

RELATIONSHIPS AMONG ORGANIZATIONAL COMMITMENT, KNOWLEDGE SHARING AND EMPLOYEE PERFORMANCE: A REVIEW

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Abstract: *This paper looks at the relationships among organizational commitment, knowledge sharing and employee performance. This paper uses a literature review analysis to provide insight into the relationship between these variables. Based on the analysis, this paper reveals strong relationships among organizational commitment, sharing of knowledge and employee performance. Highly committed employees are voluntary to improving the organization and sharing of knowledge is the ideal way to do it, since knowledge seems to be the most essential priority in organizations.*

Keywords: *Organizational commitment, Knowledge sharing, Employee performance*

1. INTRODUCTION

Economic growth and sustainability are on the rise in countries across the world. To ensure comparative advantages, such as technological innovation focused on penetration into specific markets, excellently-performing employees are an asset and organizational commitment and sharing of knowledge perform a meaningful role in affecting the performance of employees and the progress of the organization.

Organizational commitment boosts employees to start operating within the organization and making an attempt to bring benefits to the organization (Mowday, Steers, & Porter, 1978). Commitment towards organization helping companies make the best of its employees by establishing an atmosphere of cohesion and collaboration within the organization (Imamoglu, Ince, Turkcan, & Atakay, 2019). Employees with commitment appear to share their expertise and knowledge in this respect, and thus enhance organizational knowledge. This allows the organization grow into more effective, create a competitive recognition and achieve great performance.

Several studies have also shown that high organizational commitment has improved the job performance (Imamoglu et al., 2019; Kalkavan & Katrinli, 2014; Nguyen & Tu, 2020; Ridwan, 2020), knowledge sharing (Dey & Mukhopadhyay, 2020; Imamoglu et al., 2019; Marques, La Falce, Marques, De Muylder, & Silva, 2019; Naeem, Mirza, Ayyub, & Lodhi, 2019; Pangil & Nasurdin, 2019), and reduced absenteeism and employee turnover

(Al-Sharif, Kassem, & Shokry, 2017; Chan & Ao, 2019; de la Torre-Ruiz, Vidal-Salazar, & Cordón-Pozo, 2019; Jacobsen & Fjeldbraaten, 2020; Liu, Gyabeng, Joshua Atteh Sewu, Nkrumah, & Dartey, 2019; Mete & Sökmen, 2019).

The study of Hwang, Lin, and Shin (2018), however, found that only affective and calculative commitment affects knowledge sharing, while normative commitment has no significant effect. Haftkhavani, Faghiharam, and Araghieh (2012) found that affective and normative commitment affects employee performance, at the same time continuance commitment has no significant direct effect. This finding is also strengthened by (Eliyana, Ma'arif, & Muzakki, 2019; Harwiki, 2016; Khunsoonthornkit & Panjakajornsak, 2018; Santosa & Mubarak, 2020; Tahar & Sofyani, 2020) that organizational commitment has no direct effect on performance.

Based on the gap of previous studies, this paper further aims to explore the relationships among organizational commitment, sharing of knowledge and employee performance.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Organizational Commitment

Commitment of employees is essential for organizations in consideration of organizations include employees and the motivations of employees to endeavor toward organizational purposes are key to organizational effectiveness. Commitment refers to a strength allowing an employee to perform for certain goals (John P. Meyer & Herscovitch, 2001). Organizational commitment relates to the intensity of the collaboration between the employees and the organization for which they perform (Steers, 1977). Allen and Meyer (1990) have described organization's commitment as a psychological condition that bonds the organization to the employee. In addition, organizational commitment is defined by three elements: approval and confidence in organizational objectives, passion for organizational activities, and desire to sustain the organization's membership (Mowday et al., 1978).

Organizational commitment is composed of three dimensions according to the generally agreed and used definition in the literature: affective, continuance and normative commitment (John P Meyer & Allen, 1987). Such dimensions are the pieces of organizational commitment, not styles, which decide employees' total organizational contribution to organization (Allen & Meyer, 1990; Khunsoonthornkit & Panjakajornsak, 2018). Affective commitment is the attachment and emotional identification of an employee with an organization (John P. Meyer & Allen, 1991). Commitment of continuance is an employee's right to remain in the current organization due to the expense of leaving (John P. Meyer et al., 2012). Normative commitment is a chosen employee to remain with an current company regardless of the emotions of responsibility (Allen & Meyer, 1990). In brief, affective commitment is about a need for continued jobs, continuance commitment is about a need for

continued employment and normative commitment is about an duty to maintain employment within the company (John P. Meyer & Allen, 1991). In brief, affective commitment is the most comprehensive contribution to recognizing employee behavior among the three (Lau, Tong, Lien, Hsu, & Chong, 2017). In addition, the effects of organizational commitment on employee performance in the Asian background have been shown to be strongly related (Dhar, 2015; Jaiswal & Dhar, 2016).

2.2 Knowledge Sharing

Knowledge is seen as a significant tool and resource for organization. Knowledge sharing between employees is essential to establishing organizational effectiveness (e.g., knowledge acceptance, innovation). Knowledge is developed and maintained in the organizational context, as employees build and exchange individual knowledge among other employees. C. L. Wang and Ahmed (2003) propose a few perfect frameworks through which to form and exchange organizational knowledge. The first context relates to the essence of the partnership or the organizational setting. Sharing of knowledge is promoted when the organization has the characteristics of confidence, humility, transparency and usability to support (Hsu, 2008). The second context concerns with the actions and policies. Policies that encourage awareness building and communication can enable employees participating in these behavior.

