

Can Knowledge Management and Public Service Motivation Foster Organizational Commitment? Mediating Role of Job Satisfaction

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Received: 27 May 2023 | Accepted: 10 July 2023 | Published: 30 July 2023

DOI: <https://doi.org/10.55057/ajrbm.2023.5.2.11>

Abstract: *Employees who are committed to the organization would willingly stay in and work hard to achieve organizational goals. Therefore, the organization needs employees who are committed to the organization. This study examines how knowledge management and public service motivation influence one's organizational commitment. The scope of this study is the Financial Education and Training Agency of the Ministry of Finance of the Republic of Indonesia. Specifically, this study evaluates whether job satisfaction mediates the relationship between knowledge management and public service motivation toward organizational commitment. Research data was collected using a questionnaire, and we generated 360 respondents. We analyze the data using the Structural Equation Modelling method with the LISREL application. The results showed that knowledge management and public service motivation positively and significantly affected organizational commitment. Additionally, job satisfaction mediates the association between knowledge management, public service motivation, and organizational commitment. This study provides practitioners in the public sector with information regarding the role of knowledge management and public service motivation in sustaining employee organizational commitment, which is mediated by job satisfaction.*

Keywords: knowledge management, public service motivation, job satisfaction, organizational commitment.

1. Introduction

An organization requires a group of individuals (workers/employees) who are currently and in the future psychologically attached to their work (Bakker et al., 2011), to achieve its goals. Since organizations are constantly changing, accompanied by changes in the work context itself, it is crucial to study how attachment to work develops (Rossenberg et al., 2018). This bond has many types that employees can develop. One of them is commitment (Klein et al., 2012).

Organizational commitment is a psychological disposition that defines the relationship between employees and their employers (Rashid et al., 2003). A committed employee is loyal to the organization no matter what happens to the organization (Ahmad & Raja, 2021). When employees are committed to an organization, they will be more engaged and desire to be part of it for a long time (Uddin et al., 2019). Specifically, when an employee feels a strong bond

with his organization, the employee has a strong effort to achieve organizational goals by utilizing all the resources he has, such as emotional, cognitive, and behavior (Cooper-Hakim & Viswesvaran, 2005; Mathieu & Zajac, 1990). Therefore, in order for companies to realize their objectives and improve their performance, it is necessary for those organizations to foster a higher level of organizational commitment within their workforce.

Indonesian's Ministry of Finance created the Financial and Education Training Agency (FETA) to formulate and implement policies for human resource competency development and formulate knowledge management policies in the department. According to FETA, Knowledge management is a structured and systematic endeavor to develop and apply knowledge to aid in decision-making and enhance organizational performance. Its activities include acquiring, storing, processing and retrieving, using and disseminating, evaluating and refining knowledge as an organization's intellectual asset. This idea is in line with the concept of knowledge management methods that Kianto et al. (2016) put up. Kianto et al. (2016) investigated whether or not there was a correlation between job satisfaction and the five different aspects of knowledge management techniques (knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification, and knowledge retention).

Knowledge management infrastructure can improve contextual performance through elements such as the learning culture, rewards, and collaboration (Kianto et al., 2016). Previously, Fauzan et al. (2022) evaluated the antecedents influencing knowledge-sharing behavior among Indonesian civil servants. Knowledge sharing can enhance commitment and task performance by providing knowledge to knowledge workers (Razzaq et al., 2019). In this regard, it has been noted that a wide variety of empirical investigations, in-depth literature reviews, and research utilizing meta-analysis have all come to the same conclusion that organizational commitment is strongly connected with employee performance. This makes it easier to infer that knowledge management techniques might be used to improve employee performance by building organizational commitment.

