Employee Commitment to Innovation Performance: Investigating the role of Knowledge Acquisition and Knowledge Sharing

Mohammadbashir Sedighi1, Bahram Salavati Sarcheshmeh[2] and Raana Bagheri[3*]

[1] Department of Management, Science & Technology Amirkabir University of Technology (Tehran Polytechnic), Tehran, Iran

[2] Sharif Policy Research Institute (SPRI), Sharif University of Technology, Tehran, Iran

[3] Correspondence: Raana Bagheri, MBA Graduated, Department of Management, Science & Technology, Amirkabir University of Technology (Tehran Polytechnic), Tehran, Iran

[*] Corresponding author E-mail: raana_bagheri@aut.ac.ir

Abstract

Organisational commitment is suggested as a remarkable variable in shaping employees' attitudes toward knowledge management practices. Customer trust in services is established during a long-time relationship with a firm and improves the accuracy of information shared with employees. To put it in other words, customer trust is what a service company needs to maintain its competitive advantage. On the other hand, high employee turnover reflects a substantial loss of knowledge. In the present study, the impact of organisational commitment on employees' retention, knowledge acquisition, and sharing was examined regarding the moderating roles of leader-member exchange and innovation climate. The research sample encompassed 250 employees of the leader of Iran hotel industry. Data extracted from the questionnaires were analysed using the partial least squares structural equation modelling method. The findings revealed that organisational commitment had a positive impact on employees' retention and knowledge acquisition and sharing, and that leader-member exchange and innovation climate reinforced the connections. Managers may use the research findings for the effective implementation of the knowledge management practices.

Keywords: Knowledge Sharing, Knowledge Acquisition, Commitment, Innovation Climate, Leader-Member Exchange

1. Introduction

Knowledge is valuable leverage for organisations to maintain sustainable progress while facing fast transmission in the business environment (Rehman et al., 2020). Due to the changing environment and customer demands, service organisations now exercise the practice of urging their employees to innovate (Alosani et al., 2020). From the perspective of dynamic capabilities, firms should acquire and combine knowledge within and outside the organisation to detect and exploit potential opportunities to innovate to survive (Teece, 2017). Knowledge management (KM) combines knowledge acquisition, development, sharing, and application (Razzaq et al., 2019). Thriving innovation performance demands knowledge to be explored and exploited within a firm, and employees to be central to knowledge acquisition and diffusion practices (Curado et al., 2017). The more employees are involved in knowledge sharing, the more incredible deal of knowledge would be internalised in employees; such conditions benefit innovative behaviour (Ullah et al., 2021). Employee commitment was a critical factor in the these individuals' involvement in the KM practices (Rehman et al., 2020). Besides, employee retention fosters knowledge acquisition and, consequently, innovation performance (Papa et al., 2018).

Meanwhile, employee commitment is reported to significantly influence employee retention intention (Pertiwi & Supartha, 2021). Employees will be more willing to develop an amicably interpersonal affiliation with their superiors, less likely to leave a specific organisation (Yildiz, 2018). Moreover, an organisational

climate that inspires innovation would affect employees' intention to engage in KM-related behaviours. A propitious climate for innovation is characterised as a climate that promotes pro-social norms, persists on free influx and circulation of information, and permits justifiable failure (Jokanovic et al., 2020).

Given the critical role of the hotel sector in national and global economies (Bazazo & Alananzeh, 2020), besides the under-explored role of customer commitment and retention influence on knowledge sharing and acquisition in the hotel industry in Iran, and call for more investigations in the relation between human resources (HR) on innovation and KM (Mahmoud et al., 2021; Rasdi & Tangaraja, 2020; Shahzadi & Raja, 2021), and innovation climate potential outcome at the organisational level (Newman et al., 2020), the present study aimed to address the following research questions to fill in the research gap:

RQ1; How does employee commitment to the organisation affect knowledge acquisition, knowledge sharing, employee retention, and the nexus between knowledge acquisition and sharing and the connection between employee retention and knowledge sharing?

RQ2; Does leader-member exchange (LMX) moderate the employee commitment link to employee retention?

RQ3; How does the innovation climate influence employees' commitment concerning knowledge acquisition sharing?

The survey was conducted in the Iranian hotel sector context in Parsian Hotel Group. Present study findings would shed light on employee participation behaviour in KM practices.

The paper is outlined as follows: In Section 1, theoretical background, hypotheses, and conceptual research model are provided. Section 2 contains research methodology and sampling data. The hypothesis test is presented in Section 3. Theoretical and managerial implications and conclusions are presented in Section 4, and the guidelines for future researches are delineated in Section 5.

2. Research Background

2.1 Organisational commitment

Oganisational commitment is theorised in various approaches since the 1960s. Porter et al. (1974) define it as the degree of an employee's identification with and engagement in a particular firm. Jonsson and Jeppesen (2013) suggested commitment as members' organisational interest and sense of belongingness to the organisation. In another approach, organisation commitment is characterised under three subsections known as an affective, continuance, and normative commitment by Meyer and Allen (1987), adopted in the present research.

2.2 Organisational Affective Commitment

Buchanan (1974) defines affective commitment as employee commitment to the "values and goals" of a particular firm in relation to employee own values and goals and commitment to the firm for its own sake, apart from by associated fiscal value. Another approach is specified it as the employee's "emotional attachment, identification, and involvement" with the particular firm and its goals (Porter et al., 1979). Robbins (2007) described affective commitment as the extent that an employee identifies with a firm and the degree of intentions to continue his/her participation in the affiliated organisation.

2.3 Organisational Normative Commitment

Wiener (1982) describes normative commitment as an "internalised normative pressure" oriented toward firm "goals and interests" and argues that employee normative commitment is merely through believing as a "right" and moral action. Meyer and Allen (1991) supported this type of approach with their definition of "a feeling of obligation." Prestholdt et al. (1987) identified normative commitment as an essential employee driver not to terminate membership with a particular firm. Robbins (2007) explained normative commitment as an individual commitment to stay in the organisation for ethical or moral causes.

2.4 Organisational Continuance Commitment

Continuance commitment inhibits an individual from altering his/her social identity due to the recognition of massive forfeits associated with alternation (Stebbins, 1970). Becker (1960) stated continuance commitment as an employee intention to "engage in consistent lines of activity" based on the individual's perception of the "costs" corollary of ending employment. When an employee faces losses for quitting the organisation in the form of penalties and costs, continuance commitment is formed (Allen & Meyer, 1990). Continuance commitment results in a trade-off between the fiscal value of keeping membership in a particular firm and terminating the employment (Robbins, 2007).

2.5 Employee Retention

Employee retention is defined as "the propensity of employees to withdraw from a particular job"(Jung et al., 2017) or the "probability of employees leaving their

organisation" (Wynen et al., 2017). A committed employee is found to own higher proclivity to retain in a particular organisation, and retention intention kindle the employee to enrich their knowledge in the specific scope (Politis, 2003). Accordingly, provided that an employee possesses a strong sense of commitment and retention, he/she would exhibit a higher tendency to infer the necessity to acquire and integrate knowledge (Weber & Tarba, 2010).

