KC). The average score of respondents' answers to the variable knowledge sharing behavior was high (Mean score = 4.30). It meant that most hotel employees in Badung district had high ability to exchange knowledge. It was shown by the attitude of most employees who frequently asked their colleagues who were considered to have higher knowledge about the work they are doing. Employees also did not hesitate to teach their colleagues to do work following hotel procedures.

3.1 Reliability and Validity Analysis

All indicators had loading factor value > 0.7, it shows that all indicators are valid in measuring the construct. It is also supported by the AVE value of each construct that has exceeded 0.5. The test is proceeded to the composite reliability test in which the construct is declared reliable if it has a Cronbach's alpha value > 0.7 and the composite reliability of all constructs > 0.7 (Fornell and Larcker,1981). The convergent validity and reliability of each construct can be seen in table 2.

Tabel 2. Convergent Validity and Reliability

Factors	Items	Indicators	Loading Factor	AVE	Cronbach's Alpha	CR
Work Culture	AG	AG1	0.917	0.841	0.962	0.969
		AG2	0.968			
		AG3	0.82			
		AG4	0.947			
		AG5	0.889			
		AG6	0.952			
	CO	CO1	0.94	0.822	0.957	0.965
		CO2	0.912			
		CO3	0.862			
		CO4	0.911			
		CO5	0.877			
		CO6	0.936			
	CT	CT1	0.933	0.835	0.96	0.968
		CT2	0.921			
		CT3	0.915			
		CT4	0.927			
		CT5	0.875			
		CT6	0.91			
	MC	MC1	0.91	0.833	0.96	0.968
		MC2	0.879			
		MC3	0.946			
		MC4	0.877			
		MC5	0.933			
		MC6	0.929			
	SC	SC1	0.868	0.838	0.961	0.969
		SC2	0.895			
		SC3	0.913			
		SC4	0.962			
		SC5	0.918			
		SC6	0.933			
Work Motivation	GF	GF1	0.945	0.901	0.963	0.973
		GF2	0.968			
		GF3	0.926			
		GF4	0.958			
	HF	HF1	0.933	0.886	0.935	0.959
		HF2	0.927			
		HF3	0.963			
Knowledge Sharing Behavior	KC	KC1	0.941	0.868	0.949	0.963
		KC2	0.927			
		KC3	0.917			
		KC4	0.942			
	KD	KD1	0.947	0.831	0.932	0.952
		KD2	0.853			
		KD3	0.918			
		KD4	0.926			

Table 3. Descriptive Statistics and Discriminant Validity

	Mean	SD	AG	CO	CT	GF	HF	KC	KD	MC	SC	X	Y	Z
AG			0.917											
CO			0.879	0.907										
CT			0.871	0.910	0.914									
GF			0.385	0.379	0.328	0.949								
HF			0.415	0.409	0.358	0.983	0.941							
KC			0.605	0.566	0.519	0.633	0.643	0.932						
KD			0.595	0.558	0.520	0.603	0.617	0.949	0.912					
MC			0.863	0.870	0.861	0.371	0.400	0.561	0.545	0.913				
SC			0.909	0.930	0.921	0.324	0.358	0.523	0.533	0.891	0.915			
X			0.947	0.961	0.955	0.374	0.406	0.581	0.577	0.939	0.974	0.872		
Y			0.609	0.569	0.526	0.627	0.639	0.988	0.987	0.560	0.535	0.587	0.910	
Z			0.400	0.394	0.343	0.997	0.994	0.641	0.613	0.386	0.340	0.390	0.635	0.942

Table 4. Descriptive Statistics and Disriminant Validity Evaluation

	Mean	SD	X	Y	Z
X	3.052	1.129	**0.872**		
Y	3.328	1.220	0.587	**0.910**	
Z	3.235	1.268	0.390	0.635	**0.942**

The results of the PLS model estimation in Figure 2, all indicators have a loading factor value above 0.7, the research model has fulfilled the requirements of convergent validity. The PLS model implies to have the convergent validity of the AVE value of each construct is > 0.5.
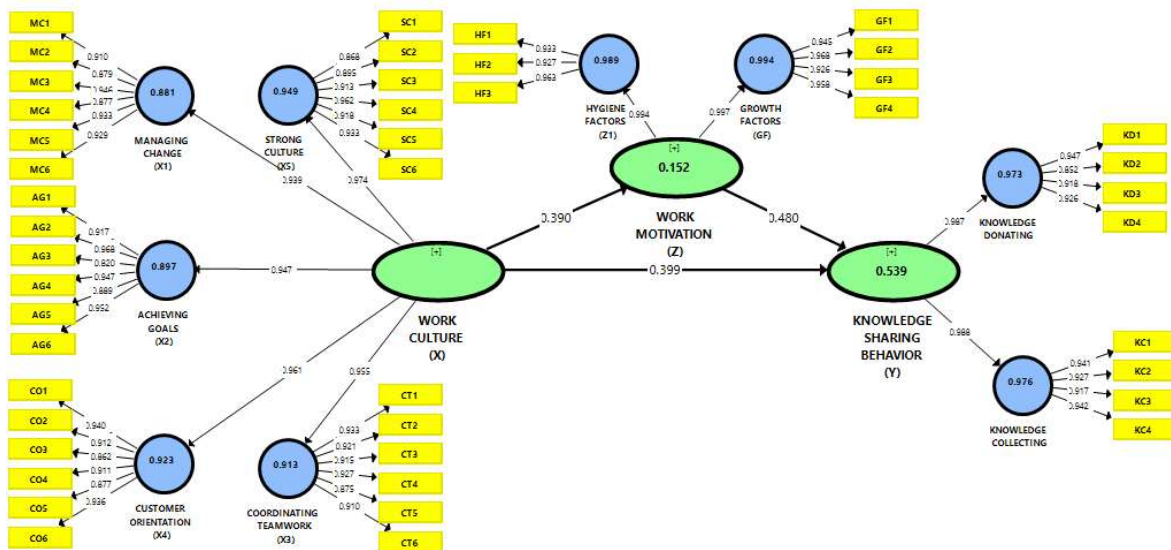
Figure 2.