One of the factors that can affect job satisfaction and organizational commitment is motivation. In the public sector and government, the theory of motivation often used is the theory of public service motivation (PSM). Perry and Wise (1990) stated that There are three key ways in which public service motivation (PSM) is expected to affect organizational behavior: (a) higher levels of PSM are associated with greater interest in working for the public sector; (b) PSM is positively correlated with job performance within public sector organizations; and (c) public sector organizations with a high proportion of workers who are high in PSM can instead rely on intrinsic, value-based incentives to manage their staff.. The PSM correlates favorably with job satisfaction and organizational commitment (Naff & Crum, 1999; Vandenabeele, 2009). This study specifically looks at how job satisfaction affects the link between knowledge management and public service motivation toward organizational commitment.

This research is written in several parts. After the introduction in the first part, the literature study and hypothesis development are presented in the second part. The third section provides an explanation of the methodology. The fourth segment presents the results and discussion, while the fifth section provides the conclusions.

2. Literature Review

2.1 Theoretical Background

According to Kianto et al. (2016), creating, supplying, energizing, and sustaining appropriate knowledge environments in an organization is the primary goal of knowledge management. Knowledge management enables knowledgeable people to use, exchange, and develop new information. The term "knowledge management" (KM) refers to the processes of generating, sharing, acquiring, transferring, and applying information, as well as the infrastructures, capabilities, and managerial activities that support and enhance those processes (Gold et al., 2001). Public Sector Motivation is a person's propensity to respond to public institution and organization-based motivations primarily or exclusively (Perry & Wise, 1990). Fauzan et al. (2022), referring to Kim (2016), defines public service motivation as the tendency of individuals to provide meaningful services to the public and state by placing public interests above their own. In their original formulation, Stefurak et al. (2020) established a typology of motives related to serving in public office, including rational (Policy-Making), normative (Public Interest), and affective (Compassion and Self-Sacrifice) motivations. According to Spector (1994), Job satisfaction is the degree to which a person favors (is satisfied with) or dislikes (is dissatisfied with) their job. Kim et al. (2017) define job satisfaction as a positive or comfortable emotional condition from evaluating one's work experience. According to Meyer and Allen (1991), commitment has three primary themes: An individual's emotional investment in the organization, the perceived cost of quitting the organization, and the need to stay in the organization. They referred to these as affective, continuance, and normative commitment.

2.2 Hypothesis Development

In Sahibzada et al. (2020) study, components of knowledge management (acquisition, sharing, utilization) were examined for their relationship with organizational performance and with knowledge worker satisfaction (KWS), where organizational commitment is an aspect of KWS. From the study's results, knowledge sharing and knowledge utilization significantly impact organizational commitment, while knowledge acquisition is proven not to affect organizational commitment. Razzaq et al. (2019) examined the relationship between knowledge management and knowledge-worker performance with organizational commitment as a mediator. They used four of the five components of knowledge management (Kianto et al., 2016) and three components of organizational commitment from (Allen & Meyer, 1990). As a result, the study found positive and substantial influence of knowledge management practices on organizational commitment. According to Laila et al. (2022), Employees who believe that their organization recognizes and makes use of the value and expertise that they bring will demonstrate a greater level of loyalty to their employer, which will, in turn, lead to a rise in the level of organizational commitment. Thus, this study suggests the following hypothesis:

H1: Knowledge management has a positive impact on Organizational Commitment.

Multiple studies have found a correlation between public service motivation and organizational commitment (Gan et al., 2020; Kim, 2012; Leisink & Steijn, 2009; Levitats & Vigoda-Gadot, 2017; Vandenabeele, 2009). Levitats and Vigoda-Gadot (2017) studied the correlation between PSM and public servant job outcomes: job satisfaction, affective commitment, and service quality. The results of their research show that PSM has a significant correlation with these three variables. In Gan et al. (2020), public service motivation proved to have a positive direct relationship with organizational commitment. Thus, this study suggests the following hypothesis:

H2: Public Service Motivation has a positive impact on Organizational Commitment.

