The Mediating Role of Organizational Commitment in Relationship Between Organizational Communication on Knowledge Sharing

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Abstract

This research was conducted at textile company in Surabaya, East Java Indonesia with the aim of analyzing the effect of organizational communication on knowledge sharing, analyzing the effect of organizational communication on organizational commitment, analyzing the effect of organizational commitment on knowledge sharing, and analyzing the effect of organizational communication on knowledge sharing through organizational commitment. The population of this study were employees of a textile company in Surabaya, East Java, Indonesia with a total of 57 employees. The sampling technique used total sampling technique. Data analysis using Structural Equation Modeling (SEM) Partial Least Square (PLS). The results showed that organizational communication has an effect on knowledge sharing, organizational communication has an effect on organizational commitment, organizational commitment has an effect on knowledge sharing, organizational communication has an effect on knowledge sharing through organizational commitment

Keywords
Organizational Commitment, Organizational Communication, Knowledge Sharing.

1. Introduction

In general, all companies were founded with very ideal goals, that is to survive and continue to gain maximum profit. In order to achieve these goals, companies must have manpower and resources that are strong and reliable. The most important thing that must be owned by a company is the existence of good human resources. Human resources are valuable assets for a company. Companies that have superior human resources will win increasingly fierce business competition. Companies that have quality human resources will be able to overcome challenges that come from within and from outside the company.

One of the efforts to have superior human resources is by sharing knowledge. Lumbantobing (2011) explains that knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts from a person or organization to other people or organizations in need through varied methods and media. Through knowledge sharing activities, individuals who do so will get individual benefits. Knowledge sharing will encourage the learning ability of an employee. The ability of employees will increase in various ways, such as externalization, internalization, socialization, and community of practice (CoP) (Fernandez & Sabherwal, 2010). Knowledge sharing is an activity through which knowledge is exchanged among people, friends, peers, families, communities, or within or between organizations. People share knowledge through many channels such as conversations, meetings, learning sessions, workshops, videos and other communication media. Sharing

knowledge and inspiration are equally important in the organization. It can foster vision in others and strengthen professional ties. When we share with others, it helps deepen our own knowledge and engrains what we know. New conversations and opportunities can arise just from that gesture, offering even more opportunities to grow. When employees share knowledge and carry out continuous learning, when they get knowledge about changes in working conditions, these employees are better prepared than employees who are not actively involved in the knowledge management process.

Knowledge sharing will not work without the support of various factors. Knowledge sharing activities will take place if supported by supporting components or variables. These supporting factors include organizational communication and organizational commitment.

Organizational communication is a process of exchanging information between individuals through an ordinary system, either with symbols, signals, or behavior or actions (Purwanto, 2011). With the existence of organizational communication, the knowledge sharing process can run well. Smooth organizational communication will encourage knowledge sharing within the organization. Organizational commitment is an employee's attachment to his organization and the employee's desire to exert all efforts on behalf of his organization (Badar & Seniati, 2017). Meanwhile, Robbins and Judge (2015) state that organizational commitment is a condition of employees who side with certain organizations and their goals and desires to defend themselves in the organization. Whereas Suparyadi (2015) organizational commitment is an attitude of liking the organization and tries its best for the benefit of the organization to achieve its goals.

Based on the description above, the research questions can be made of whether organization communication has the effect on knowledge sharing, whether organization communication has the effect on organization commitment, whether organization commitment has the effect on knowledge sharing, and whether organization communication has the effect on knowledge sharing through organization commitment.

2. Literature Review and Hypothesis

2.1 Knowledge Sharing
Lumbantobing (2011) argues that knowledge sharing is a systematic process of sending, distributing and disseminating knowledge and multidimensional contexts from a person or organization to other people or organizations in need through various methods and media. Knowledge Sharing is a process in which resources are given on the one hand and accepted by the other and for sharing to occur there must be an exchange (Ismail et al., 2011). Meanwhile, Willem (2003) states that knowledge sharing refers to the exchange of knowledge between at least two parties in a reciprocal process which is then followed by re-shaping and giving meaning to knowledge in a new context. Knowledge sharing is the process by which tacit or explicit knowledge is communicated to other individuals. Knowledge sharing is the best approach to managing knowledge and should be adopted by all organizations in all conditions (Fernandez and Sabherwal, 2010). Han and Chen (2017) say that knowledge sharing is interpersonal communication that involves communicating and receiving knowledge from others, and one of the main ways to transfer knowledge is like human interaction. According to Utari et al (2017), knowledge sharing is not only limited to providing knowledge to others, but can also be in the form of asking for feedback, asking about problems, telling others about their plans to do a job before the job is done, ask for help from others, tell other people about the task being done and why the task is being done, ask other people's opinions and ask that person's advice, and ask other people what they would do with a job.

