

# Study of the Effect of Organizational Commitment on Employee Creativity: Mediating Role of Knowledge Sharing

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## Abstract

The paper aims to study the relationship between organizational commitment and knowledge sharing; organizational commitment and employee creativity; knowledge sharing and employee creativity; and the knowledge sharing plays as mediator role. Simple sizes of 342 respondents from 17 four and five star hotels were collected in Cambodia. In order to achieve the purposes of this study and test the hypotheses, so that structural equation model (SEM) was employed. Results revealed that organizational commitment have influence on knowledge sharing and employee creativity, respectively; knowledge sharing has influence on employee creativity; and knowledge sharing also plays as partially mediated between organizational commitment and employee creativity. The finding is to fulfill the gap of literature and empirical study.

**Keywords:** Affective Commitment, Continuance Commitment and Normative Commitment, Knowledge Sharing, Creativity.

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## Introduction

Global companies are exposed to rapid change and compete. Creativeness is being considered by hotel industries as one of the ways of competitive edge and organizational success. Of late, it has been realized by organizations that in order to gain sustainable growth and better performance, it is essential to create in all aspects of hotel business. This demands employee's commitment to share their knowledge to contribute creative ideas in their work place in order to deliver exceptional services to customers to make more satisfaction from them and get more profit in return.

Increasingly, creativity has also become valued across a variety of tasks, occupations, and hotel industries. In today's fast-paced dynamic work environment, managers continue to realize that to remain competitive they need their employees to be actively involved in their work place and trying to generate novel and appropriate products, processes, and approaches (Shalley & Gilson, 2004). Although the level of creativity required and the significant of creativity can differ depending on the tasks' performance or job in question, most managers would agree that there is pool, in almost every job, for employees to be more creative. Furthermore, because individual creativity provides the foundation for organizational or team creativity and innovation (Nayak, Agarwal, Director, & Noida, 2011), and these have also been linked to firm performance and survival, too (Farr & West, 1990), it is very important, if not critical, that employees are creative in their work place. While a fair amount is known about personality characteristics associated with creative individuals, there is an increasing need for a greater understanding of the contextual factors that may enhance or discourage employees' creativity as well as the interaction between personal characteristics and the work environment. Moreover, it is a significant to identify the role that employees' organizational commitment, and their knowledge-sharing can be the key play into encouraged employee creativity behavior. That is, most employers and managers would say that they would like their employees to be more creative, but it has not always been clear how managers should lead for creative performance to occur. At the heart of all organizational innovation lie creative ideas and it is individual employee, who is alone or in groups, generate, promote, discuss, modify, and realize these ideas (Jafri, 2010). It is not surprising that promoting creativeness, presents a key employees' organizational commitment and their knowledge-sharing challenge that both employers and managers are facing. But there is a lack of studies which shows any relationship between employee's commitment towards their organization and creative behavior.

The objectives of this study are to find out relationships between organizational commitment, knowledge sharing of employees and their creative behavior in their work place and knowledge sharing play as role of mediation.

## Literature review

### *The relationship between organizational commitment and knowledge sharing*

Organization is pushing employee commitment, such as a decrease of resignation of employees or turnovers, encouraging higher motivation, higher behavior citizen of organization and support of organization (Biswas & Bhatnagar, 2013). Commitment had

been conceptualized and measured in various ways. According to organizational psychology, it was linked to the employees' turnover. Employees, who were strongly committed likely to leave the organization (Allen & Meyer, 1990). Therefore, the organizational commitment is the concept that represents the relationship between an employee and organization. Managers can benefit by understanding the expected advance of the commitment in the workforce becomes the cause, they can initiate an intervention when the problem occurred. The study showed that awareness of the organizational commitment provided extensive insight into how the organization's commitment with regards to fixed purposes, which was related to the intentions to leave (Yousef, 2000). According to Allen and Meyer (1990) found that organizational commitment had the three-component model, namely affective, continuance and normative commitment. The definitions of these dimensions were described as "The affective component of organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. The continuance component refers to commitment based on the costs that the employee associates with leaving the organization. The normative component refers to the employee's feelings of obligation to remain with the organization". Thus, in this study adopts the three dimensions of commitment: affective commitment, continuance commitment, and normative commitment were found by Allen and Meyer (1990). According to the results of the study have shown that the commitment of the organization led to the significant results, such as decreases turnover, encouraging higher motivation, the higher organizational citizenship behavior, and organizational support, so that the organization was intended to have more workforce (Kwon & Banks, 2004). That is why the classical theory of reasoned action that aims to engage in a particular behavior, which is determined by the attitude towards behavior. Attitude is determined by faith and credibility in connection with the results of behavior and an evaluation of these results (Ajzen, 1991).