Researchers have concentrated on job satisfaction and linked the idea to other criteria, such as organizational commitment (Gunlu et al., 2010). The majority of research treats organizational commitment as the dependent variable and job satisfaction as an independent variable (Ahmad & Raja, 2021; Chegini et al., 2019; Gulec & Samancı, 2018; Gunlu et al., 2010; Rahayu et al., 2019; Raina & Roebuck, 2016). Commitment is a general feeling about an organization, while job satisfaction is a feeling about a particular job or problems at work (Gunlu et al., 2010). Therefore, commitment should be more stable than job satisfaction over time, and it takes longer for a person to become committed to his job after he has achieved job satisfaction (Mowday et al., 1979). Satisfaction with one's job is an immediate emotional response to one's job. In the meantime, commitment to the organization develops steadily after employees form a more comprehensive evaluation of their workplace (Malik et al., 2010). Therefore, job satisfaction was one of the organizational commitment determinants (Mannheim et al., 1997). Employees who have high satisfaction will be more committed to the organization. Thus, this study suggests the following hypothesis:

H3: Job Satisfaction has a positive impact on Organizational Commitment

From the study of Kianto et al. (2016), knowledge sharing, knowledge codification, and knowledge retention significantly impact job satisfaction. Apart from Kianto, several researchers have also looked for the relationship and influence of knowledge management on job satisfaction (Harsono et al., 2020; Jin et al., 2020; Masadeh et al., 2019; Ratan et al., 2020; Setia et al., 2022). All of the research above shows that knowledge management influences job satisfaction. Thus, this study suggests the following hypothesis:

H4: Knowledge Management has a positive impact on Job Satisfaction.

In Stefurak et al. (2020), public service, a component of PSM, is the strongest predictor in PSM studies of job satisfaction and performance. This finding indicates that a powerful source of motivation for job satisfaction in his study is the employee's belief in selfless service for the good beyond himself (Stefurak et al., 2020). Prysmakova and Vandenabeele (2020) also found that police officers in Poland and Belgium with a bigger level of public service motivation also have better job satisfaction. Thus, this study suggests the following hypothesis:

H5: Public Service Motivation has a positive impact on Job Satisfaction.

Chegini et al. (2019) examined the relationship between organizational justice, self-efficacy, and job satisfaction on organizational commitment. In their research, job satisfaction mediates the relationship between organizational justice and self-efficacy toward organizational commitment. Chegini et al. (2019) found that job satisfaction mediates the relationship between organizational justice and commitment. The research by Setia et al. (2022) and Harsono et al. (2020) investigated the mediating effect of job satisfaction on the association between knowledge management and performance. Setia et al. (2022) demonstrate that job satisfaction significantly mediates the connection between knowledge management and performance. Harsono et al. (2020) do not find any significant indirect effect on job satisfaction. Thus, this study suggests the following hypothesis:

H6: Job Satisfaction mediates the relationship between Knowledge Management and Organizational Commitment.

In a study conducted by Gan et al. (2020) relating to the relationship between public service motivation and intention to leave the workforce, Gan et al. (2020) found although public service motivation has no direct influence on attrition intention, job satisfaction and organizational commitment play a substantial role in mediating the relationship between these two variables. Job satisfaction in this study is also proven to mediate the relationship between public service motivation and organizational commitment. Thus, this study suggests the following hypothesis:

H7: Job Satisfaction mediates the relationship between Public Service Motivation and Organizational Commitment.

2.3 Conceptual Framework

This quantitative study seeks to get an overview of the effect of the independent variables on the dependent variable studied by also looking at the influence of the intermediary variable. The following conceptual framework (Figure 1) is adopted from the previous studies by Kianto et al. (2016), Razzaq et al. (2019), and Gan et al. (2020).