2.1.1 Types of Knowledge Sharing
There are two types of knowledge sharing, including tacit knowledge and explicit knowledge (Fernandez and Sabherwal, 2010):
1. Tacit knowledge. It is knowledge in the form of experience and expertise that each individual has and is stored in the brain so that this knowledge is very difficult to communicate. This knowledge can only be obtained by interacting and communicating with other people. This knowledge is the most important knowledge for creativity and innovation.
2. Explicit knowledge. Is a knowledge that is well structured and documented so that it is easy to communicate in various forms.

2.1.2 Knowledge Sharing indicator

There are four dimensions in the knowledge sharing process which became known as the SECI model and Lin (2007) with the IOT model which can then be compiled as follows:

1. Socialization is the process of sharing knowledge between one person and another in an organization, through the creation of a skill model.
   a. Sharing knowledge, namely the attitude of employees who are willing to share their knowledge
   b. The opportunity to become a model is an opportunity to provide a skills model
2. Externalization is how to transform hidden knowledge into knowledge that can be seen in the organization.
   a. Various ideas, employees are willing to share ideas for performance improvement
   b. The sharing process, the process of sharing knowledge between employees
3. Combination is the process of forming a new form of knowledge by combining two existing knowledge sources. Furthermore, according to Lemon and Sahota (2004) combination is the process of exchanging knowledge by groups in organizations.
   a. Combining knowledge, the process of acculturation of one knowledge to another
   b. Exchange with the team, the process of exchanging knowledge between individuals and teams in the organization
4. Internalization is the process of converting visible (explicit) knowledge into invisible (tacit) knowledge. In this process knowledge is absorbed by other individuals in the organization. Furthermore, according to Nonaka and Takeuchi (1995), invisible knowledge is carried out by company owners. The indicators are:
   a. Transformation of ideas, the process of changing ideas into knowledge models
   b. Absorption is the process of absorption in the organization
5. Individual factors are employee attitudes that are willing to help other employees and employees who have self-efficacy knowledge. The indicator is willingness to help, it is the attitude between employees to help each other succeed in the knowledge sharing process.
6. Organizational factors, it is the existence of management (organization) support in the process of sharing and transfer of knowledge and rewards from the organization for employees who practice and share knowledge. The indicators are:
   a. Organizational support, it is the role of the organization in providing support during the knowledge sharing process.
   b. Rewards, it is the organization's efforts to reward employees who are willing to share knowledge
7. Technology factors, it is the information and communication technology used.
   a. Media is a tool or vehicle for sharing information.
   b. Information technology is a set of technologies used to disseminate information.

2.2 Organization Communucation

Communication is the process of delivering a message by someone to another to inform or to change attitudes, opinions or behavior, either directly (verbally) or indirectly (through the media). (Hubeis et al, 2012) Meanwhile, the organization consists of the internal and external environment. An organization is a group of individuals who have the same vision and mission to achieve common goals. An organization is a place for two or more individuals to carry out activities and have specific goals. According to Pace and Faules (2015), organization is a place that accommodates people and objects; people in organizations who are trying to achieve a common goal. According to Stoner in Firmansyah and Syamsudin (2016), organization is a pattern of relationships through which people under the direction of superiors pursue common goals.

Communication in organizations is the study of how to interact in an organization. Communication itself is a part that is in an organization, in order to help for the continuity of organizational activities. Triana et al (2016) state that communication is the process of conveying ideas, hopes, and messages conveyed through certain symbols, containing meaning, carried out by the messenger addressed to the recipient of the message. Muhammad (2014) suggests that in relation to organizational communication, communication is the exchange of verbal and non-verbal messages between the sender and the recipient to change behavior. Behavioral changes mean in a broad sense, namely changes that occur within the individual, perhaps in a cognitive, effective or psychomotor aspect. According to Purwanto (2011) organizational communication is a process of exchanging information between individuals through an ordinary system, either with symbols, signals, or behavior or actions. Based on the definition of organizational communication according to the experts above, it can be concluded that organizational

communication is a process in which employees or members of an organization exchange information within a company or organization.

