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The nexus of knowledge sharing on job satisfaction: Dual mediation of individual adaptability and learning commitment

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Abstract

This research aimed to test and analyse the effects of knowledge sharing practices towards job satisfaction mediated by individual adaptability and learning commitment. The subjects of this research were all employees at a Telecommunication Company, domicilied in Batam and the total employees were 116. This was a causal associations research and used quantitative approarch. The data collection of this research was saturation sampling. The data was collected with tested questionnaire and it used SEM-PLS. The result showed that knowledge sharing practices, individual adaptability, and learning commitment affected to job satisfcation. Learning commitment and individual adaptability mediated the effects of knowledge sharing practice towards job satisfaction. This is the first study to discuss the effects of organization knowledge sharing practices towards employees' individual adaptability, learning commitment, and job satisfaction, in the context of telecommunication sector in Batam.

Keywords: *knowledge sharing, individual adaptability, learning commitment, job satisfation, telecommunication.*

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INTRODUCTION

Human resources are one of the most critical factors in the organization. The organization's quality depends heavily on the quality of human resources as employees and service actors in an organization. The advantage of competing for an organization is how it manages the human factors it has. Organizations need to view employees as individuals who need recognition and appreciation, not as a tool to achieve the company's goals alone. In the face of the era of globalization, all companies face severe challenges in realizing their existence. The condition of the business environment is changing very quickly because globalization and technological developments impact companies, especially in the field of telecommunications.

Sharper business competition causes telecommunications entrepreneurs to improve the company's management's quality through its human resources. Telecommunications businesses are aware of the value of employee investment as a dynamic asset. They are always needed in every company's business process that can affect an organization's efficiency and effectiveness.

Knowledge is a significant source for the sustainable competitive achievement and excellence in business (Cui & Jiao, 2011). Knowledge sharing at work have been fascinating topics for organization (Park & Kim, 2015). An organization commits to create, develop, and apply the knowledge quality and quantity in the limits of organization. It feels more genuine for a company working on knowledge field and it has high quality staff in a huge number (Blackler, 1995). Alvesson (2001) states that the organizations are "knowledge intensive company".

According to Abubakar et al. (2019), knowledge as a strategic source reinforces individuals and organizations to succeed some benefits, such as innovation, and an upgraded decision–making. Knowledge sharing as an exchange of experience, fact, knowledge, and skill in all organizations (Von Krogh et al., 2001). An organization ability when uses the knowledge as a source frighfully depends on individuals inside (Ipe, 2003). Danish & Munir (2014) state that knowledge sharing as the employees' chance to share the knowledge to each other and to improve organization learning.

Lin (2007) concludes that knowlegde sharing as the innovation for an organization. This is a source for the development of a new bussiness and enchancement of work process (Yi, 2009). Revolution in

bussiness activity and diversity ilustrates Knowledge sharing activities of an organization to elevate the employees' learning at work (Abubakar et al., 2019).

Training opportunities and develpment increase self-efficacy level in every individual (Cabrera & Cabrera, 2005). Karasneh & Al-Zoubi (2019) informs four factors contributing in KS (knowledge sharinng) "enviroment and infrastructure, management reinforcement, culture, and technology." Organization knowledge current (Malhotra & Majchrzak, 2004), procedural honesty and equality among employees (Bock, Zmud, Kim, & Lee, 2005), the developement of organization citizenship behavior (Ocampo et al., 2018) includes few signficant aspects of organization to reinforce knowledge sharing.

Becerra-Fernandez & Sabherwal (2014) state that knowledge sharing reinforces knowledge communication explicitly and tacitly to another individual through exchange and socialization. Hsu (2008) stated that knowledge sharing includes socialization in a working group, IT system for communication, training and development, and knowledge sharing appreciaton. The mechanism of socialization includes discussion group facilitating knowledge exchange and experince of group member (Becerra-Fernandez & Sabherwal, 2014). Mechanism accelerates exchange progress, for example, letter, guidance, memo, and presentation.

Becerra-Fernandez & Sabherwal (2014) propose that some benefits of knowledge sharing practices. This research aims to indicate the empirical effects of KSP towards job satisfaction from employees. The role of individual adaptability and learning commitment have been set in this research scope. This research is essential because it has never been done in the telecommunications sector, especially in Batam, Indonesia. The results of this study enrich previous findings.