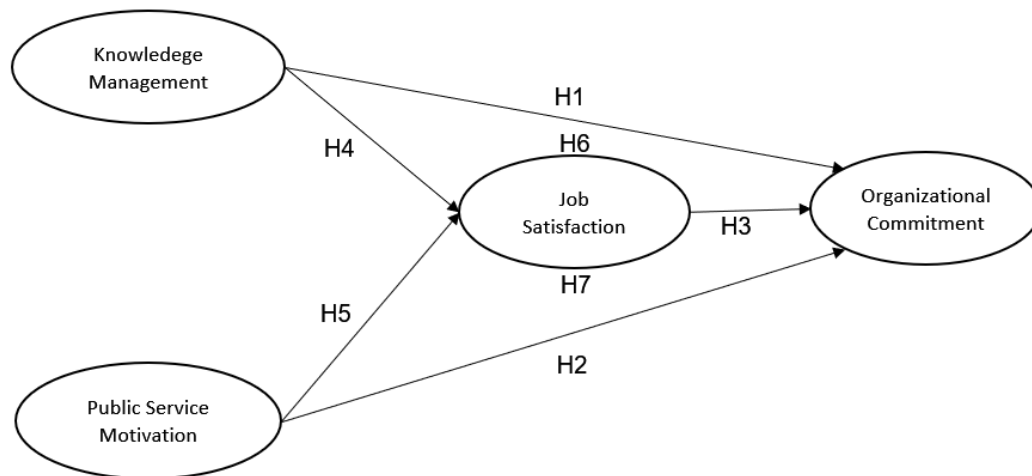


Figure 1: Conceptual Framework

3. Methodology

3.1 Data Collection

This study used the samples of 360 workers of the Financial Education & Training Agency (FETA) of Indonesia. The criteria for the survey target were that they must have at least two years of work experience in FETA (the probation time before becoming a full government official is two years). The data were collected using a web-based questionnaire, with Google Forms as the platform. From 360 samples that have been collected, 240 are males, and 12 are females. Most of the respondents were from Generation Y, which totaled 284 respondents. The most considerable level education group comes from Bachelor's degree with 195 respondents, followed by Master's degree with 94 respondents.

3.2 Measures

This study measured knowledge management practices using items adapted from Kianto et al. (2016), which consist of four dimensions: knowledge sharing (seven items), knowledge codification (five items), knowledge retention (three items), and knowledge creation (eight items). To measure public service motivation, this study used PSM as second-order reflective

conduct that consists of two first-order dimensions: commitment to public interest/civic duty (eight items) and compassion (two items). The scale was adapted and modified by Vandenabeele (2009). This study used job satisfaction items (5 items) taken from (Prysmakova & Vandenabeele, 2020) that perceived job satisfaction as a general concept. For organizational commitment items, this study adopted Meyer et al. (1993) approach that uses three components/dimensions, namely affective commitment, continuance commitment, and normative commitment, each with six items.

3.3 Technique

The survey used SPSS to examine the test's validity and reliability. In contrast, the hypothesis testing used SEM (Structural Equation Model) to prove the relationship between the variables while using LISREL software version 8.8.

4. Result and Analysis

4.1 Demographic Statistic

The demographic for this study comes from 360 participants. 240 (66,67%) were male, and 120 (33,33%) were female. The age generation mostly comes from Generation Y (78,89%) and Generation X (18,33%). The respondents are considerably highly educated since 54,17% of respondents are Bachelor's degrees and 26,11% are Master's degrees. The respondents also already have quite a long work experience, with 17,50% of respondents that have work experience of 8 years or below and the rest (84,50%) already having work experience of at least nine years. The details of the respondent demographics are described in Table 1.

Table 1: Demographic of Respondents

Items	Frequency	%	Items	Frequency	%
<i>Gender</i>			<i>Work Experience</i>		
Male	240	66.67%	8 years and below	63	17.50%
Female	120	33.33%	9 years and above	297	82.50%
<i>Generation</i>			<i>Work Location</i>		
Z	9	2.50%	Headquarters	290	80.56%
Y	284	78.89%	Regional Office	70	19.44%
X	66	18.33%			
Baby Boomers	1	0.28%			
<i>Job Level</i>			<i>Education Level</i>		
Subordinate	284	78.89%	High School	15	4.17%
Lower Management	53	14.72%	Diploma Degree	53	14.7%
Middle Management	23	6.39%	Bachelor's Degree	195	54.17%
			Master's Degree	94	26.11%
			Doctoral Degree	3	0.83%