Research by Agnes Triana et al (2016) with the title "The Effect of Organizational Communication on Knowledge Sharing and Employee Performance (Studies on Employees of Hotel Gajah Mada Graha Malang)". This study aims to analyze and explain the significant influence of organizational communication on knowledge sharing, organizational communication on employee performance, knowledge sharing on employee performance, and the indirect effect of organizational communication on employee performance through knowledge sharing. The results showed that organizational communication has a significant influence on knowledge sharing, organizational communication has a significant effect on employee performance, knowledge sharing has a significant effect on performance and organizational communication has an indirect effect on employee performance through knowledge sharing. Subrata's (2017) research entitled "The Effect of Organizational Communication on Knowledge Sharing and Employee Performance (Study on Employees of PT PLN (PERSERO) Sidoarjo Area)". This study aims to analyze and examine the influence between the variables studied in this study. The tested influences include the influence of communication on knowledge sharing, the influence of organizational communication on employee performance, and the influence of knowledge sharing on employee performance. Based on the results of path analysis, it shows that organizational communication variables have a direct and significant effect on knowledge sharing variables, with a beta coefficient of 0.727 and a significance of 0.000. The indirect effect of organizational communication on employee performance through knowledge sharing, the effect is 0.268 or 26.8%. The variable knowledge sharing has a significant effect on employee performance with a beta coefficient of 0.369 (significance 0.002).
H1: organizational communication affects knowledge sharing.

2.3 Organizational Commitment

Setiadi, Winarti, and Taufiq (2016) stated that commitment is a central value in realizing organizational solidarity. This includes ways to develop goals or fulfill organizational needs, which essentially prioritizes the organization's mission over personal interests (Setiadi et al., 2016). Meyer and Allen (2003) state that commitment can also mean a strong individual acceptance of the goals and values of the organization, and individuals strive and work and have a strong desire to remain in the organization. Setiadi et al (2016) define organizational commitment as a sense of identification (trust in organizational values), involvement (willingness to do the best possible for the benefit of the organization) and loyalty (the desire to remain a member of the organization concerned) expressed by an employee of the organization. Steers argues that organizational commitment is a condition in which employees are very interested in the goals, values, and goals of their organization. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization for the achievement of goals. Organizational commitment is an employee's attachment to his organization and the employee's desire to exert all efforts on behalf of his organization (Badar & Seniati, 2017). Meanwhile, Robbins and Judge (2015) state that organizational commitment is a condition of employees who side with certain organizations and their goals and desires to defend themselves in the organization. Whereas Suparyadi (2015) organizational commitment is an attitude of liking the organization and tries its best for the benefit of the organization to achieve its goals.
Based on the definition of organizational commitment according to some experts, it can be concluded that organizational commitment is the attachment of an employee to the company where the employee works so that the employee tries and is always willing to improve company performance.

2.3.1 Factors Driving Organizational Commitment

According to Malayu S.P Hasibuan (2014) the formation of an organization's commitment is influenced by several factors, include:
1. The Consciousness Factor. Consciousness shows a state of one's soul which is the meeting point of various considerations in order to obtain a certainty, determination and continuity in the soul concerned.
2. The Rule Factor. Rules are an important instrument in a person's actions and actions. The role of rules is very large in social life, so that automatically rules must be made and monitored so that in the end management goals can be achieved as the authority and regulate everything in the work organization.
3. Organizational Factors. Service organizations, for example, Education services are basically no different from organizations in general, there is only a slight difference in their application, because the target service is specifically aimed at humans who have multicomplex desires and desires.

4. Income Factor. Income is someone's acceptance as a reward for energy, thoughts that have been devoted to other people or organizational bodies in the form of money.
5. Skill Ability Factor. Ability comes from the word capable which means being able to perform a task or job so as to produce goods or services as expected. Capability can be defined as a characteristic / condition which is indicated by the condition of a person who can carry out the task or the basis of existing provisions. Skills are the ability to do work using available limbs and equipment.
6. Service Facility Factors. Service facilities are all types of work equipment and other facilities that function as the main tool / assistant in the implementation of work, and also function socially in order to fulfill the interests of the people who are associated with the work organization.