Literature review and hypothesis development

The recent research investigated correlation submission between knowledge sharing and employees benefits by Becerra-Fernandez & Sabherwal (2014) from Telecommunication Company context which was domiciled in Batam, Indonesia. The first effects of knowledge sharing practices (independent variables) were hypothesized towards job satisfaction, learning commitment, and individual adaptability (as dependent variables). Second, individual adaptability and learning commitment were submitted as mediator variables which mediated the effects of knowledge sharing practices towards job satisfaction. Research model which was hypothesized from this research was illustrated on Figure 1.

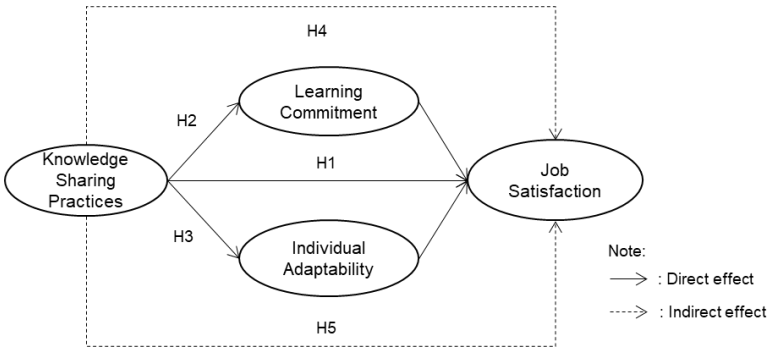

Figure 1. Research framework

Ambition and attraction for knowledge sharing was associated with employees job satisfaction (de Vries et al., 2006). The reinforcement of organization towards employees fulfilment of socio-emotional neeeds postively affected work performance and satisfaction (Cullen et al., 2014). Management reinforcement for exchanging ideas among imployees elevated employees' work performance (Fernandez, 2008). The power of positive relation among teams, JS, and organization commitment was reported by Karia & Asaari (2006) when informative training opportunities had strong effect in all employees' JS (Schmidt, 2007). The opportunities of learning and training could increase job satisfaction level (Lowry, Simon, & Kimberley, 2002). Cross & Cummings (2004) identify a high correlation between knowledge sharing potency and individuals' result in a bussiness which were centered on knowledge. Teh & Sun (2012) found positive correlation between job satisfaction and knowledge sharing chance. Hence, the first hypothesis of this research was as follows:

H1: KSP (knowledge sharing practices) had positive correlation with JS (job satisfaction).

Socialization practice in an organzation reinforced the employees to obain knowledge and they were able to improve their skills (Becerra-Fernandez & Sabherwal, 2014). Almahamid et al. (2010) and Faluvi & Amri (2016) found the positive correlation between KSP (knowledge sharing practices) and LC (learning commitment). Hegazy & Ghorab (2014) and Faluvi & Amri (2016) found positive asscociation between

KSP (knowledge sharing practices) and individual learning. Employees learning commitment in job satisfaction development had a number of effects from interpersonal relation (Tsai et al., 2007) when "team learning depends on every individual member's ability to acquire knowledge, skill, and ability and the ability to share knowledge with colleagues collectively." Knowledge exchange among individuals positively contributed to an individual or an organization learning (Andrews & Delahaye, 2000). Therefore, second hypothesis of this research was as follows:

H2: KSP (knowledge sharing practices) and LC (learning commitment) had positive correlation.

IA (individual adaptability) depended on individuals willingnes to interact to each other and the available possibility of KS (knowledge sharing) for them (Burke, 2011). Pulakos, Arad, Donovan, & Plamondon (2000) purposed that knowledge sharing might accelerate individuals adaptation ability. An organization which orientated on sharing knowledge innovation about the success and failure of cross-disciplinary might create a creative innovation (Von Krogh et al., 2001). Research finding from Tuominen et al. (2004) indicated that a high correlation between adaptation ability and organization innovation. When the employees obtained a chance to interact with the other employees and it became more adaptive (Becerra-Fernandez & Sabherwal, 2014). Thus, third hypothesis of this research was as follows:

H3: KSP (knowledge sharing practices) had significant effect towards IA (individual adaptability).

The assessment from literature of this research illustrated that knowledge sharing practices had potitive correlation with learning commitment and individual adaptability as well as job satisfaction of employees. In the same time, LC (learning commitment) and IA (individual adaptability) had positive correlation with JS (job satisfaction). Based on the findings above, this research submitted a mediation role from employees' individual adaptability and learning commitment on fourth and fifth hypothesis were as follows:

H4: LC (learning commitment) mediated the correlation between KSP (knowledge sharing practices) and JS (job satisfaction).