The sharing of knowledge is acknowledged as a significant social advantage for organizations that optimize work performance and effectiveness of organization (Masa'deh, Obeidat, & Tarhini, 2016; Razmerita, Kirchner, & Nielsen, 2016). When knowledge is shared, novice or freshly recruited employees would have exposure to technical expertise and acquire work-related know-how which can contribute to positive job performance (Swanson, Kim, Lee, Yang, & Lee, 2020).

A summary of the literature (Hsu, 2008; H. Lee, Park, & Lee, 2013) indicates that organizations trying to capitalize on knowledge-sharing facilitation reap the benefit like better performance of individuals and the organization, enhanced mutual knowledge at the all level of organization, acquired abilities, and creativeness.

2.3 Organizational Commitment and Knowledge Sharing

Organizational commitment is the intensity of the alignment of employees with the company (Steers, 1977) which results in several successful organizational consequences. If employees really want keep going to work with an organization, they expect success for the organization. Since employees often profit from this when the organization is performing. This advantages could be salary, a continuation of the status quo situation or pride. Employees are working with this reason to achieve organizational goals. In other terms, highly committed employees are able to bring profit to the organization and sharing of knowledge is the great destination to do so, as awareness is the most powerful resource today for organizations (Li, Zhang, Zhang, & Zhou, 2017).

According to the theory of social capital, organizations with a very well-established network of complex relationships enjoy an open and honest communication, emotionally intense interaction, resource exchange and increased performance of team work (Chen & Lovvorn, 2011; S. Lee, Park, & Lee, 2015; Seibert, Kraimer, & Liden, 2001). This implies a collaborative atmosphere defined as accessible to diversity and fostering mutual exchanges allows for successful exchange of information (Brachos, Kostopoulos, Soderquist, & Prastacos, 2007).

2.4 Organizational Commitment and Employee Performance

Organizational commitment is essential for organizations to become more effective to maximizing employee benefits, since it decreases employee behaviors that are detrimental to the organization such as unprofessionalism and lateness (Irefin & Mechanic, 2014). Because it guaranteed organizational commitment to entangle the employee to the organization (Allen & Meyer, 1990). An employee with an organizational commitment interfaces with the organizational goals and acts appropriately to attain those goals. Such employees' contributions are efforts for the organization to pursue its objectives and to be effective in that way. Employees therefore offer improved quality and increase performance (Roca-Puig, Beltrán-Martín, Escrig-Tena, & Bou-Llusar, 2005; Udin, 2019; Wahyudi, Udin, Yuniawan, & Rahardja, 2019).

2.5 Knowledge Sharing and Employee Performance

Sharing knowledge is a symmetric mechanism as both part gain information, abilities and experience (Z. Wang & Wang, 2012). It also has an impact on organizations (Swanson et al., 2020). Since knowledge sharing within an organization's employees also strengthens employee relationships with each other and allows information a asset inside the business. Knowledge sharing improves overall knowledge, strengthens existing capabilities and thus increases the organization's effectiveness by creating a flow of knowledge within the organization (Z. Wang, Wang, & Liang, 2014). Since knowledge is a valuable resource offering organizations a sustainable strategic advantage (Sulistiyan, Udin, & Rahardja, 2018; Teece, 2007).

Knowledge sharing includes the participation of any number of employees in the organization. If employees are engaged in the act of sharing knowledge, they are assumably to build a sense of belonging and connect with the organization, leading in employee performance (Yao, Tsai, & Fang, 2015). The research of Swanson et al. (2020) recognizes high-performance employees showing more commitment to the company than their peers. When employees provide a great degree of work performance, their role and organization views will shift significantly and remain aligned with their behavior.

3. RESEARCH METHODS

This study employs a literature review analysis to only provide insights into how organizational commitment, knowledge sharing and employee performance are related. There are many articles from sciencedirect.com, emeraldinsight.com and other sites have been analyzed to support the evidence.

4. RESULTS AND DISCUSSION

Organizational commitment is a mentality that indicates employees identify with organizational objectives and are ready to commit to the organization. From the perspective of mutual rules, employees benefited by some keep feeling responsible to support others. When employees are committed to a high degree, they would feel essential to an organization and able to engage in decision taking to return the favor an organization. When organizations have sufficient opportunities to promote the sharing of knowledge and information, this will produce a huge increase in knowledge. Knowledge, surprisingly tacit knowledge, which is the most valuable organizational tool, can thus become the main source of competitive advantage, since knowledge is hard to imitate (Chiang, Han, & Chuang, 2011).

Employees with an affective commitment to the organization have strong rates of dedication and job success. This shows that employees with an organizational commitment behave well, not just in in-role activity, but also in extra-role behavior, such that the organization results. A sense of belonging influences virtuous nature by organizational commitment and then impacts the development in knowledge sharing. Hislop (2003), (Kuimet, Järvis, Virovere, and Hartšenko (2015)) showed that organizational commitment could forecast the attitude and actions of employees to share knowledge within organization.

5. CONCLUSION

This study concludes that organizational commitment, knowledge sharing and employee performance have a strong relationships. Highly committed employees are willing to improving the organization and sharing of knowledge is the ideal way to do it, since knowledge seems to be the most essential priority in organizations. Organizational commitment encourage employee knowledge-sharing attitude and behavior, which in turn, energetically improve employee performance.

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