Many studies have tested this theory and succeed by providing the evidence of a link between attitude and perceived norms, aware of the intentions and behavior. When applied to share knowledge, this theory predicts that the link between attitudes about the sharing of knowledge, aims to share knowledge and genuine sharing of knowledge (Kim & Hunter, 1993). Reasoned action theory demonstrated that, in order to affect a knowledge-sharing, they must first determine the factors that influence people's attitudes towards sharing. Based upon these rationales, the first hypothesis is proposed as following:

**H<sub>1</sub>:** Organizational commitment is positively related to knowledge sharing.

*The relationship between organizational commitment and employee creativity*

Individuals with an organizational commitment are primarily motivated by the external outcomes associated with performance. As previously outlined, a distinction can be made between commitment individuals who are more concerned with achieving the outcomes of high performance and those that are more concerned with avoiding the consequences of poor performance. Because commitment individuals tend to define the effective accomplishment of a task primarily in terms of external evaluations – receiving rewards or avoiding criticism and negative feedback, respectively – their actions can best be understood by taking contextual cues into account. Creativity is often enacted in team

commitment settings (Taggar, 2002), and a given team context is likely to influence the extent to which commitment individuals act according to their dispositions (Verquer, Beehr, & Wagner, 2003). A key premise underlying social learning theory (Rosenstock, Strecher, & Becker, 1988) and trait activation theory (Zaccaro, 2007) is that individuals analyze, react to, and influence their environment according to their dispositions. Therefore, in trying to understand how individual differences in goal commitment play out in teams, we consider whether a context promotes and facilitates existing dispositions to engage in learning and creativity, or alternatively encourages employees to display such behaviors they might not otherwise perform. We propose that team commitment behavior – collective engagement in reflective decision making, asking questions, seeking feedback, and discussing errors – may fulfill both these roles. Accordingly, we argue that under conditions of high commitment has a linear and relationship with creativity: the stronger commitment the higher creativity of employees. Based on discussion above, this study therefore proposes the second hypothesis as following:

**H<sub>2</sub>:** Organizational commitment is positively related to employee creativity.

*The relationship between knowledge sharing and employee creativity*

Deliberately encouraging factors were influence the behavior of employees. The purpose of this was very influential person to express the possibility that he or she will perform the behavior. However, the kind of incentives encourages employees to participate in a particular activity or reason for employees' participation in the activities of the organization (Godin & Kok, 1996). Knowledge sharing behavior is likely to be driven in a similar way to help promote and difficult behavior by providing rewards to encourage and put pressure on employees (Pepall, Richards, & Norman, 2005). In addition, it pointed out that the behavior of the employees shared their knowledge could be important, especially by focusing on increasing autonomous motivation (Gagné, 2009). According to Pajo and Lee (2011) stated that autonomous motivation was encouraged through better enforcement and management while could demonstrate motivation and satisfaction reactor and attracting employees to work willingly.