H5: IA (individual adaptability) mediated the correlation between KSP (knowledge sharing practices) and JS (job satisfaction).

METHOD

This research based on method of deductive. The purpose of this method is to validate the correlation among variables, positive approaches, and quantitative research strategies. The sector of telecommunication service had an essential role in an economy development of the country. The focus of this research was telecommunication service at a company in Batam. Therefore, for the choosing industries, mainly related to two criteria; first, industry assumming knowledge manangement practice as obligation; second, the industry which developed an accurrate infrastrucure technology-based to share knowledge among the employees at work (Kim & Lee, 2006).

The employees who worked at the company were taken from the population of this research. The reason of choosing an organization from this service sector was knowledge orientation about task which were accomplished in that organization along with the use of latest infrastructure technology-based. It required the employees to share the knowledge to each other. Saturation sampling method was used for creating meaningful research. It could minimalize the failure and obtain general conclusion.
Primary data of this research was taken from survey method assistance. Practically, 116 questionnaires were distributed to the company and there were 116 accepted responses for research analysis. 116 employees were involved in this research. Primary data was collected by using the structural questionnaire assistence and it was arranged from the tested and validated instruments. The small adaptability was included and the previous steps were appropriate with research context. The partcipants of this research were asked to assess every subject on Likert scale. It included 5 points and started from Strongly Disagree (SD) to Stronly Agree (SA).

KSP (knowledge sharing practices) of an organization was scaled from 7 subjects by Hsu (2008). Composite reliability was from a subject reported by Hsu, how to measure this was 0.91 when tested reliability by Cronbach's alpha for this research was 0.80. For example, "My company offers an incentive pay to increase knowledge sharing" and "My company offers numerous training and development programs."

Five subjects for measuring LC (learning commitment) were taken from Tsai et al. (2007) ($\alpha = 0.94$). Reliability of this research was 0.75. The sample of question was "I am ready to spend additional times for

taking a part in internal and external training courses conducted by company. "To me, continuous learning is definitely important."

The measurement of an IA (individual adaptability) adjusted to the measurement by Ployhart & Bliese (2006) (α = 0.80). The sample of this measurement was "I am an open-minded person when I have to deal with the other people." and "My opinion is helping me to work more effectively than the other people."

The measurement of JS (job satisfaction) which was used in this research was a short version from Brayfield & Rothe (1951). The questionnaire consisted of 5 items with reliability around 0.88. This measurement included the question, such as "I feel fairly well satisfied with my present job" and "I find real enjoyment in my work".

Descriptive analysis from the data which was filled by respondents used the assistence of SPSS 21 version. The data was obtained from questionnaires which were analysed to measure the validity of instruments, for intance, convergent validity, discriminant validity, loading, cross-loading, composite reliability, and test towards hypothesis accomplished by SmartPLS 3.2.8 software to analyse PLS-SEM (Partial Least Square – Structural Equation Modelling).

RESULT AND DISCUSSION

Convergent validity measures the validity of the indicator as a construct gauge that can be seen from the outer loading value. The indicator is considered valid if it has an outer loading value of more than 0.50 as shown in Table 1. Outer loading with the highest value is considered the indicator is the strongest gauge in reflecting related latent variables. Table 2 described the data trend in outer loading construct.

Table 1. Measurement model

Constructs	Indicator	Factor Loading	AVE	Composite Reliability	R^2
Knowledge Sharing Practices (KSP)	KSP1	0.743	0.692	0.940	-
	KSP2	0.752			
	KSP3	0.868			
	KSP4	0.872			
	KSP5	0.845			
	KSP6	0.869			
	KSP7	0.861			
Learning Commitment (LC)	LC1	0.784	0.647	0.902	0.266
	LC2	0.773			
	LC3	0.859			
	LC4	0.791			
	LC5	0.813			
Interpersonal Adaptability (IA)	IA1	0.908	0.653	0.978	0.617
	IA2	0.902			
	IA3	0.947			
	IA4	0.915			
	IA5	0.953			
	IA6	0.905			
	IA7	0.965			
Job Satisfaction (JS)	JS1	0.927	0.632	0.939	0.436
	JS2	0.843			
	JS3	0.858			
	JS4	0.933			

In discriminant validity, as referred to in Table 3, AVE value was higher than each construct compared to the other construct AVE values and loading value were also higher than other construct loading values. If the AVE root value of each latent variable is greater than the correlation with other variables, the instrument is said to have a good discriminant validity. Besides, composite reliability results are said to be good if they are worth more than 0.70.