2.6 Knowledge Acquisition

Knowledge acquisition is the process of information and knowledge collecting (Huber, 1991) and demands searching and merging information and knowledge from inside and outside of the organisation (Scuotto et al., 2017). Employees are required to contrive new solutions to devise noble products/services tailored to customers' needs (Al-Jobor et al., 2020; Vrontis et al., 2017), and acquire competitive advantages. Pertinent knowledge should be elicited either inbound or outbound of a firm and employed as well (Campanella et al., 2017).

2.7 Knowledge sharing

Tendency to share the knowledge is quintessential to implement KM (Edwards, 2017) and is vital in group and organisation contexts to acquire a competitive and supreme outcome (Evwierhurhoma & Onouha, 2020). Knowledge sharing is continuous knowledge exchanging via established networks among individuals, groups setting, and organisations levels (Igwe & Ononye, 2020; Sedighi et al., 2018). Furthermore, knowledge sharing behaviour facilitates access to the information and knowledge required by organisation members for job performance (Swanson et al., 2020), and the utilisation of knowledge-based resources (Oyemomi et al., 2016) consequently enhances efficiency and lead to organisational innovation (Ullah et al., 2021).

2.8 Organisational Innovation Climate

Organisational climate is defined as shared values, beliefs, and organization atmospheres that significantly impact employees' behaviours (Martin-de Castro et al., 2013). The innovation climate provides a cultural context to enable knowledge sharing, induce creativity, and breed innovative ideas (Popa et al., 2017). The innovative climate of organisations is the degrees of innovative culture, job autonomy, organisational learning, and group cohesion in an organisational context (Balkar, 2015). Ren & Zhang (2015) describe organisation innovation climate as a support for developing innovations, including leadership for promoting innovation,

infrastructure for appraising ideas, and adequate financial support for promoting innovation. A perceived work climate for innovation incites an employee's innovative behaviour (Park & Jo, 2018). Provided by an innovative climate, when a team is confronted with a particular project dilemma, the members may participate in their work teams aggressively and communicate with each other openly to find out appropriate solutions (Liu et al., 2012). On this ground, the presence of an innovation climate is conducive to higher organisational performance (Shanker et al., 2017).

2.9 Leader-member exchange (LMX)

LMX is an extension of employee perception of being supported by his/her associated supervisor (Tubay, 2019). LMX theory shows how the leaders connected with employees impacting employees' attitudes and performance in the ascribed jobs (Graen & Uhl-Bien, 1995). Bhal and Ansari (1996) introduced two dimensions of LMX, "perceived contribution and affection." Dienesch and Liden (1986) consider LMX a three-dimensional factor, perceived contribution, loyalty, and affection. The four-dimensional LMX model; however, included "incorporating contribution (perception of the current level of work-oriented activity each number puts forth toward the mutual goals of the LMX dyad (loyalty) the expression of public support for the goals and personal character of the number of the dyad), affect (the mutual affection leader-member dyad have for each other based preliminary on the interpersonal reaction), and professional respect (perception of the degree to which each member of the dyad has built a reputation within and /or outside the organisation)" (Liden & Maslyn, 1998). The four-dimensional LMX model is adopted in the present research.

LMX can be perceived within the high to low spectrum. The highest level of LMX can be attributed to trust, mutual respect, reciprocal obligations between leader and member (Loi et al., 2014), and employees' more precise understanding of organisation value (Kasekende et al., 2016). Under such desirable ambiance, employees may experience higher motivation and satisfaction than those who perceived a lower level of support from pertinent managers (DeConinck, 2011; Rockstuhl et al., 2012). Owing to more outstanding interpersonal and psychological support, organisational resources granting, and higher autonomy awarding to the employee by the leaders in a high-quality LMX context, generating innovative ideas would be highly likely (Parzefall et al., 2008).

3. Hypotheses and conceptual research model

Organisational commitment predicts the various scope of work such as organisational citizenship behaviour (Sheikh & Aghaz, 2019), quality of performing the ascribed job (Atmojo, 2015), higher level of engagement (Albdour & Altarawneh, 2014), and the quality of provided service (Dhar, 2015a). Individuals with higher emotional attachment prioritize the organisational objective over their interests and desires. Moreover, they are predisposed to take part in KM practices (Ahmed et al., 2018; Gopinath, 2019) and inclined to share their knowledge with their colleagues (Curado & Vieira, 2019; Imamoglu et al., 2019; Naeem et al., 2019; Rasdi & Tangaraja, 2020; Rehman et al., 2020).

Accordingly, the following hypothesis was proposed:

H1. Organisational commitment positively affects knowledge sharing.

Whether information and knowledge are acquired from the inside sources, through organisation instructions on processes or information transferred to them from counterparts, or outside sources such as competitor or market data, in knowledge acquisition behaviour, employees' capabilities and motivation play a vital role (Senge, 2006). However, knowledge acquisition is accompanied with tension in the organisation, which should be inspired through human resource management (HRM) practices (Chesbrough et al., 2014) in processes and activities increasing job security, commitment, and risk-taking behaviour (Wright & Nishii, 2007). Previous studies reported a positive link between knowledge acquisition strategies and employee commitment (Bogers et al., 2018; Khoa & Hoa, 2021).

Accordingly, the following hypothesis was proposed:

H2. Organisational commitment positively affects knowledge acquisition.

Knowledge acquisition demands well-established information technology, along with auspicious culture and leadership support that motivate information sharing (Aujirapongpan et al., 2010). Meanwhile, studies suggested knowledge acquisition positively affects attitude towards knowledge sharing (Oye et al., 2011; Chang & Shih, 2010).

Accordingly, the following hypothesis was suggested:

H3. Knowledge acquisition positively affects knowledge sharing.

Promoting innovation climates is employee's satisfaction, engagement, and commitment tailwind (Kim & Fernandez, 2017). Organisational commitment, enabled by a positive social climate that stimulates creativity, information adoption, knowledge sharing, and innovation, acts as stimuli for employees to fulfil the firm goals (Jokanovi et al., 2018; Popa et al., 2017; Soto-Acosta et al., 2017; Zywiolek et al., 2021). Inno-

vation climate is a critical factor in establishing a favourable attitude toward KM and succeeding action of embracing KM practices (Ullah et al., 2016), knowledge sharing (Edu-Valsania et al., 2016), and innovative behaviour (Dhar, 2015b). These factors can be achieved by prompting employee's desire for innovation, authorising risk-taking behaviour, and promoting his/her confidence and safety (Kang et al., 2016).

Accordingly, the following hypotheses were proposed:

H1-1. Innovation climate as moderator positively affects organisational commitment and knowledge sharing.

H2-1. Innovation climate as a moderator positively affects organisational commitment and knowledge acquisition.

High turnover in the hotel industry is a long-standing discussion. Turnover costs could be narrowed to decline of knowledge and experience massively, risk the customer satisfaction, and jeopardise the brand loyalty and image (Dusek et al., 2014). The key to shrinking employee turnover is boosting employee commitment (Arini, 2019) as highly committed employees tend to show high-quality performances and low turnover rates (Akbar et al., 2017). According to some studies, organisational commitment significantly engenders employee retention (Dewi & Riana, 2019; Naz et al., 2020; Putra et al., 2020).

Accordingly, the following hypothesis was proposed:

H4. Organisational commitment positively affects employee retention intention.

Employee retention is widely believed to be beneficial to an organisation's knowledge transfer outcome. Employee turnover will be negatively associated with knowledge transfer (Martin-Perez & Martin-Cruz, 2015) and absorptive capacity (Larkin & Burgess, 2013).