The empirical studies concerned with the sharing of knowledge and information inside and by the team process also showed that the development of the team did not have good results in the implementation of the coordinated better (Banks & Millward, 2000). In the term of "resource-based" of company, knowledge of employees was considered to be the most strategically significant resource, expressed by Chen and Cheng (2012). By the knowledge sharing, employees could coordinate relevant information to others across the team or organization and knowledge sharing between and among individuals and departments in the organization was regarded as a crucial process (Hooff & Ridder, 2004). Thus, past studies have concluded that the main function of the sharing of knowledge is that maintaining a mechanism for inter-unit personnel to continue its creativity and innovation. Learning with the individuals involved, not only to learn from past experience, but also the sharing of knowledge and understanding of current mediation to individuals in organizations (Roth, 2003). Based on the rationales, the third hypothesis was proposed in this study as following:

**H<sub>3</sub>:** Knowledge sharing is positively related to employee creativity.

### *The mediating effect of knowledge sharing*

Mediation effects occur when one part represents the relationship of the exogenous variables to the mediator and when the other part represents the relationship of the mediator to the endogenous variables. As was discussed earlier, the preceding hypotheses H1 and H3 link the relationship between: (a) organizational commitment and knowledge sharing; (b) knowledge sharing and employee creativity. Thus, the discussion proposes that organizational commitment influence employee creativity via their knowledge sharing and fourth hypothesis proposed as following:

**H<sub>4</sub>:** Knowledge sharing is positively mediated on the relationship between organizational commitment and employee creativity.

## **Methodology**

### *Research framework*

Based on the above literature and hypotheses development, the research model for this study is shown in Figure 1. Overall, the present model is expected to contribute to an understanding of how organizational commitment influence on employees' knowledge sharing and their creativity and the mediating effect of knowledge sharing on relationship between organizational commitment and employee creativity.

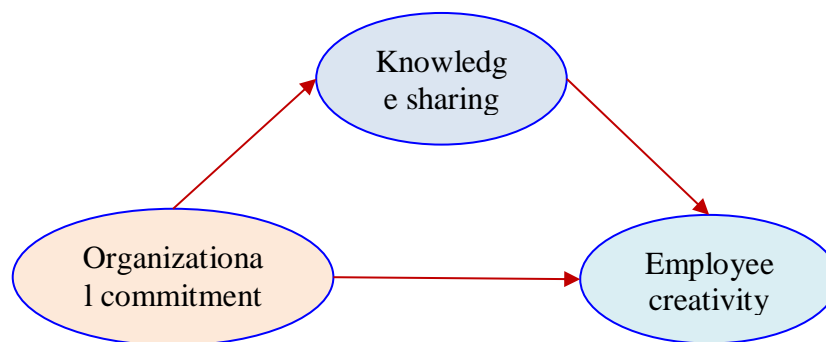


Figure 1 Conceptual framework of the research

### *Study site*

This study focused on four and five star hotel in hospitality industrial zones in Cambodia. Among Lao, Vietnam, Thailand, and Cambodia, Cambodia is considered to be one of the most attractive destinations for foreigner investments in the hotel industry in terms of its large pool of cheap labor costs. On the other hand, tourism sector is a potential driver for national economic growth. With the “Open Sky Policy”, the tourism sector has experienced fast growth in terms of number of tourist arrivals, hotels and resorts. In 2014, the number of tourist arrivals to Cambodia was 4,502,775 an increase of 7 percent compared to 4,210,165 in 2013. The revenue from this sector is US\$2,736 million an increase of 7.4 percent compared to US\$2,547million in 2013 (MOT, 2014) and also provided over 300,000 jobs in 2011 (MOT, 2012).



Cambodia was chosen as the study sample site because it is expected that foreigner and local owner of hotel industries can transform their management to enhance the working relationship between managers and subordinates in the same work units and can build work efficiency through the creativity of individual subordinates.

### *Measurement scales*

**Organizational commitment:** There are three dimensions of organizational commitment: affective commitment (4-item questionnaire), continuance commitment (3-item questionnaire), and normative commitment (3-item questionnaire). Thus, 10 items of organizational commitment's questionnaire were operationalized for this study.

**Knowledge sharing:** There are 5 items of knowledge sharing's questionnaire were developed for this study.

**Employee creativity:** There are 6 items of employee creativity's questionnaire were adopted for this study. In this study, manager, assistant manager, supervisor, and employee in departments of each sample hotels were asked. A-5 point Likert scale was used for all research constructs (i.e., from 1=strongly disagree to 5=strongly agree). The Cronbach's alpha reliability for this study is addressed in Table 1.