Table 4 described the variable data distribution that focused on mean and standard deviation for each part of construct. KSP, IA, LC, and JS had 4 – 5 point Likert scale.

Table 2. The result of outer loading

	IA	JS	KSP	LC
IA1	0.908			
IA2	0.902			
IA3	0.947			
IA4	0.915			
IA5	0.953			
IA6	0.905			
IA7	0.965			
JS1		0.927		
JS2		0.843		
JS3		0.858		
JS4		0.933		
KSP1			0.743	
KSP2			0.752	
KSP3			0.868	
KSP4			0.872	
KSP5			0.845	
KSP6			0.869	
KSP7			0.861	
LC1				0.784
LC2				0.773
LC3				0.859
LC4				0.791
LC5				0.813

Table 3. Discriminant validity (*n* = 116)

	IA	JS	KSP	LC
IA	**0.928**			
JS	0.579	**0.891**		
KSP	0.785	0.592	**0.832**	
LC	0.406	0.499	0.515	**0.805**

The value of t-statistics was used in each direct route effect partially to test hypothesis in this research. Figure 2 illustrated the path diagram for hypothesis testing.

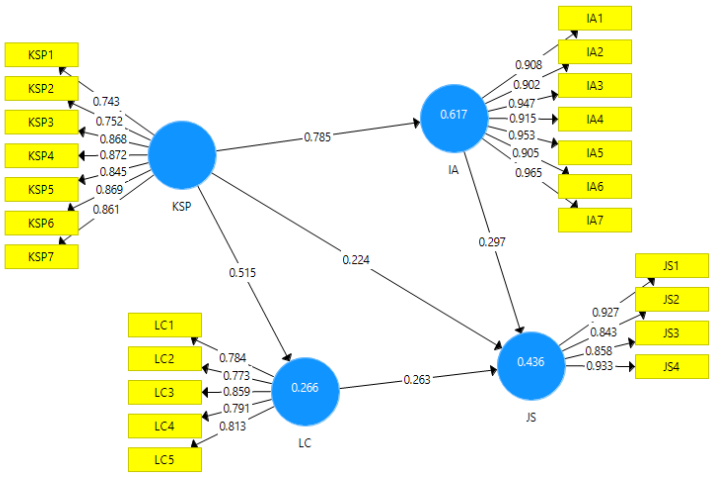

Figure 2. PLS path analysis (*n* = 116)

All indicators in each variable had t-statistics value that were higher than 1.98 (t-table) based on the path diagram of hypothesis testing above. The result of t-calculation from SmartPLS 3.2.8 output was used and compared to t-table value to test the correlation among variables (hypothesis testing). Table 5 provided the result of correlation among constructs.

Table 4. Mean and standard deviation for indicator (*n* = 116)

Indicator	Mean	Standard Deviation	Excess Kurtosis	Skewness
LC1	3.914	0.406	5.969	-1.431
LC2	3.879	0.439	3.825	-1.213
LC3	3.914	0.466	5.271	-1.335
LC4	3.905	0.454	5.701	-1.497
LC5	3.81	0.524	8.321	-2.376
IA1	4.276	0.69	-0.114	-0.588
IA2	4.345	0.617	-0.644	-0.389
IA3	4.319	0.664	0.17	-0.648
IA4	4.293	0.683	-0.026	-0.616
IA5	4.319	0.651	-0.706	-0.438
IA6	4.302	0.672	0.072	-0.622
IA7	4.302	0.672	0.072	-0.622
KSP1	4.319	0.664	0.17	-0.648
KSP2	4.276	0.702	-0.21	-0.600
KSP3	4.233	0.792	3.446	-1.394
KSP4	4.284	0.705	2.725	-1.069
KSP5	4.224	0.810	4.502	-1.617
KSP6	4.293	0.683	0.764	-0.781
KSP7	4.25	0.753	4.263	-1.435
JS1	4.207	0.689	2.791	-0.94
JS2	4.25	0.614	-0.563	-0.212
JS3	4.164	0.765	2.316	-1.109
JS4	4.241	0.638	0.311	-0.465
JS5	4.345	0.645	-0.674	-0.477

Table 5. Direct effect

	Beta	Mean	T Statistics	P Values	Comments
IA → JS	0.297	0.298	2.528	0.006	Supported
KSP → IA	0.785	0.794	31.178	0.000	Supported
KSP → JS	0.224	0.200	1.783	0.037	Supported
KSP → LC	0.515	0.534	4.689	0.000	Supported
LC → JS	0.263	0.286	4.422	0.000	Supported

Table 6. Indirect effect

	Beta	Mean	T Statistics	P Values	Comments
KSP → IA → JS	0.233	0.237	2.462	0.007	Supported
KSP → LC → JS	0.135	0.154	2.548	0.005	Supported

Based on Table 5, KSP, IA, and LC had positive effects towards JS. KSP had effects towards LC and IA. Hypothesis 1, 2, and 3 were supported in this research.