Accordingly, the following hypothesis was proposed:

H5. Employee retention intention positively affects knowledge sharing.

The concepts of LMX antecedent on employee turnover intentions is an ongoing and prominent issue in HRM (Yildiz, 2018). The higher the employees' perception of the support from leaders, the higher the employees' loyalty to the firm (Kim & Yi, 2019). LMX has a psychological impact on the employee, evinced in employee developing organisational identification, compassion, satisfaction, job embeddedness, and retention intention (Dechawatanapaisal, 2018; Park & Lee, 2020).

Accordingly, the following hypothesis was proposed:

H5-1. LMX as a moderator positively affects organisational commitment and employee retention intention.

4
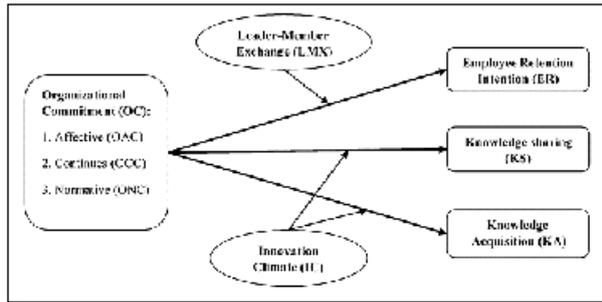
Figure 1. Study Proposed Model

4. Research Methodology:

The study population is 400 employees of Parsian Hotel Group, and according to Cochran's sample size formula, the sample size was calculated (Equation 1) (Cochran, 1977). Minimum approvable sample size with z=1.96, p=q=0.5, and d= 0.05 and N=400 was estimated to be 200 persons.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N}\left[\frac{z^2 pq}{d^2} - 1\right]} = \frac{\frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}}{1 + \frac{1}{400}\left[\frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}\right]}$$

(1)

Therefore, a sample of 250 employees was randomly selected. The fieldwork and questionnaire tools were applied for data collection to test the research hypotheses. A partial least squares structural equation method (PLS-SEM) was adopted to analyse the proposed model. The method is a practical approach to analyse relationships of a complex construct with many indicators, latent variables, and constructs (Hair et al., 2011). PLS-SEM is more accurate in analysing the reliability and validity in a model with moderating effect (Marcoulides et al., 2009). PLS-SEM can analyse the measurement and structural model as well as the model's prediction competency (Henseler et al., 2009).

4.1 Research setting

In the present research, when questions were modified and confirmed by experts, the questionnaires were used . Minor changes were made to the questionnaires based on the pre-test. Finally, 48 questions were included and submitted to the participants. The main dimensions were knowledge sharing, innovation climate, knowledge acquisition, LMX, organisational affective, normative and continuous commitment, employee retention. Measurements are evaluated on a five- point Likert scale (i.e., "1"=strongly disagree; "5" = strongly agree). Furthermore, five questions about gender, age, level of education, job title, and years of experience were included in the questionnaire (see table 1).

Table1. Research Questionnaire

Variables	Questions	Reference
Organizational commitment	**Organizational Affective Commitment Scale items (OAC)** OAC1. I enjoy spending the rest of my work life with Parsian Hotel Group. OAC2. I gladly discuss Parsian Hotel Group with others communities. OAC3. I account Parsian Hotel Group's problems are my own. OAC4. I could quickly become accustomed to working for another Hotel than Parsian Hotel Group (Reverse). OAC5. I don't assume, I am 'part of the family' at Parsian Hotel Group (Reverse). OAC6. I don't assume, I 'emotionally attached' to Parsian Hotel Group (Reverse). **Organizational Normative Commitment (ONC)** ONC1. I believe that nowadays employees move from one firm to another too often. ONC2. I do not believe that an individual should always be firmly loyal to the firm she/he is working in (Reverse). ONC3. I keep working for Parsian Hotel Group because I opine loyalty is an important issue and I feel a great sense of moral obligation to stay at my current job. ONC4. I would not consider job offer from another firm, even for better job, because I feel it is not right to leave Parsian Hotel Group. ONC5. "Things were better" at the time when employees remain with one firm for most part of their careers life. ONC6. I do not support being 'company man' or 'company woman' as a justifiable decision anymore (Reverse). **Organizational Continuance Commitment (OCC)** OCC1. I am not afraid of the consequences of accepting one job offer from another firm (Reverse). OCC2. It would not be easy for me to leave Parsian Hotel Group right now. OCC3. Leaving Parsian Hotel Group now is too costly for me. OCC4. Staying with Parsian Hotel Group for me at the moment is due to both necessity and desire. OCC5. If I decide about terminating my job in Parsian Hotel Group, only a few options would be available to me. OCC6. Benefits offered by another firm may not be on par with what I have here.	Allen & Meyer, 1990
Employee Retention Intention	R1. I am seeking to find another job outside of Parsian Hotel Group. (reversed) R2. I would switch to another firm with an excellent management. (reversed) R3. I would be willing to accept another job offer with even slightly better job position. (reversed) R4. As soon as I find a better paid job in another firm, I would leave my job at Parsian Hotel Group. (reversed)	Mak & Sockel, 2001
Knowledge Sharing	AKS1. I believe that it is prominent to share knowledge with Parsian Hotel Group for the benefit of all. AKS2. I happily share my knowledge in the case of requests of other Parsian Hotel Group members. AKS3. I would be glad to share my knowledge with other colleagues at Parsian Hotel Group. AKS4. I opine that co-workers should share knowledge only when they request it. (reversed) AKS5. I support the idea that "sharing is caring". AKS6. Sharing information with peer workers should be avoided when it is possible. (reversed)	Yuen & Majid, 2007
Knowledge Acquisition	KA1- I am actively seeking information about changes in the marketplace. KA2- I take delight in learning new ideas to improve the use of knowledge concerning my job. KA3- I feel comfortable asking others for data to make it possible for me to handle my job better.	Darroch, 2003; Hwang et al., 2018
Innovation Climate	ICI1. Applying new ways to do our job is accepted and tolerated in Parsian Hotel Group. ICI2. In Parsian Hotel Group, workers are willing to seek new and unusual solutions. ICI3. I would receive our manager's support if we wanted to try new methods to do our job. ICI4. I can discuss the methods and procedures openly within our workgroup. ICI5. More often, we receive the resources needed to do our job. ICI6. My line of work is currently challenging. ICI7. I feel free to make a change in how I am carrying out my job. ICI8. Usually, I have too much on my plate to handle in too little time (Reverse). ICI9. All in all, the working environment in Parsian Hotel Group is innovative. ICI10. In general, the working environment in Parsian Hotel Group is effective.	Amabile et al., 1996
LMX	LMX1. I usually know how to satisfy my manager or supervisor with what I do at my job. LMX2. My manager or supervisor understands my job requirement and problems. LMX3. My manager or supervisor recognize my potential. LMX4. My manager or supervisor uses his or her authority to help me to overcome my work issues. LMX5. My manager or supervisor uses his or her authority to "bail you out" at his or her expense. LMX6. I would defend my manager or supervisor decision in his/her absence. LMX7. I perceive my working relationship with my manager or supervisor as favourable.	Graen & Uhl-Bien, 1995

4.2 Data Analyses

The reliability of the questionnaires content analysed and confirmed by experts. For the present model, in pre-test, Cronbach's alpha coefficient is 0.912. The contents of 250 questionnaires were analysed to evaluate the proposed model. To fit assess the measuring model, three criteria such as reliability, convergent, and discriminant validity are extracted. Reliability is assessed by factor loads in terms of Cronbach's alpha and composite reliability and convergent and discriminant

validity by assessing average variance extracted (AVE) factor (Chin, 1998). The structural model latent variables are examined along with the relationships between them. To assess the structural fit criteria such as R^2 and Q^2 will be considered. The general model fit analysis includes measuring model and structural model and when it is confirmed, fit assessment is completed. It is indicated under the goodness of the fit (GOF) criteria (Tenenhaus et al., 2005).