### *Sampling design and collect data*

This research study finds out the effect of organizational commitment on knowledge sharing and employee creativity. Employees who are working in four and five star hotels in Cambodia were considered as the target study population. According to Bowerman, O'Connell, and Orris (2004), the sample sizes of this study should be at least 196 respondents. In term with sampling, the proposed sample size has also been unclear in line with management studies. Therefore, the validate sample sizes of this study are discussed and reported as following:

The sampling process in this study was purposive sampling technique was adopted to select respondents relationships in all departments of each selected sample hotels. The questionnaire was distributed to 17 hotels and 590 respondents and total of 353 respondents were responded to the survey questionnaire. However, 11 respondents had to be excluded because their responses were unusable. Finally, a total of 342 respondents from 17 hotels were determined to be usable. The effective responsive rate or yield was 57.97 percent (342/590). As suggested by Saunders, Saunders, Lewis, and Thornhill (2011), given that the appropriate response rate for "hand-delivered" questionnaires has been found to range between 30 percent and 50 percent, this response rate was viewed as adequate.

### *Data analysis*

In order to achieve the purposes of this research and test the hypotheses, so that SPSS 20.0 and AMOS 21.0 are employed to help us analyze the collected data. The data analysis methods are used: (1) Descriptive statistics analysis is used to explain and illustrate the characteristics the main characteristics of the constructs and collection of data in quantitative terms, (2) Factor analysis and reliability tests are used to purify the

measurement scales and identify their dimensionality of the research constructs in this study, (3) Convergent and discriminant validity can also be assessed by analyzing factors loadings of all construct indicators, and (4) Hypotheses were tested by using a structural equation modeling (SEM) by means of AMOS.

## **Findings**

### *Characteristic of samples*

The following is the basic information for respondents: Of the respondents, 59.94 percent are males, and over 85 percent are older than 24. About 31.87 percent finished high school, 17.54 percent had an association's degree, 43.57 percent hold a bachelor's degree, and 7.02 percent graduated master's degree. About 10.23 percent of respondents are tenured less than 1 year and 16.96 percent of respondents are tenured more than 7 years.

### *Factor Analysis and Reliability test*

The procedure was adopted to assess the convergent and construct validity of the measurement model (Anderson & Gerbing, 1988). A first order-factor model was adopted to examine three individual constructs and results indicated that standardized loading for all items exceeded 0.60 and that t-values were higher than 1.96 ( $p < 0.001$ ), which satisfied the threshold as recommended by Hair, Black, Babin, and Anderson (2010). A second order CFA was then conducted to examine the overall fit of the measurement model (see [Table 1](#)).

The results showed the overall goodness-of-fit assessment for second-order CFA indicated that all correlation coefficients among the research constructs were less than 0.90, thus demonstrating the research model could be presented as a good model fit with adequate convergent validity and construct reliability (Bagozzi & Yi, 2012; Hair et al., 2010).

Taking into consideration the characteristics of the data collection process were from single sources of hotel perceptions, common method variance might be of concern (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Convergent validity was demonstrated, as the average variance extracted (AVE) values for all constructs were higher than the suggested threshold value of 0.50. Discriminant validity was determined by comparing the square root of the AVE with the Pearson correlations among the constructs. All AVE estimates [from Table 1](#) can be seen to be greater than the corresponding inter-construct square correlation estimates [in Table 2](#). Based on these results, it seems that common method bias is unlikely to be a problem with regard to the data (Chin, 1998; Gefen, Straub, & Boudreau, 2000).