2.3.2 Guidelines for Increasing Organizational Commitment
Kaswan (2012) provides guidelines for increasing organizational commitment to employees as follows:
1. Committed to human core values. Establish rules, hire good and precise managers, and maintain good communication.
2. Clarify and communicate your mission. Clarify mission and ideology, be charismatic, use value-based recruiting practices, emphasize ethical values-based orientation and training.
3. Ensuring organizational justice. Has a comprehensive complaints procedure in place, providing extensive two-way communication.
4. Create a sense of community. Building homogeneity based on values, justice emphasizes cooperation, mutual support and teamwork.
5. Support employee development. Promote and empower employees, promote from within, provide development activities.

2.3.2 Organizational Commitment Indicator
According to Allen and Meyer (2003) there are three separate dimensions of organizational commitment as follows:
1. Affective commitment: that is, emotional feelings for the organization and belief in its values.
2. Continuance commitment: the perceived economic value of staying in an organization when compared to leaving the organization. An employee may be committed to an employer because he is highly paid and feels that leaving the company will destroy his family.
3. Normative commitment: namely the obligation to survive in the organization for moral or ethical reasons.

Suliyem's research (2016) entitled "The Influence of Organizational Communication and Job Satisfaction on Organizational Commitment of Teachers at SD Santo Fransiskus in Lampung". The results showed that: first, there was a positive influence between organizational communication and teacher organizational commitment in schools. Second, there is a positive influence between job satisfaction and teacher organizational commitment in schools. Third, there is a positive influence between organizational communication and teacher job satisfaction in schools. Novieka and Prasetya's research (2018) entitled "The Effect of Organizational Communication on Job Satisfaction and Organizational Commitment (Studies on Employees of PT PLN Persero Area Pasuruan)". The results showed that formal communication channels affect employee job satisfaction, informal communication channels affect employee job satisfaction, formal communication affects employee organizational commitment, informal communication affects employee organizational commitment, and employee job satisfaction affects employee organizational commitment.
H2: organizational communication affects organizational commitment.

Research by Faizunal Pangil and Aizzat Mohd. Nasurdin (2019) with the title "Assessing the Relationship Between Organizational Commitment and Knowledge Sharing Behavior". Regression analysis on data collected from a sample of 114 R&D employees shows that affective commitment and normative commitment are significant predictors of knowledge sharing.
H3: organizational commitment affects knowledge sharing.

Research by Triana et al (2016) with the title "The Effect of Organizational Communication on Knowledge Sharing and Employee Performance (Studies on Employees of Hotel Gajah Mada Graha Malang)". The results showed that organizational communication has a significant influence on knowledge sharing, organizational communication has a significant effect on employee performance, knowledge sharing has a significant effect on performance and organizational communication has an indirect effect on employee performance through knowledge sharing. Novieka and Prasetya's research (2018) entitled "The Effect of Organizational Communication on Job Satisfaction and

Organizational Commitment (Studies on Employees of PT PLN Persero Area Pasuruan)". The results showed that formal communication channels affect employee job satisfaction, informal communication channels affect employee job satisfaction, formal communication affects employee organizational commitment, informal communication affects employee organizational commitment, and employee job satisfaction affects employee organizational commitment. Research by Pangil and Nasurdin (2019) with the title "Assessing the Relationship Between Organizational Commitment and Knowledge Sharing Behavior". Regression analysis on data collected from a sample of 114 R&D employees shows that affective commitment and normative commitment are significant predictors of knowledge sharing.

H4: Organizational communication affects knowledge sharing through organizational commitment.
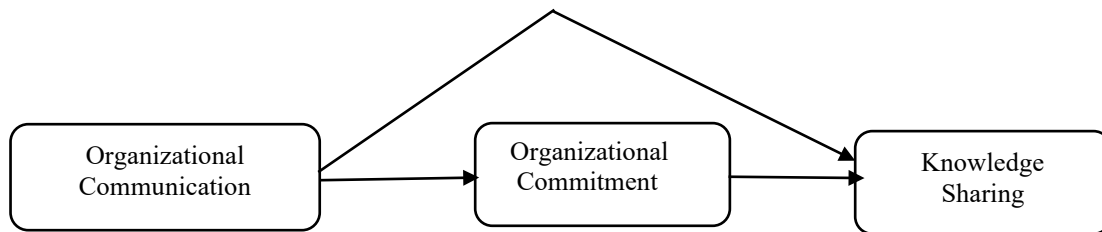

Figure 1. Research Model

3. Methods

The population in this study were all employees of a textile company in Surabaya, East Java, Indonesia with a total of 57 employees. Technique to determine the sample size using total sampling. The questionnaire technique is used to obtain data related to the research variables. The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale and data analysis technique used is Partial Least Square (PLS).