4.2 Measurement Model

A validity test was carried out using the factor loadings. The estimated values were taken from standardized regression weights. Hair et al. (2019) state that the accepted factor loading values

are at least 0.5 or above. Based on the results, two items did not have a minimum of 0.5-factor loading values. Those items are PSMI1 "It is important for me to provide public services that are widely beneficial to society," and KMC3, "I frequently use electronic communications (such as email, messenger, virtual meetings) in my work".

The reliability test was carried out using the AVE and Construct Reliability (CR) method. The rule is that the AVE value must have at least 0.5 value. Based on the test result, one dimension did not meet the criteria. However, the AVE value that did not meet the required 0.5 and above can still be accepted if the CR value is 0.6 and above. Therefore, all dimensions and items used are valid and reliable. The final results of the validity and reliability are shown in Table 2.

Table 2: Measurement Model Result

First Order Constructs	Code	SLF	Error	CR	AVE	Result
Knowledge Sharing				0.91	0.59	Reliable
	KMS1	0.63	0.6			Valid
	KMS2	0.77	0.4			Valid
	KMS3	0.87	0.25			Valid
	KMS4	0.74	0.45			Valid
	KMS5	0.82	0.33			Valid
	KMS6	0.84	0.3			Valid
Knowledge Codification				0.87	0.62	Reliable
	KMC1	0.72	0.48			Valid
	KMC2	0.67	0.55			Valid
	KMC4	0.87	0.25			Valid
	KMC5	0.88	0.23			Valid
Knowledge Retention				0.85	0.66	Reliable
	KMR1	0.73	0.46			Valid
	KMR2	0.85	0.27			Valid
Knowledge Creation				0.92	0.60	Reliable
	KMCR1	0.79	0.38			Valid
	KMCR2	0.78	0.4			Valid
	KMCR3	0.84	0.29			Valid
	KMCR4	0.89	0.21			Valid
	KMCR5	0.79	0.38			Valid
	KMCR6	0.76	0.42			Valid
	KMCR7	0.68	0.54			Valid
KMCR8	0.63	0.61			Valid	
Civis Duty				0.86	0.48	Reliable

	PSMI2	0.63	0.61			Valid
	PSMI3	0.79	0.39			Valid
	PSMI4	0.74	0.44			Valid
	PSMI5	0.52	0.72			Valid
	PSMI6	0.67	0.56			Valid
	PSMI7	0.7	0.51			Valid
	PSMI8	0.74	0.44			Valid
Compassion				0.70	0.54	Reliable
	PSMC1	0.75	0.45			Valid
	PSMC2	0.72	0.48			Valid
Job Satisfaction				0.95	0.79	Reliable
	JS1	0.88	0.23			Valid
	JS2	0.93	0.13			Valid
	JS3	0.92	0.16			Valid
	JS4	0.96	0.09			Valid
	JS5	0.76	0.43			Valid
Affective Commitment				0.95	0.78	Reliable
	OCA1	0.8	0.36			Valid
	OCA2	0.83	0.31			Valid
	OCA3	0.92	0.16			Valid
	OCA4	0.89	0.21			Valid
	OCA5	0.94	0.12			Valid
	OCA6	0.9	0.19			Valid
Continuance Commitment				0.90	0.61	Reliable
	OCC1	0.65	0.58			Valid
	OCC2	0.73	0.46			Valid
	OCC3	0.86	0.26			Valid
	OCC4	0.82	0.33			Valid
	OCC5	0.79	0.38			Valid
	OCC6	0.82	0.33			Valid
Normative Commitment				0.93	0.69	Reliable
	OCN1	0.87	0.24			Valid
	OCN2	0.88	0.23			Valid
	OCN3	0.9	0.2			Valid
	OCN4	0.79	0.37			Valid
	OCN5	0.86	0.25			Valid
	OCN6	0.67	0.55			Valid