Table 1 The results of second-order factor model

Indicators		Research constructs	Standardized loading	t-value	$\alpha$	AVE
AC	←	Organizational commitment	0.910***	A	0.865	0.707
CC	←		0.828***	18.394	0.886	
NC	←		0.779***	17.041	0.875	
KS1	←	Knowledge sharing	0.692***	A	0.848	0.537
KS2	←		0.783***	12.869		
KS3	←		0.834***	13.536		
KS4	←		0.688***	11.469		
KS5	←		0.650***	10.89		
EC1	←	Employee creativity	0.752***	A	0.89	0.575
EC2	←		0.788***	14.636		
EC3	←		0.716***	13.18		
EC4	←		0.722***	13.297		
EC5	←		0.784***	14.555		
EC6	←		0.785***	14.586		

Goodness of fit assessments:  $\chi^2(137.228)/df(74) = 1.854$ ,  $p = 0.000$ ,  $GFI = 0.950$ ,  $AGFI = 0.929$ ,  $NFI = 0.948$ ,  $CFI = 0.975$ ,  $RMR = 0.026$ ,  $RMSEA = 0.050$

Note:  $N=342$ , A= Parameter regression weight is fixed at 1.000, \*\*\* p-value  $<0.001$ ; \*\* p-value  $<0.01$ , \*p-value  $<0.05$ , and significant level at t-value  $>1.96$ .

Table 2 Correlation matrix among research constructs

Research constructs	Mean	S.D.	1	2	3
1. Organizational commitment	4.334	0.569	-		
2. Knowledge sharing	4.368	0.639	0.412**	-	
3. Employee creativity	4.300	0.638	0.470**	0.660**	-

Note:  $N=342$ , \*\* Correlation is significant at the 0.01 level (2-tailed), \* Correlation is significant at the 0.05 level (2-tailed), Pearson correlation test is used.

### Hypotheses testing

Structural equation modeling (SEM) was applied to test the maximum likelihood estimate method and research hypotheses. The results showed (see Figure 2 and Table 3) that  $\chi^2(137.228)/df(74) = 1.854$ ,  $p = 0.000$ ,  $GFI = 0.950$ ,  $AGFI = 0.929$ ,  $NFI = 0.948$ ,  $CFI = 0.975$ ,  $RMR = 0.026$ ,  $RMSEA = 0.050$ , and all of these satisfied the threshold as suggested by Hair et al. (2010). All coefficients of the path are significant (t-value or C.R. is greater than 1.96). It indicates that organizational commitment has significant influence on knowledge sharing ( $\gamma H1 = 0.474$ ;  $t = 7.448$ ;  $p < 0.001$ ), organizational commitment has significant influence on employee creativity ( $\gamma H2 = 0.219$ ;  $t = 4.087$ ;  $p < 0.001$ ), and knowledge sharing has significant influence on employee creativity ( $\beta H3 = 0.638$ ;  $t = 8.966$ ;  $p < 0.001$ ). Thus, hypotheses H1, H2, H3 supported in this study.

As shown in Table 3, the z-test = 5.769 > t-value = |1.96|,  $p < 0.001$ , and result of indirect effect (organizational commitment  $\rightarrow$  knowledge sharing  $\rightarrow$  employee creativity) is 0.302, which shows that knowledge sharing plays a mediating role to



facilitate the relationship between organizational commitment and employee creativity. Therefore, hypothesis H4 is confirmed in this study.

Table 3 The results of path relationship

Path relationship	Standardized coefficient	t-value
H <sub>1</sub> : Organizational commitment → Knowledge sharing	0.474***	7.448
H <sub>2</sub> : Organizational commitment → Employee creativity	0.219***	4.087
H <sub>3</sub> : Knowledge Sharing → Employee creativity	0.638***	8.966
Mediating effect		z-test
H <sub>4</sub> : Organizational commitment → Knowledge sharing → Employee creativity	0.302***	5.769

Goodness of fit assessments:  $\chi^2(137.228)/df(74) = 1.854$ ,  $p = 0.000$ ,  $GFI = 0.950$ ,  $AGFI = 0.929$ ,  $NFI = 0.948$ ,  $CFI = 0.975$ ,  $RMR = 0.026$ ,  $RMSEA = 0.050$

Note:  $N=432$ , \*\*\*  $p$ -value  $<0.001$ , \*\*  $p$ -value  $<0.01$ , \* $p$ -value  $<0.05$ , and significant level at  $t$ -value  $>1.96$ .