Based on the estimation results of the PLS model using the bootstrapping technique previously, all lines have a þ value < 0.05.

Tabel 5. Model Fit Statistics

Model Fit Indices	SRMR	d_ULS
	0.6	14.948

3.2 Direct Effect

Tabel 6. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	sT Statistics (|O/STDEV|)	P Values
X ➔ Y	0.399	0.401	0.061	6.509	0.000
X ➔ Z	0.390	0.391	0.038	10.150	0.000
Z ➔ Y	0.480	0.479	0.064	7.463	0.000

The results of hypothesis testing, are as follows.

1) The þ value of the influence of organizational culture on knowledge sharing behavior (X➔Y) is 0,000 with a T statistic of 6.509 and the path coefficient is positive at 0.399. Therefore, the þ value is < 0.05, T statistic > 1.96, and the coefficient positive path, it can be concluded that organizational culture has a positive and significant effect on knowledge sharing behavior, thus **H1 accepted**. It shows that the better the organizational culture, the better the ability of employees to exchange knowledge. Based on the path coefficient value that connected the two variables, it can be seen that 39.9% of the variance in the ability of employees to exchange knowledge is influenced by the organizational culture in the company.

2) The þ value of the influence of organizational culture on work motivation (X➔Z) is 0,000 with a T statistic of 10.150 and the path coefficient is positive at 0.390. The þ value < 0.05, T statistic > 1.96, and the positive path coefficient, it concluded that work culture has a positive and significant effect on work motivation, thus **H2 accepted**. It indicates that the better the work culture, the higher the employee's work motivation. Based on the path coefficient value that connected the two variables, it can be seen that 39% of the variance in employee motivation is influenced by the work culture in the company.

3) The þ value of the effect of work motivation on knowledge sharing behavior (Z➔Y) is 0,000 with a T statistic of 7,463 and a path coefficient is positive of 0.480. Because the þ value is < 0.05, T statistic > 1.96, and the coefficient positive path, it can be concluded that work motivation had a positive and significant effect on knowledge sharing behavior, thus **H3 accepted**. It shows that the higher the employee's work motivation, the better the employee's ability to exchange knowledge. Based on the path coefficient value that connects the two variables, it can be seen that 48% of the variance in the ability of employees to exchange knowledge is influenced by their work motivation.

Table 7. Path Analysis

Path	Dirrect Effect	t Value	P	Indirect Effect	t Value	P	Hypothesis
X→Y	0.399	6.509	0.000***	0.187	5.937	0.000***	H1 Accepted
X→Z	0.390	10.150	0.000***	-	-	-	H2 Accepted
Z→Y	0.480	7.463	0.000***	-	-	-	H3 Accepted

3.3 Indirect Effect

In this study, the variable work motivation mediated the indirect effect of organizational variables on knowledge sharing behavior. To test the significance of this indirect effect, the following hypothesis was tested: work motivation mediated the indirect effect of organizational culture variables on knowledge sharing behavior with a significance level of 5%, H4 is accepted if the þ value > 0.05 and T value < 1.65.

Based on the results of testing the indirect effect in the table above, the significant value of the indirect effect of work culture on knowledge sharing behavior mediated by work motivation is 0.000 with a T statistic of 5.937 and a positive path coefficient of 0.187. Because the significance value of the test results < 0.05 and T statistic > 1.96, **H4 accepted**. The work motivation mediated the effect of organizational culture on knowledge sharing behavior.

Table 8. Indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	þ Values
X → Z →Y	0.187	0.187	0.032	5.937	0.000

4. Discussion and Conclusion

This research analyzed the effect of organizational culture (managing change, achieving goals, coordinating teamwork, strong culture, and customer orientation) on knowledge sharing behavior of the operational department in 4/5-star hotels in Badung regency, Bali. The mediation role of work motivation established the indirect effect of organizational culture on knowledge sharing behavior. This finding is considered as a main contributor to the hotel sector as a part of the hospitality industry.