4.3 Respondents

The study sample in the present paper is 250 employees of Parsian Esteghlal International Hotel. Table 2 summarised the demographic characteristics of the responders.

Table 2. Demographic profile of responders (N=250)

Characteristics of The Responders		Frequency	Percent
Gender	Female	109	44
	Male	141	56
Age	Under 25	40	16
	Between 26-35	64	25.6
	Between 36-45	76	30.4
	Between 46-55	40	16
	over56	30	12
Education	Associate and Less	11	4.4
	Bachelor	103	41.2
	Master	116	46.4
	PhD	20	8
Job Titles	Junior Staff	115	46
	Head Waiter	60	24
	Supervisor	50	20
	Manager	25	10
Years of Experience	Less than 1 year	15	6
	1–5 years	85	34
	6–10 years	120	48
	Over 10 years	30	12
Total		250	100

Descriptive statistics have been shown in table 3. Data average fluctuates from 3.3 to 4.2. Organisation normative commitment has a maximum average and organisation affective commitment has a minimum average. The data range is high and less than 4. Innovation climate variable has the least range and the organisation normative commitment variance is less than other variables which imply the unity of opinion of participants. Mode indicate that majority of participants choose strongly agreed within the options.

Table 3. Construction Variables Descriptive Analysis

Construction Variables	Qty	Ave	Mod	SD	Var	Range	Min	Max
Organisation affective commitment	250	3,396	5,000	1,312	1,720	4,000	1,000	5
Organisation continuous commitment	250	3,978	5,000	0,827	0,686	4,000	1,000	5
Organisation normative commitment	250	4,172	5,000	0,717	0,513	4,000	1,000	5
Employee retention intention	250	4,073	5,000	0,813	0,662	4,000	1,000	5
Knowledge acquisition	250	3,615	5,000	1,136	1,291	4,000	1,000	5
knowledge sharing	250	3,857	5,000	0,995	0,912	3,667	1,333	5
Innovation climate	250	4,000	5,000	0,971	0,942	3,400	1,600	5
LMX	250	3,558	5,000	1,261	1,590	4,000	1,000	5

5. Measurement Model Fit Analyse

The relation between latent variables and constructs exhibit in loading factor. Loading Factor less than 0.3 is not desirable, between 0.3 and 0.6 is approvable, and above 0.6 is desirable (Kline, 2011). However, the main criterion to analyse the loading factor is t-value statistics. If the t-test statistic is higher than the critical value of $t_{0.05}$ i.e. 1.96, thus loading factor is statistically significant.

According to the measurement model shown in table 4, all loading factors are higher than 0.3, which indicate acceptable correlations between observable variables and their latent variables. Also, according to measurement model bootstrapping results, t-statistic for all variables is higher than a critical amount of 1.96.

Cronbach's alpha higher than 0.7 is approvable. Composite reliability measures the sufficiency of items of latent factor (Werts et al., 1974), with Composite reliability higher than 0.7, the internal consistency is confirmed (Nunnally, 1994). Composite reliability is more reliable criteria than Cronbach's alpha (Vinzi et al., 2010). As per table 4, Cronbach's alpha and composite reliability of all variables are in acceptable level.

Table 4. Measurement Model

Variables	Indicator	Factor loads	Significance factor	Cronbach's Alpha	Composite Reliability
Organizational Commitment					
Organizational Affective Commitment	OAC	0.941	104.720	0.949	0.967
Organisation continuous commitment	OCC	0.958	190.473		
Organisation normative commitment	ONC	0.960	185.888		
Employee Retention Intention	R1	0.905	56.176	0.821	0.884
	R2	0.897	62.513		
	R3	0.861	49.055		
	R4	0.540	6.408		
Knowledge Acquisition	KA1	0.879	67.882	0.683	0.824
	KA2	0.797	25.546		
	KA3	0.656	10.308		
Knowledge Sharing	AKS1	0.868	49.393	0.912	0.933
	AKS 2	0.860	34.622		
	AKS 3	0.853	43.595		
	AKS 4	0.882	51.441		
	AKS 5	0.884	51.119		
	AKS 6	0.652	15.092		
Innovation Climate	ICI1	0.744	24.739	0.941	0.952
	ICI2	0.831	27.745		
	ICI3	0.399	5.754		
	ICI4	0.841	34.357		
	ICI5	0.860	43.121		
	ICI6	0.851	39.026		
	ICI7	0.887	53.087		
	ICI8	0.885	51.872		
	ICI9	0.889	48.452		
	ICI10	0.893	54.599		
LMX	LMX1	0.806	27.184	0.932	0.945
	LMX2	0.743	20.733		
	LMX3	0.904	63.591		
	LMX4	0.866	48.746		
	LMX5	0.865	53.986		
	LMX6	0.916	64.409		
	LMX7	0.798	28.971		

Convergent validity measures the extent of correlation of multiple indicators of the subjected construct and it is reported in term of AVE factor and should be higher than 0.5 (Fornell & Larcker, 1981). As table 5 shows all AVEs are higher than 0.5, which verify the convergent validity of variables.

Discriminate validity manifests the degree to which the particular construct has digressed from other constructs. To analyse the discriminant validity, the square root of AVE should be extracted (Fornell & Larcker, 1981). Numbers on the main matrix diagonal in table 5 show the discriminant validities. As table 5 reported, discriminant validities are desirable.

Variables	AVE	OC	LMX	IC	ER	KA	KS
Organizational Commitment (OC)	**0.908**	**0.953**					
LMX	**0.713**	0.718	**0.845**				
Innovation Climate (IC)	**0.673**	0.699	0.618	**0.820**			
Employee Retention Intention (ER)	**0.665**	0.632	0.709	0.765	**0.815**		
Knowledge Acquisition (KA)	**0.612**	0.625	0.678	0.672	0.653	**0.783**	
Knowledge Sharing (KS)	**0.701**	0.786	0.708	0.784	0.724	0.653	**0.837**

Table 5. Convergent and Discriminant Validity

6. Structural Model Fit Assessment:

R^2 is the criteria to connect the measurement model to the structural model and indicate the effect of an exogenous variable on the endogenous variable (Chin, 1998). R^2 measured to 0.19, 0.33 and 0.67 is considered as weak, moderate and substantial, with

higher R^2 means more appropriate model fit (Henseler et al., 2009).

Structural model quality is measured by Q^2. Q^2 is measured by blindfolding method and shows the reflective endogenous variables prediction power or accuracy of the adjusted model (Henseler et al., 2009) and value greater than zero is approvable (Stone, 1974; Geisser, 1975). Q^2 amounted to 0.02, 0.15 and 0.35 is considered as weak, moderate and substantial (Henseler et al., 2009). In table 4, R^2 and Q^2 of the model have been indicated.

