

## Knowledge Sharing and Organizational Commitment in Organization

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### ABSTRACT

It is imperative that for each and every individual in any organization, from the lowest level to the highest echelon commits to their duties in order for the organization to thrive and beats its competitors. This paper seeks to identify and analyze the variable on organizational commitment and knowledge sharing among respondents of an engineering company in Paka, Terengganu. From the analysis of this research, it is shown that there is a relationship between organizational commitment and knowledge sharing. As a summary, organization should consider on sharing the knowledge among employees so that they will commit in working together as a team and remain with the organization.

**KEYWORDS:** Organizational Commitment, Knowledge Sharing, Organization

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### INTRODUCTION

Employees who are committed to their goals and mission of the organization are required to continue to be existence and relevant in the marketplace. However, employees who consent on their goals and values, willing to use their effort on their behalf and intensely wish to remain with them [1].

Accordingly, an experienced worker is very important asset to any organization because job to be done not only depends on physical capabilities but also with the knowledge of that person. Problems will arise if the experience worker leaves the organization. Their knowledge, and skills will follow him or her and organization will lose valuable worker. Replacing this person may cost monetarily and time as newly assigned worker need to go through the training process all over again. Furthermore, employees play the main role in organization as they are the main source and organization become competitive because of their commitment [2].

Study by [3] found that three dimensions commitment of organization includes affective, continuance, and normative. Author discovered that emotional attachment of employees, identification and involvement in organization related to affective commitment. The feels of need to stay in organization related to continuance commitment and normative commitment refers to a feeling of responsible in remain with the employment [3]. Similarly, employees that is committed is less likely to leave the organization and employees who leave the organization might bring cost to the organization [4].

According to [5] and [6], the organization's most important resource is knowledge because it involves routines, intangible assets and creative processes that are difficult to copy and duplicate. Undoubtedly, initiatives and knowledge sharing practices are known as a key element of knowledge management programs which involved individual learning and organizational. Furthermore, when employees share their knowledge it is known as part of an organizational behaviors that can be done casual as it is influenced by organizational commitment. However, [7] stated that a commitment employees are more productive, more reliable, perform well, produce more, more concerned and less likely to leave. In addition, employees with a strong affective of organizational commitment may leads to motivation and satisfaction and they will become more productive [8].

Previous studies have reported that knowledge sharing is an important area of research activity within knowledge management whereby transferring expertise from one person to another within or across an organizations [9]. Furthermore, a newly hired employee will gain more experience in a short period of time within an organization where knowledge sharing is widely practice. Organizations need to devise a way to transfer skill and knowledge from expert to newly hired [10][11] states that sharing knowledge include commitment to collaborate, inform, educate and translate among employees. Sharing knowledge also includes active listening and learning. Furthermore, knowledge sharing is a fundamental step in the knowledge management [12] that may encourage employees sharing their knowledge with each other. Furthermore, [13] highlights that organizations found one of the reason of increase in innovation of products and services is the result of knowledge sharing. Moreover, [14] discusses that by creating an environment where sharing knowledge is appreciated and when the shared knowledge will actually applied, people are more than willing to do so without any persuasion. Committed employees are keen to share their knowledge to other employees and they are trusted by management and coworkers.

## RESEARCH METHODS

The purpose of the present work is to identify the relationship between variables. The goal of this paper is to identify if there is a positive significant relationship between knowledge sharing and organizational commitment among respondents. In addition, the present study carried out the research by analyzing the variable using SPSS to identify the variables of organizational commitment and knowledge sharing. Analyzing the research involves in using statistical indices where the respondents are 70 permanent and contract staffs in the company of engineering in Paka, Terengganu. Questionnaires were distributed to the respective respondents and all the items in the questionnaires were adopted from the past researcher. The questionnaires are divided into two (2) parts consists of knowledge sharing and organizational commitment variable.

**Table 1: Pearson Correlation Analysis Result**

		Organizational Commitment	Knowledge Sharing
<b>Organizational Commitment</b>	Pearson Correlation	1	.768**
	Sig. (2-tailed)		.000
<b>Knowledge Sharing</b>	Pearson Correlation	.768**	1
	Sig. (2-tailed)	.000	

N = 70, \*p < 0.10; \*\* p < 0.05; \*\*\* P < 0.01

Source: Based on the sample survey

In table 1 demonstrates the relationships between knowledge sharing and organizational commitment. The data were analyzed by using Pearson Correlation coefficient and it indicates that knowledge sharing and organizational commitment has a strong relationship among them with 0.768\*\* whereby Pearson's r is close to 1. This figure can be seen that there is a strong relationship between knowledge sharing and organizational commitment. In short, the changes in knowledge sharing is strongly correlated with changes in organizational commitment variable. Therefore, there are strong, positive correlation between organizational commitment and knowledge sharing variable ( $r = 0.768^{**}$ ,  $n = 70$ ,  $p < .005$ ).

Regression analysis also has been used to identify the relationship between variables which are knowledge sharing and Organizational Commitment among employees.

**Table 2: Multiple Regressions Analysis for Knowledge Sharing and Organizational Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 <sup>a</sup>	.589	.583	.44370

a. Predictors: (Constant), Knowledge Sharing

Model		Unstandardized Coefficients		Coefficients <sup>a</sup>	t	Sig.	Collinearity Statistics	
		B	Std. Error	Standardized Coefficients			Beta	Tolerance
1	(Constant)	-.138	.389		-.354	.725		
	Knowledge Sharing	.994	.101	.768	9.881	.000	1.000	1.000

a. Dependent Variable: Organizational Commitment

The regression linear analysis are shown in table 2. As shown in the table, the variable of Knowledge Sharing has correlation of ( $\beta=0.768$ ,  $p=0.00$ ) ( $p<0.05$ ) and the value of  $R^2$  ( $R^2 = 0.589$ ) contributes 58.9% towards the Organizational Commitment among employees where H1 is accepted. From the result of linear regression analysis, it is clear that Knowledge Sharing contribute 58.9% towards Organizational Commitment. Based on the above results also, it has been shown that knowledge sharing contribute to the organizational commitment that consisted ( $\beta=0.768$ ,  $p<0.01$ ). As a summary, knowledge sharing significantly affects the organizational commitment with a strong relationship between them.

## CONCLUSION

In this study, the relationship of knowledge sharing and organizational commitment has been investigated that it contribute to the successful of an organization. When employees share their knowledge with others, employees will commit and work together as a team to achieve the goals of the organization. From the results, it is found that these variables are important to contribute to the achievements of organization where these two variables are strongly related to each other. It is clear that knowledge sharing variable is the important variable for employees of an engineering organization in Paka, Terengganu.

Organizations need to involve employees in participating, contributing and share knowledge among employees. Management also should consider on adapting knowledge sharing in their organization because when employees share their knowledge and skills with others, it may contribute to the success and development of the organization. With the environment of knowledge sharing, employees will loyal, remain and feel comfortable working with the organization. Undoubtedly, this research has thrown up several questions in need of further investigation. For a recommendation, it is hope that future research should be conducted to other company and researcher might add more variables to identify the factors that might involve with those variables.

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