4. Result and Discussion

4.1 Discriminant Validity

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Organizational Communication	0,654
Organizational Commitment	0,802
Knowledge Sharing	0,662

Based on the data presented in table 1 above, it is known that the AVE value of organizational communication, organizational commitment, and knowledge sharing variables is > 0.5. Thus, it can be stated that each variable has good discriminant validity.

4.2 Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 (Ghozali, 2016). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Organizational Communication	0,932
Organizational Commitment	0,971
Knowledge Sharing	0,932

Based on the data presented in table 2 above, it is known that the composite reliability value for the variable organizational communication, organizational commitment, and knowledge sharing is > 0.6. Thus, it can be stated that each variable has good composite reliability.

4.3 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or fulfills Cronbach alpha if it has a Cronbach alpha value > 0.7 (Eisingerich and Rubera, 2010). The following is the Cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Organizational Communication	0,920
Organizational Commitment	0,969
Knowledge Sharing	0,914

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus, these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4.4 Path Coefficient

Table 4. Path Coefficient

Variable	Original Sample
Organizational Communication -> Organizational Commitment	0.875
Organizational Commitment -> Knowledge Sharing	0.425

The biggest path coefficient value is the effect of organizational communication on organizational commitment, which is 0.875. Then the second biggest influence is the influence of organizational commitment on knowledge sharing of 0.610.

4.5 Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 5. Hypothesis Test Results

Hypothesis	Correlation	T-statistics	P-Values	Result
H1	Organizational communication -> knowledge sharing	14,317	0,000	Accepted
H2	Organizational communication -> organizational commitment	2,022	0,044	Accepted
H3	Organizational commitment -> knowledge sharing	2,052	0,041	Accepted
H4	Organizational communication -> organizational commitment -> knowledge sharing	4,599	0,000	Accepted

From the table 5 above it can be seen that:
1. The effect of organizational communication on knowledge sharing has a P value of 0.000 or less than 0.05. Therefore it can be said that organizational communication has a significant effect on knowledge sharing.
2. The effect of organizational communication on organizational commitment has a P value of 0.044 or less than 0.05. Therefore, it can be said that organizational communication has a significant effect on organizational commitment.
3. The effect of organizational commitment on knowledge sharing has a P value of 0,041 or less than 0.05. Therefore it can be said that organizational commitment has a significant effect on knowledge sharing.

4. The effect of organizational communication on knowledge sharing through organizational commitment has a P value of 0.000 or less than 0.05. Therefore it can be said that organizational commitment can help to significantly mediate the effect of organizational communication on knowledge sharing.

5. Conclusion

The results showed that organizational communication affects knowledge sharing. This is based on the results of the hypothesis test where the P value of organizational communication to knowledge sharing is smaller than 0.05 which means that organizational communication has a significant effect on knowledge sharing. The more positive organizational communication, the higher the knowledge sharing. Likewise, vice versa, the more negative organizational communication, the lower the knowledge sharing. The results showed that organizational communication affects organizational commitment. This is based on the results of the hypothesis test where the P value of organizational communication to organizational commitment is smaller than 0.05 which means that organizational communication has a significant effect on organizational commitment. This means that the higher the organizational communication, the better organizational commitment will be. The results showed that organizational commitment affects knowledge sharing. This is based on the results of the hypothesis test where the P value of organizational commitment to knowledge sharing is smaller than 0.05 which means that organizational commitment has a significant effect on knowledge sharing. This means that the more positive organizational commitment, the more positive impact on knowledge sharing. Conversely, the more negative organizational commitment, the more negative the impact on knowledge sharing. The results showed that organizational commitment mediates the effect of organizational communication on knowledge sharing. This is based on the results of the hypothesis test where the P value of organizational communication to organizational commitment and to knowledge sharing is smaller than 0.05 which means that organizational commitment mediates the effect of organizational communication on knowledge sharing.

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