The direct effect of organizational culture towards knowledge sharing behavior was in line with other researchers' result study (Mushtaq et al., 2013; Islam et al., 2011; Zhang, 2015; Alattas & Kang, 2015). In order to integrate the knowledge between the employees, knowledge sharing has to be considered as the main principle in conducting any activities in their work. Hence, the management needed to initiate the appropriate organizational culture to establish the knowledge sharing behavior.

Organizational culture is not an easy subject to be established in order to achieve high business performance. McGregor & Doshi (2015) explained how employee motivation was shaped by the culture of the organization, they concluded that "*Why we work determines how well we work*". People

work because they have their motives. The highly organizational culture maximizes the work motivation of the employee. Cucu-Ciuhan & Guite-Alexandru (2014) also found that there was a correlation between organizational culture and work motivation. Thus, this study also consistently in line with other studies that organizational culture has a direct effect on work motivation.

The higher the work motivation of the hotel employees, the higher their knowledge-sharing behavior and compliance. The result of this research confirms the earlier studies about the effect of work motivation towards knowledge sharing (Siemsen et al., 2008; Almeida et al., 2016; Hung et al., 2011; and Liu & Fang, 2010). Knowledge-sharing be a part of the resources owned by employees if the employee makes use of their knowledge, skill, and ability to assist other employees to complete his or her tasks. Lunberg et al. (2009) mentioned that work motivation was based on satisfaction on the greater needs which not merely for wage or salary. In the hotels, teamwork is essential in accomplishing work, no work can be completed unless effective teamwork is attained. Thus, knowledge sharing enables team members to understand better the team tasks and objectives.

Work motivation has the role of mediation on the effect of organizational culture toward knowledge sharing behavior. It shows that organizational culture enables to increase employee's work motivation in which in turn, it increases the ability of employees to share knowledge. There has been no evidence that work motivation uses as mediation for knowledge sharing behavior. Work motivation determines workplace behavior such as innovation behavior (Nardo et al., 2019), organization citizenship behavior (Barbuto & Story, 2011), and organizational behavior (Gagne et al., 2018). The findings of this study added work motivation as a variable that has a role as a mediator.

4.1 The Implication for the Managers

Knowledge sharing behavior must be supported by a strong organizational culture. In the hotel industry, knowledge refers to employees' understanding about products and services in serving guests, operational standard, appreciating their colleges, meeting the guest satisfaction, and knowing the competitors. Managers must comprehend the appropriate concept of knowledge sharing, organizational culture, and work motivation. Activities of knowledge sharing among employees frequently take place in a spontaneous and friendly manner. Knowledge sharing behavior might be improved through cultural change and policies. With the escalate of knowledge sharing, organizational culture, and work motivation, managers would be able to drive the employees to be more active and productive in improving their performance.

4.2 Contribution to the Knowledge

The findings of this study contributed to the concept of organizational behavior. Theoretically, the contribution is given through the results of the indirect effect between organizational culture towards knowledge sharing behavior. The discussion and conclusion of this study also contributed empirically to knowledge in the hotel sector.

4.3 Limitation and Future Research

This research was limited to hotel employees in the operational department and only covered one regency in Bali island. For future research, it is recommended to find out more about what disrupts the knowledge sharing behavior. Future research will also need to be conducted to use human resources management practices as a mediator that can create hospitality culture.

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Buy or Bye? Indonesian Millennial Tourists' Motives and Consumption Patterns

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Abstract

Purpose – This paper elaborates a study on behavioural changes in the consumption of millennial tourists in Indonesia, which to date is still little being studied. This thesis departs from an idea that casts doubt on the assumption that the tourism consumption pattern of the millennial generation is homogenous as is often discussed by previous studies. The main goal is to describe empirical facts about the diversity of motives and consumption patterns based on socio-demographic characteristics, as well as tourist experiences, and destinations visited by millennial tourists.

Design/methodology/approach – This study aims to develop study of Indonesian millennials motives and consumption pattern, based on their endogen and exogen factors which affected their behaviour during travel. As delineated in the background of study, millennials travel pattern are still not clearly mapped. What makes a certain destination attractive to millennials that makes them want to buy and what makes a destination is less attractive (bye).

An online survey of 577 respondents were conducted to find an extensive analysis on behaviour of Indonesian millennials in buying or leaving a destination.

Theoretical Approach – At the leading concept of the study, endogen and exogen factors composes millennials travel motives and consumption patterns which leads to "a good buy" and "good bye" categorisation process. A supporting concept is included to provide nuanced by differentiating evidence and supplementary information with reference to existing theories and secondary data sets. The supporting concept will emphasize on three different aspects consisting of purchase behaviour, travel motivation and experience necessities to Indonesia millennials tourist. The framework of study holds the explanatory of millennials tourists' motives and consumption patterns in Indonesia.

Findings - The motivation and consumption patterns of millennials while traveling are strongly influenced by exogenous and endogenous factors. Two main endogenous factors, namely marital status