Mediation analysis (indirect effect test) was performed to confirm the mediation effects of individual adapatability and learning commitment among the dependence correlation of job satisfaction towards knowledge sharing practices. The mediation effects of individual adaptability and learning commitment could be referred to Table 6. It can be concluded that LC mediated the effects of KSP towards JS. IA mediate the effects of KSP towards JS. Hypothesis 4 and 5 were supported in this research.

Discussion

The emphasis of this research evaluates the effects of organizational KSP to its employees, where the other important aspects proposed in this research aims to investigate the correlation of employees' result variables. Accordingly, an effort is conducted to investigate the mediation effects of IA and LC among the dependence correlation of KSP and JS. However, the research has previously reported but the proposed mediation effects are not investigated in the previous researches. Almahamid et al. (2010) empirically prove the correlation among KSP, KC, JS and all types of employees' adaptation ability to the manufacturing companies. Hegazy & Ghorab (2014) in the research of administrative and academic staff of university, indicates positive association between KS in company's portal and learning form and individual adaptation ability. Hussain, Konar, & Ali (2016) identify the effects of KS behavior in service and upgraded performance. Accordingly, there is no available empirical evidence from the service sector to investigate such correlation. The researcher has high concern to conduct the research at a Telecommunication Company, domiciled in Batam. The proposed effects for KSP towards JS, LC and IA are tested empirically.

The findings of this empirical investigation prove the employees' profit proposed by Becerra-Fernandez & Sabherwal (2014) and determine that organizational KSP positively affects to the employee's results, including IA, JS and LC. The logical correlation between KSP and employees' results is confirmed in this research in accordance with the empirical findings from the previous research (Almahamid et al., 2010; Hegazy & Ghorab, 2014).

The research findings concludes that KS practice is conducted in the company. KS that is supported by organization has significant positive effects on JS directly or indirectly, through LC as mediator. Furthermore, IA mediate the effects of KS towards JS. The research findings from mediation analysis results the hypothesis; IA improves among employees towards KS which later improves JS. In contrast, LS is supported by organization from KS and improves job satisfaction level. The result of mediation analysis indicates that LC has moderate mediation effects (indirect effect = 0.135), also IA has moderate mediation effects (indirect effect = 0.235).

In Indonesia, there are only few researches in the field of knowledge management. Furthermore, there is no available empirical study from telecommunication service to investigate the effects of knowledge sharing and employees' profit. This is the first investigation to discuss the effects of organization knowledge sharing practices towards employees' individual adaptability, learning commitment, and job satisfaction, in the context of telecommunication sector in Batam, Indonesia.

This research contributes to literature in theoretical point of view since the scope of this study includes the investigation regarding mediation role of learning commitment and individual adaptability. Knowledge sharing is a subject in the field of professional development and learning at work. The findings of this research also support knowledges sharing, individul adaptability, and job satisfaction requirements at work. Hence, the results are functioned as route for academics to enhance the research concerning knowledge sharing issues in relation with employees' results. The strategies and findings in this research offer several discussion subjects for academics, researches, and practices.

The scope in this research is limited to telecommunication sector only and limited coverage area in Batam, Indonesia. These limitations provide clues to conduct further studies in different industries and in more diverse locations. Comparative studies of other industrial fields can be conducted for further research. Furthermore, this study is limited to testing the influence of knowledge sharing practices on job satisfaction, learning commitment, and individual adaptability. It is highly recommended that testers can do other variables outside of this research.

CONCLUSION

Based on the research which has been conducted. It can be concluded that KSP, LC, and IA affect JS; KSP affects LC, IA, and JS; LC mediates the correlation between KSP and JS; and IA mediates the correlation between KSP and JS. Practically, this research provides a strong reason for any decision makers to implement KSP in organization as it empirically proves significant positive correlation among KSP, JS, and LC of the employees in service sector. KSP is important for effective performance in knowledge-intensive organization, specifically in telecommunication service sector. The positive correlation between KSP and

LC shows the posibility of hiring employees who are eager to learn. They can strengthen the benefits of KSP. Therefore, this research offers the support of strong decision-making in their recruitment activities.

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