GOF is a criterion to assess the general model performance and specify whether the model is fit or not (Tenenhaus et al., 2005). GOF amounted to 0.01, 0.25 and 0.36 is considered as weak, moderate and substantial.

As per table 6, GOFs calculated from three steps analysis is higher than 0.36, which indicates the general model is substantial.

Table 6. Structural Model Quality Indicators

Step	Variables	R^2	Q^2	GOF
Step 1	ER	0.401	0.248	0.652
	KA	0.525	0.302	
	KS	0.841	0.547	
Step 2	ER	0.511	0.315	0.692
	KA	0.663	0.376	
	KS	0.842	0.547	
Step 3	ER	0.528	0.321	0.655
	KA	0.676	0.373	
	KS	0.856	0.554	

Harman's single-factor approach was applied to test common method variance. The common method bias verifies the internal validity of the self-reported survey, which is emerged if the majority of variances loaded in unique factor for all questionnaire items (Sharma et al., 2009). As per Kaiser Criteria, four factors were apparent in the un-rotated factor structure that explained 76.524% of the variance. In the present study, the first-factor variance is 45%, indicating that common method variance is not confounding the interpretation of the study result.

7. Study Hypothesis Test

The structural analysis has been applied in three steps by PLS. In step 1, the connections between main variables KS, KA, ER, OC without moderators (IC, LMX) are analysed; in step 2 direct impacts of moder-

ators (IC, LMX) also are assessed, and in step 3, the model considering OC×IC and OC×LMX effects are tested.

OC effect on ER has been analysed in 3 steps. As per table 7 in the first step, OC to ER analysis (β=0.63, p<0.001) shows a positive and significant effect of OC to ER (H4 supported). In step 2, considering the LMX the test results are as follows; OC on ER (β= 0.16, p<0.05), LMX on ER (β= 0.58, p<0.001) which indicate the positive and significant effect of OC and LMX on ER. And finally, in step 3, entering the LMX and analysing OC×LMX on ER reports (β= 0.14, p<0.05) which specifies the positive and significant effect of OC×LMX on ER (H5-1 supported).

OC effect on KA has been analysed in 3 steps. As per table 6, in the first step OC to KA analysis (β=0.72, p<0.001) indicates a positive and significant effect of OC to KA (H2 supported). In step 2, considering the IC, the test results are as follows; OC on KA (β= 0.36, p<0.001), IC on KA (β= 0.52, p<0.001) which show the positive and significant effect of OC and IC on KA. Finally, in step 3 analysing OC×IC on KA result is (β= 0.14, p<0.05) which specifies the positive and significant effect of OC×IC on KA (H2-1 supported).

OC effect on KS has been analysed in 3 steps. As per table 6, in the first step results OC to KS (β=0.29, p<0.001), ER to KS (β=0.36, p<0.001) and KA to KS (β=0.38, p<0.001) show that positive and significant effect of OC to KS, ER to KS, and KA to KS (H1, H5 and H3 supported). In step 2, considering the IC, results are as follows, OC on KS (β= 0.27, p<0.001)، KA on KS (β=0.35, p<0.001), and ER on KS (β= 0.34, p<0.001) which indicate the positive and significant effect of OC, KA and ER on KS. However, the analysis hasn't shown the direct positive and significant effect of IC on KS. Finally, in step 3, considering the moderating IC, analyses are as follows: OC on KS (β= 0.29, p<0.001), ER on KS (β= 0.32, p<0.001), KA on KS (β= 0.32, p<0.001) , OC×IC on KS (β= 0.13, p<0.05) which imply that IC reinforces the relation between OC and KS (H1-1 supported). Figure 2 demonstrated step 1, figure 3 related to step 2 and figure 4 is the result of step3.

Tables 7. Structural Model Fit Asses and Moderators

Model Paths	Step 1		Step 2		Step 3	
	β	R^2	β	R^2	β	R^2
To ER						
From OC	0.63***	0.4	0.16*	0.51	0.21*	0.53
From LMX			0.58***		0.5***	
From OC×LMX					0.14*	
To KA						
From OC	0.72***	0.53	0.36***	0.66	0.36***	0.68
From IC			0.52***		0.52***	
From OC×IC					0.14*	
To KS						
From OC	0.29***		0.27***		0.29***	
From ER	0.36***	0.84	0.34***	0.84	0.32***	0.86
From KA	0.38***		0.35***		0.32***	
From IC			0.06		0.09	
From OC×IC					0.13*	
p<0/05* p<0/01 p<0/001***						

Figure 2. Model Analysis - Step 1
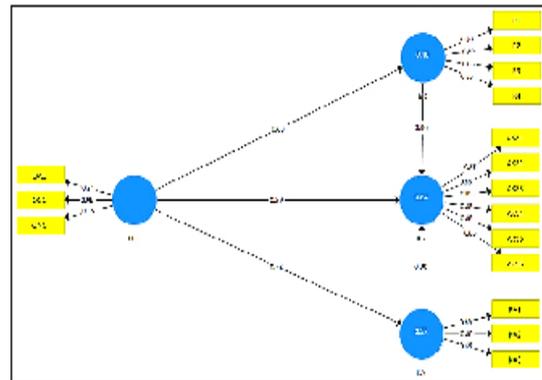
Figure 3. Model Analysis- Step 2
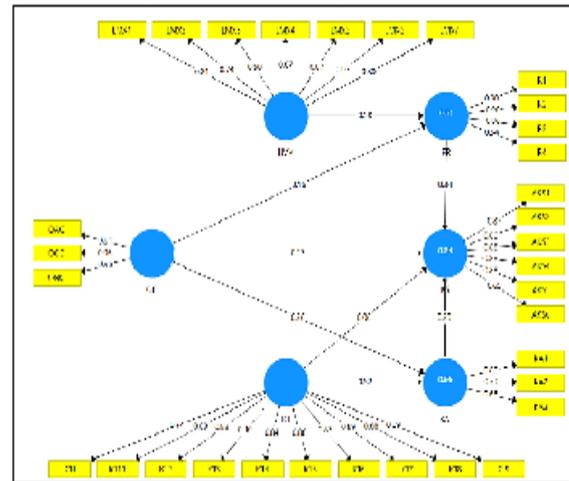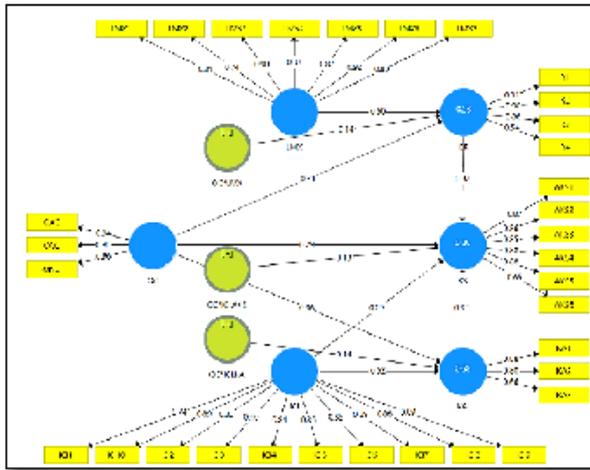
Figure 4. Model Analysis- Step 3

8. Theoretical and managerial implications

The present research extends the management literature on KM practices. The present survey results would benefit academicians and managers in various ways.