Second Order Constructs	Code	SFL	Error	CR	AVE	Result
<i>Knowledge Management</i>				0.94	0.79	Reliable
Knowledge Sharing	KMS	0.88	0.22			Valid
Knowledge Codification	KMC	0.83	0.32			Valid
Knowledge Retention	KMR	0.91	0.17			Valid
Knowledge Creation	KMCR	0.93	0.14			Valid
<i>Public Service Motivation</i>				0.94	0.89	Reliable
Civic Duty	PSMI	1.15	-0.32			Valid
Compassion	PSMC	0.68	0.54			Valid
<i>Organizational Commitment</i>				0.85	0.66	Reliable
Affective Commitment	OCA	0.97	0.06			Valid
Continuance Commitment	OCC	0.61	0.62			Valid
Normative Commitment	OCN	0.81	0.35			Valid

4.3 Research Model

To assess the structural model formed in this study, the Goodness of Fit Index (GOFI) values were examined. The normed chi-square index (CMIN/DF) is 4.30, which is still accepted. RMSEA value is 0.089, a mediocre fit. The GFI of the model is 0.91, a good fit. The NNFI, IFI, and CFI also have a good fit, that is 0.97, 0.98, and 0.98 accordingly.

Structural Equation Modeling (SEM) was used to examine the research model. Meanwhile, the second-order construct was used to examine the relationship between the variables. Table 3 demonstrates that, as anticipated, the t-values and significance levels of the five hypotheses are significant. H1 proposed that public service motivation has a positive relationship with organizational commitment. Results indicate a positive and significant relationship between knowledge management and organizational commitment ($\beta=0.08$, $t\text{-value}=2.02$). Hence, H1 is accepted. The results also supported H2 that public service motivation has a positive and significant relationship with organizational commitment ($\beta=0.40$, $t\text{-value}=10.47$). H3 proposed that job satisfaction influences organizational commitment positively. With a $t\text{-value}=12.48$ and a coefficient of 0.51, it supported H3. H4 proposed that knowledge management has a positive relationship with job satisfaction. According to the findings, there is a favourable and statistically significant connection between knowledge management and job satisfaction ($\beta=0.45$, $t\text{-value}=8.46$). Hence, H4 is also accepted. H5 proposed that public service motivation also has a positive correlation with job satisfaction. The results indicate that public service motivation positively and significantly fosters job satisfaction ($\beta=0.24$, $t\text{-value}=5.20$). Hence, H5 is accepted.

This study also looks at how job satisfaction affects the link between knowledge management and public service motivation towards organizational commitment. Based on the data in Table 3, there is a positive and statistically significant mediating influence of work satisfaction on the connection between knowledge management and organisational commitment, with a total effect of 0.31. Since the direct and indirect effects were significantly above 1.645, the mediator is a partial mediator. Therefore, H6 is accepted. There is also a positive and strong mediation impact of job satisfaction between knowledge management and organisational commitment,

with a total effect of 0.52. It is also a partial mediator. Hence, H7 is also accepted. The path model is shown in Figure 2.

Table 3: Hypothesis Testing Results

H	Path	Coefficient	t-value	Result
1	Knowledge Management → Organizational Commitment	0.08	2.02	Supported
2	Public Service Motivation → Organizational Commitment	0.40	10.47	Supported
3	Job Satisfaction → Organizational Commitment	0.51	12.48	Supported
4	Knowledge Management → Job Satisfaction	0.45	8.46	Supported
5	Public Service Motivation → Job Satisfaction	0.24	5.20	Supported

H	Path	Direct Effect	t-value	Indirect Effect	t-value	Total Effect	Result
6	Knowledge Management → Job Satisfaction → Organizational Commitment	0.08	2.02	0.23	7.36	0.31	Partial Mediation
7	Public Service Motivation → Job Satisfaction → Organizational Commitment	0.40	10.47	0.12	4.72	0.52	Partial Mediation