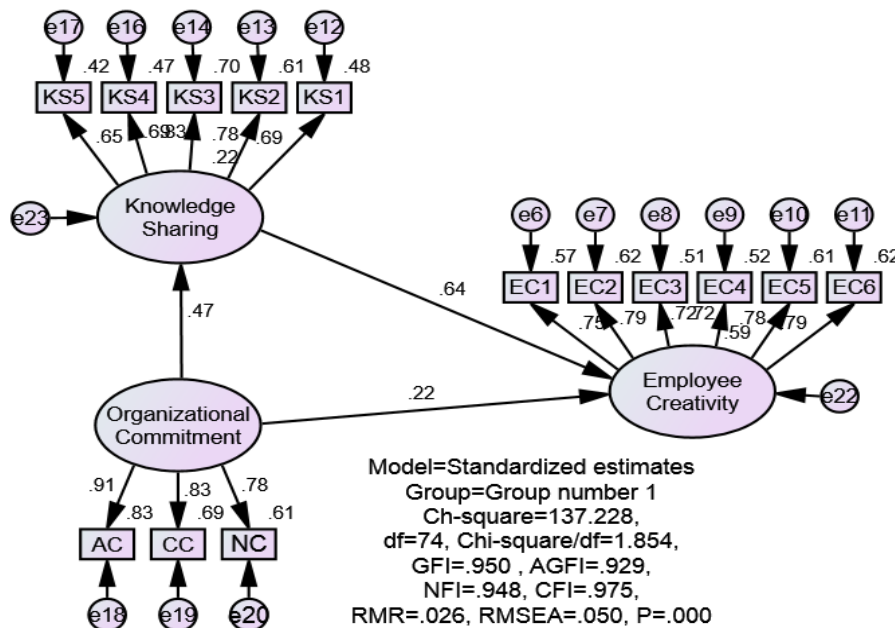


Figure 2 The Results of Structural Equation Modeling

### Discussion and conclusion

This study is intent to investigate the literatures and other empirical studies, which relationship between organizational commitment and knowledge sharing; organizational commitment and employee creativity; knowledge sharing and employee creativity; and the mediating effect of knowledge sharing. The finding of this study confirms that organizational commitment has a significant influent on knowledge sharing and employee creativity ( $\gamma H_1 = 0.474$ ;  $t = 7.448$ ;  $p < 0.001$ ;  $\gamma H_2 = 0.219$ ;  $t = 4.087$ ;  $p < 0.001$ ), respectively. These findings are also consistent with the theoretical foundations and

empirical studies as proposed by previous researcher, which found that employees' commitment to their organization is significantly related to their behavior of knowledge sharing. Conceptually, the relationships between organizational commitment and employee creativity have mostly ignored with regard to literature and empirical testing; thus, this study may lack the evidence by with to achieve confirmation.

Furthermore, knowledge sharing is positively influenced on employee creativity. Based on the research findings of this study conclude that employees' knowledge sharing is key determinant factors influencing on their creativity ( $\beta_{H3} = 0.638$ ;  $t = 8.966$ ;  $p < 0.001$ ). This finding is also in line with the theoretical foundations and empirical studies as proposed by previous researcher, which concluded that the critical function of knowledge sharing is that of maintaining an inter-organizational mechanism for employees' on-going innovation.

Finally, knowledge sharing plays a partially mediated role to facilitate the relationship between organizational commitment and employee creativity ( $\beta_{H4} = 0.302$ ,  $z = 5.769$ ,  $p < 0.001$ ). Moreover, organizational commitment has a stronger indirect effect on employee creativity than direct effect through the mediating role of knowledge sharing.

In summary, the literature on organizational commitment, knowledge sharing, and employee creativity were both confirmed and extended by this study, and it can be applied to an integration research framework on human capacity in hotel industry, Cambodia context.

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