First, the present research confirms the positive impact of organisational commitment on employee retention, in the same line with the findings of Saputra and Riana (2021), Sari and Gustiayumanuatidewi (2020), and Yao et al. (2019). Meanwhile, the LMX positively affects employee retention, which is similar to a finding reported by Tubay (2019). Furthermore, this research covers the gap in the literature by demonstrating the LMX as a moderator between commitment and employee retention. Accordingly, the organisational commitment and desired LMX influence employees' intention to keep working in the company. Leaders can contribute to KM by retaining employees. A sense of affiliation with a firm, feeling of honour of working in a firm, and respect for management are conducive to employee retention in the hospitality context (Ineson & Berechet, 2011).

Second, organisational commitment inspires knowledge acquisition practices, an advanced finding in the KM studies. Committed employees are more risk-taker and tend to obtain information and knowledge about their job context. In addition, organisational commitment is positively linked to knowledge sharing, which agrees with Nielsen et al.'s (2011) finding. Compared to the other commitment dimensions, employees' normative commitment has the highest mean score. Accordingly, our research finding verifies Meyer and Parfyonova's (2010) proposal indicating normative commitment as a more dominant aspect than the other dimensions. However, the affective commitment is reported to hold the most robust nexus to the knowledge sharing. This finding is in line with Marques et al. (2019) and Rasdi and Tangaraja (2020). Meanwhile, knowledge acquisition positively affects knowledge sharing, consistent with Oye et al. (2011) and Darroch's (2003) research findings.

Given the crucial role of organisational Commitment on KM implementation and the effect of HRM practices on employee commitment (Gaertner & Nollen, 1989; Kinicki et al., 1992; Ogilvie, 1986), employees' attitude toward KM fulfilment can be shaped using the HRM practices. To keep the spirit of affective commitment, the organisation should melange it with trust, in the form of fair rewards and appreciation to employee contributions since trust-based affection can engender knowledge sharing (Naeem et al., 2019). Employees' satisfaction will lead to commitment in all three aspects and, consequently, to employee loyalty (Yao et al., 2019). Job conditions, interpersonal relationships, employee empowerment, assigning awards to employee's accomplishments (Mowday et al., 2013), and education (Mukherjee et al., 2009) would eventually reinforce employee loyalty (Zeithaml et al., 1990).

In addition, we found highly experienced employees with managerial positions are more committed to a firm, as Kim & Mueller (2011) formerly stated, while younger employees (under 25 and 26–35) have the lowest level of organisational commitment. It emphasises the significant role of age in developing commitment to the organisation. To decline the turnover among non-management employee, some measures such as educating employee on organisational mission, vision, goals, alongside justified rewards and compensation sub-systems and finally promotion are found to be effective (Moncarz et al., 2009).

Furthermore, hotels in Iran usually pay low salaries to their young and new employees than other industries. Raising fixed salaries, enhancing fringe benefits, compensation, and improving work conditions could positively be associated with new employee commitment (Guan et al., 2014).

Moreover, most Iranian young hotel staff, particularly at the operational level, are migrants dealing with financial and cultural adaptation challenges in their working environment, associated with stress and physiological tension. Managers, therefore, should also consider the psychological needs of such employees. Research on the hotel industry shows that close attention to employees' independent personalities, beliefs, values, and self-awareness will reinforce their normative commitment. Huang and Rundle-Thiele (2014) suggested that the above approaches can influence employees' performance and benefit the organisational

9

outcome, especially in the hospitality sector. Ineson et al. (2013) reported that social involvement in the workplace is verified to engender a more significant impact than that of monetary rewards on an employee to develop loyal behaviour. Establishing a sense of ownership for such workers boosts their organisational affective commitment.

Third, as a moderator between organisation commitment and knowledge sharing and acquisition, the innovation climate reinforces the relations. Moreover, innovation climate influences knowledge acquisition directly and positively. It is inferred that with an atmosphere encouraging innovation, the individuals' tendency toward knowledge acquisition is expected. However, our study did not reveal the same connection between knowledge-sharing behaviour and innovation climate. It could be construed to share the knowledge personal traits are also involved. Furthermore, Zarraga & Bonache (2003) stated that some other factors, including (a)friendly relationships, the degree of an employee's perception of interpersonal communication and cooperation and (b)fairness; the degree of an employee's perception of the extent of fairness within an organisation also are of paramount importance to share the knowledge as well as innovation climate.

9. Conclusion

The conceptual framework proposed in the present study suggests the consequences of commitment in KM. According to the findings, commitment plays a critical role in implementing the KM activities. Research confirmed the impact of commitment on knowledge acquisition, knowledge sharing, and employee retention intention. Knowledge acquisition positively links to knowledge sharing. As a moderator, LMX is positively associated with employee retention intention. Meanwhile, employee retention intention impacts positively on knowledge sharing behaviour. Moreover, innovation climate as a moderator between commitment and knowledge sharing and acquisition acts favourably regarding employee's involvement in KM.

10. Limitations and Future Study Suggestions

Although this study was carried out at an Iranian hotel and culture, the study outcomes may be different if conducted in another scope. The results may be varied if the country setting is changed. Other services such as medical sectors, consulting firms, or creative agencies, to name a few, also can be surveyed. Organisation brand image is confirmed to be a factor with a positive impact on employee commitment; therefore, the effect of brand image on the commitment to the KM system can be studied. The presence of old staff could also be examined as a factor that motivates the new employees to see themselves as long-time workers in the organisation. It can motivate them to be more open in terms of commitment to KM. For future study, the effects of the leader style on success of KM implementation can be surveyed. Leaders as role models in commitment to KM motivate employees to be more committed to the KM system.

Individuals should view knowledge sharing as a routine in their job environments (Ullah et al., 2016). Accordingly, it should be detected whether leader activities and presence in social networks such as Twitter can encourage employees to act favourably toward KM practices. Meanwhile, via social networks, knowledge sharing is an everyday matter, and individuals are much more familiar with the knowledge sharing concept. The future study may consider the employees general predisposition toward knowledge sharing. Moreover, it could be investigated whether organisation pages in social networks such as Facebook and Twitter imply information transparency and availability of information, and it can aid the KM implementation. Further research is recommended to examine the effects of other factors such as encouraging systems, lifestyle, activities, ethics, work-life balance, and personality traits (e.g., pro-activeness in information acquisition) on complying with KM.

References

Akbar, A., Al Musadieq, M., & Mukzam, M. D., (2017). The Influence of Organizational Commitments on Performance. Jurnal Administrasi Bisnis, 47(2), 33–38.

Al-Jobor, G. S., Al-Weshah, G. A., Al-Nsour, M., & Abuhashesh, M., (2020). The Role of Product Innovation and Flexibility as Competitive Priorities in Gaining Market Share: Empirical Evidences from Jordanian Manufacturing SMEs. International Journal of Systematic Innovation, 6(2), 20-35.

Albdour, A. A., & Altarawneh, I. I., (2014). Employee engagement and organisational commitment: Evidence from Jordan. International Journal of Business, 19(2), 192-212.

Allen, N. J., & Meyer, J. P., (1990). The measurement and antecedents of affective, continuance and nor-

mative commitment to the organisation. Journal of Occupational Psychology, 63(1), 1–18.