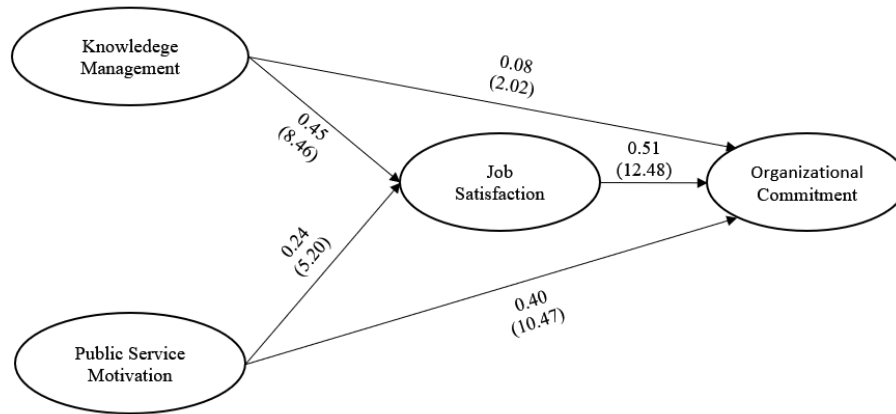


Figure 2: Research Model Output

5. Discussion

This study suggested that job satisfaction and organisational commitment could be driven by knowledge management and public service motivation. The mediating role of job satisfaction between the correlation of knowledge management and public service motivation toward organizational commitment is also suggested. The results are as in the following.

The results on H1 and H4 indicated that knowledge management positively and significantly impacts job satisfaction and organizational commitment. This finding means that an organization that manages its knowledge well can drive the worker's satisfaction and commitment to the organization. These results supported a previous study that knowledge

management directly and positively affected job satisfaction (Kianto et al., 2016) and organizational commitment (Razzaq et al., 2019).

The findings on H2 and H5 indicated that public service motivation is one of the drivers of job satisfaction and organizational commitment. People who are motivated to serve the public are more likely to be happy working in the public sector. This finding means that high-level PSM employees will have more job satisfaction if they work in the public sector. Employees who show signs of high public service motivation are less likely to leave the organization because they commit to continue to work since the public sector's nature is to serve the community. These results were similar to the study suggested by (Gan et al., 2020) that showed public service motivation directly influenced job satisfaction and organizational commitment.

The results on H3, H6, and H7 indicated that job satisfaction positively impacted organizational commitment, and job satisfaction also significantly mediates the relationship between knowledge management and public service motivation towards organizational commitment. These findings proved that employees who experienced good knowledge management and had a high level of PSM tend to have a high level of job satisfaction, which will enforce their commitment to the organization.

6. Conclusion

This study concludes that (1) knowledge management positively and significantly impacts job satisfaction and organizational commitment, (2) high-level PSM employees will have more job satisfaction if they work in the public sector, (3) job satisfaction positively impacts organizational commitment, and (4) job satisfaction shows a mediating role in the relationship between knowledge management and public service motivation towards organizational commitment. Thus, an organization that manages its knowledge well can drive the worker's satisfaction and commitment. This study fills the research gap in knowledge management on enhancing organizational commitment in the Indonesian public sector. Based on the findings of this study, we recommend that all public sector managers enforce knowledge management practices in daily activities since an organization that can manage its knowledge well could enhance workers' satisfaction and commitment to the organization.

Nevertheless, this study has a specific limitation due to the limited scope of the data consisting only of the FETA unit. Thus, it takes work to draw a general conclusion regarding the result of this study.

Acknowledgement

We thank the University of Indonesia for supporting this study and the reviewers for giving feedback. The authors also would like to express their appreciation and gratitude to the Lembaga Pengelola Dana Pendidikan (LPDP) of Indonesia for funding this publication.

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