Alosani, M. S., Al-Dhaafri, H. S., & Abdulla, A. A., (2020). Investigating the role of HRM practices on service innovation: empirical evidence from UAE government agencies. Management Research Review, 44(1), 1-24.

Arini, L. G., (2019). *The Influence of Transformational Leadership, Flexible Work Arrangement, and the Conflict of Multiple Roles against Organizational Commitment of Workers,* Dissertation of University of Jember, Indonesia.

Atmojo, M., (2015). The influence of transformational leadership on job satisfaction, organisational commitment, and employee performance. International Research Journal of Business Studies, 5(2), 113-128.

Aujirapongpan, S., Vadhanasindhu, P., Chandrachai, A., & Cooparat, P., (2010). Indicators of knowledge management capability for KM effectiveness. Vine, 40(2), 183-203.

Balkar, B., (2015). The relationships between organisational climate, innovative behavior and job performance of teachers. International Online Journal of Educational Sciences, 7(2), 81-92.

Bazazo, I. K., & Alananzeh, O. A., (2020). The Implementation of International Standards and Specifications (Iso-Scuba) On Improving the Quality of Diving Tourism in Aqaba, Jordan. GeoJournal of Tourism and Geosites, 33, 1557–1563.

Becker, H. S., (1960). Notes on the concept of commitment. American Journal of Sociology, 66(1), 32–40.

Bhal, K. T., & Ansari, M. A., (1996). Measuring quality of interaction between leaders and members. Journal of Applied Social Psychology, 26(11), 945–972.

Boada-Grau, J., & Vigil-Colet, A., (2011). Short Spanish version of Team Climate Inventory (TCI-14): development and psychometric properties. Psicothema, 23(2), 308–313.

Bock, G.-W., Zmud, R. W., Kim, Y.-G., & Lee, J.-N., (2005). Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organisational climate. MIS Quarterly, 29(1), 87–111.

Bogers, M., Foss, N. J., & Lyngsie, J., (2018). The "human side" of open innovation: The role of employee diversity in firm-level openness. Research Policy, 47(1), 218–231.

Buchanan, B., (1974). Building organisational commitment: The socialisation of managers in work organisations. Administrative Science Quarterly, 19, 533–546.

Campanella, F., Della Peruta, M. R., Bresciani, S., & Dezi, L., (2017). Quadruple Helix and firms' performance: an empirical verification in Europe. The Journal of Technology Transfer, 42(2), 267–284.

Chang, S. S., & Shih, J. S., (2010). Knowledge Acquisition Sharing Intention, and Sharing Behavior. International Conference on E-Education, e-Business, e-Management and e-Learning. INSPEC Accession Number: 11180760.

Chesbrough, H., Vanhaverbeke, W., & West, J., (2014). *New frontiers in open innovation*. Oxford: Oxford University Press, 3-28.

Chin, W. W., (1998). The partial least squares approach to structural equation modeling. Modern Methods for Business Research, 295(2), 295–336.

Cochran, W. G., (1977). *Sampling techniques,* 3rd ed., New York: John Wiley & Sons.

Curado, C., Oliveira, M., Maçada, A. C. G., & Nodari, F., (2017). Teams' innovation: getting there through knowledge sharing and absorptive capacity. Knowledge Management Research & Practice, 15(1), 45–53.

Curado, C., & Vieira, S., (2019). Trust, knowledge sharing and organisational commitment in SMEs. Personnel Review, 48(6), 1449-1468.

Darroch, J., (2003). Developing a measure of knowledge management behaviors and practices. Journal of Knowledge Management, 7(5), 41-54.

Dechawatanapaisal, D., (2018). Nurses' turnover intention: The impact of leader-member exchange, organisational identification and job embeddedness. Journal of Advanced Nursing, 74(6), 1380–1391.

DeConinck, J. B., (2011). The effects of leader-member exchange and organisational identification on performance and turnover among salespeople. Journal of Personal Selling & Sales Management, 31(1), 21–34.

Dewi, K. E. O., & Riana, I. G., (2019). Effect of Career Development, Compensation and Organizational Commitment to Employee Retention. E-Jurnal Manajemen Unud, 8(2), 7836–7862.

Dhar, R. L., (2015a). Service quality and the training of employees: The mediating role of organisational commitment. Tourism Management, 46, 419–430.

11

Dhar, R. L., (2015b). The effects of high-performance human resource practices on service innovative behaviour. International Journal of Hospitality Management, 51, 67–75.

Dienesch, R. M., & Liden, R. C., (1986). Leader-member exchange model of leadership: A critique and further development. Academy of Management Review, 11(3), 618–634.

Dusek, G. A., Ruppel, C. P., Yurova, Y., & Clarke, R., (2014). The role of employee service orientation in turnover in the US hotel industry. Journal of Organizational Culture, Communications and Conflict, 18(2), 87-104.

Edu-Valsania, S., Moriano, J. A., & Molero, F., (2016). Authentic leadership and employee knowledge sharing behavior: Mediation of the innovation climate and workgroup identification. Leadership & Organization Development Journal, 37(4), 487-506.

Edwards, J. S., (2017). Knowledge sharing: At the heart of knowledge management. In Managing knowledge resources and records in modern organisations. IGI Global. 1–14.

Evwierhurhoma, D. E., & Onouha, B. C., (2020). Knowledge management tools applications and organisational performance of manufacturing firms in rivers state, Nigeria. International Journal of Knowledge and Dynamic Systems, 13(2), 1–16.

Fornell, C., & Larcker, D. F., (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39–50.

Gaertner, K. N., & Nollen, S. D., (1989). Career experiences, perceptions of employment practices, and psychological commitment to the organisation. Human Relations, 42(11), 975–991.

Geisser, S., (1975). The predictive sample reuse method with applications. Journal of the American Statistical Association, 70(350), 320–328.

Gopinath, R., (2019). Impact of Organisational Commitment on Knowledge Management Practices. International Journal of Research and Analytical Reviews, 6(2), 701–703.

Graen, G. B., & Uhl-Bien, M., (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. The Leadership Quarterly, 6(2), 219-24

Guan, Y., Wen, Y., Chen, S. X., Liu, H., Si, W., Liu, Y., Wang, Y., Fu, R., Zhang, Y., & Dong, Z., (2014). When do salary and job level predict career satisfaction and turnover intention among Chinese managers? The role of perceived organisational career management and career anchor. European Journal of Work and Organizational Psychology, 23(4), 596–607.

Hair, J. F., Ringle, C. M., & Sarstedt, M., (2011). PLS-SEM: Indeed, a silver bullet. Journal of Marketing Theory and Practice, 19(2), 139–152.

Henseler, J., Ringle, C. M., & Sinkovics, R. R., (2009). The use of partial least squares path modeling in international marketing. In New challenges to international marketing, 20, 277-319.

Huang, Y.-T., & Rundle-Thiele, S., (2014). The moderating effect of cultural congruence on the internal marketing practice and employee satisfaction relationship: An empirical examination of Australian and Taiwanese born tourism employees. Tourism Management, 42, 196–206.

Huber, G. P., (1991). Organisational learning: The contributing processes and the literatures. Organization Science, 2(1), 88–115.

Igwe, A., & Ononye, U. H., (2020). Social media use and its effect on knowledge sharing: evidence from public organisations in Delta State, Nigeria. Interdisciplinary Journal of Information, Knowledge, and Management, 15, 25–37.

Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. , (2019). The effect of organisational justice and organisational commitment on knowledge sharing and firm performance. Procedia Computer Science, 158, 899–906.

Ineson, E. M., Benke, E., & Laszlo, J., (2013). Employee loyalty in Hungarian hotels. International Journal of Hospitality Management, 32, 31–39.

Ineson, E. M., & Berechet, G., (2011). Employee loyalty in hotels: Romanian experiences. Journal of Human Resources in Hospitality & Tourism, 10(2), 129–149.

Jonsson, T., & Jeppesen, H. J., (2013). A closer look into the employee influence: Organisational commitment relationship by distinguishing between commitment forms and influence sources. Employee Relations, 35(1), 4-19

Jokanovic, B. T., Okanovic, A. V, & Lalic, B., (2018). Knowledge management diagnosis in Vojvodina

firms by using Bukowitz and Williams model. Industrija, 46(4), 7-27.

Jokanovic, B., Zivlak, N., Okanovic, A., Culibrk, J., & Dudak, L., (2020). The model of knowledge management based on organisational climate. Sustainability, 12(8), 1-22.

Jung, C. S., Chan, H. S., & Hsieh, C.-W., (2017). Public employees' psychological climates and turnover intention: evidence from Korean central government agencies. Public Management Review, 19(6), 880–904.

Kang, J. H., Matusik, J. G., Kim, T.-Y., & Phillips, J. M., (2016). Interactive effects of multiple organisational climates on employee innovative behavior in entrepreneurial firms: A cross-level investigation. Journal of Business Venturing, 31(6), 628–642.

Kasekende, F., Munene, J. C., Ntayi, J. M., & Ahiauzu, A., (2016). Building psychological contract: the role of leader-member exchanges. Evidence-Based HRM, 4 (3), 257-278.

Khoa, B., & Hoa, L., (2021). The effect of knowledge management process on the employee commitment: Evidence from digital marketing industry. Management Science Letters, 11(5), 1557–1564.

Kim, M., & Yi, Y., (2019). Impact of leader-member-exchange and team-member-exchange on nurses' job satisfaction and turnover intention. International Nursing Review, 66(2), 242–249.

Kim, S.-W., & Mueller, C. W., (2011). Occupational and organisational commitment in different occupational contexts: The case of South Korea. Work and Occupations, 38(1), 3–36.

Kim, S. Y., & Fernandez, S., (2017). Employee empowerment and turnover intention in the US federal bureaucracy. The American Review of Public Administration, 47(1), 4–22.

Kinicki, A. J., Carson, K. P., & Bohlander, G. W., (1992). Relationship between an organisation's actual human resource efforts and employee attitudes. Group & Organization Management, 17(2), 135–152.

Kline, R. B., (2011). Convergence of structural equation modeling and multilevel modeling. In M. Williams (Ed.), Handbook of methodological innovation. Thousand Oaks, CA: Sage.

Larkin, R., & Burgess, J., (2013). The paradox of employee retention for knowledge transfer. Employment Relations Record, 13(2), 32–43.

Liden, R. C., & Maslyn, J. M., (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. Journal of Management, 24(1), 43–72.

Liu, F.-C., Cheng, K.-L., Chao, M., & Tseng, H.-M. , (2012). Team innovation climate and knowledge sharing among healthcare managers: mediating effects of altruistic intentions. Chang Gung Medical Journal, 35(5), 408–419.

Loi, R., Chan, K. W., & Lam, L. W., (2014). Leader-member exchange, organisational identification, and job satisfaction: A social identity perspective. Journal of Occupational and Organizational Psychology, 87(1), 42–61.

Mahmoud, R., Al-Mkhadmeh, A. A., Alananzeh, O. A., & Masa deh, R., (2021). Exploring the Relationship between Human Resources Management Practices in the Hospitality Sector and Service Innovation in Jordan: The Mediating Role of Human Capital. Geo Journal of Tourism and Geosites, 35(2), 507–514.

Marcoulides, G. A., Chin, W. W., & Saunders, C., (2009). A critical look at partial least squares modeling. Mis Quarterly, 33(1), 171–175.

Marques, J. M. R., La Falce, J. L., Marques, F. M. F. R., De Muylder, C. F., & Silva, J. T. M., (2019). The relationship between organisational commitment, knowledge transfer and knowledge management maturity. Journal of Knowledge Management, 23(3), 489-507.

Martin-de Castro, G., Delgado-Verde, M., Navas-Lopez, J. E., & Cruz-Gonzalez, J., (2013). The moderating role of innovation culture in the relationship between knowledge assets and product innovation. Technological Forecasting and Social Change, 80(2), 351–363.

Martin-Perez, V., & Martin-Cruz, N., (2015). The mediating role of affective commitment in the rewards–knowledge transfer relation. Journal of Knowledge Management. 19 (6), 1167-1185.

Meyer, J. P., & Allen, N. J., (1987). *Organisational commitment: Toward a three-component model. Department of Psychology,* University of Western Ontario. Department of Psychology, London. (Research Bulletin No. 660).

Meyer, J. P., & Allen, N. J., (1991). A three-component conceptualisation of organisational commitment. Human Resource Management Review, 1(1), 61–89.

13

Meyer, J. P., & Parfyonova, N. M., (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualisation. Human Resource Management Review, 20(4), 283–294.

Moncarz, E., Zhao, J., & Kay, C., (2009). An exploratory study of US lodging properties' organisational practices on employee turnover and retention. International Journal of Contemporary Hospitality Management, 21(4), 437-458.

Mowday, R. T., Porter, L. W., & Steers, R. M., (2013). *Employee—organisation linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press. New York.

Mukherjee, A., Malhotra, N., Budhwar, P. S., & Varma, A., (2009). Insights into the Indian call centre industry: an internal marketing help tackle high employee turnover? Journal of Services Marketing, 23(5), 351-362

Naeem, A., Mirza, N. H., Ayyub, R. M., & Lodhi, R. N., (2019). HRM practices and faculty's knowledge sharing behavior: mediation of affective commitment and affect-based trust. Studies in Higher Education, 44(3), 499–512.

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F., (2020). A study in the relationship between supportive work environment and employee retention: role of organisational commitment and person-organisation fit as mediators. SAGE Open, 10(2), 1-20.

Newman, A., Round, H., Wang, S., & Mount, M., (2020). Innovation climate: A systematic review of the literature and agenda for future research. Journal of Occupational and Organizational Psychology, 93(1), 73–109.

Nielsen, P., Rasmussen, P., Chiang, H., Han, T., & Chuang, J., (2011). The relationship between high-commitment HRM and knowledge-sharing behavior and its mediators. International Journal of Manpower. 32(5/6), 604-622.

Nunnally, J. C., (1994). *Psychometric theory* 3rd ed. Tata McGraw-Hill Education.

Ogilvie, J. R., (1986). The role of human resource management practices in predicting organisational commitment. Group & Organization Studies, 11(4), 335–359.

Oye, N. D., Salleh, M., & Noorminshah, A., (2011). Knowledge sharing in workplace: Motivators and demotivators. International Journal of Managing Information Technology, 3(4), 71-84.

Oyemomi, O., Liu, S., Neaga, I., & Alkhuraiji, A., (2016). How knowledge sharing and business process contribute to organisational performance: Using the fsQCA approach. Journal of Business Research, 69(11), 5222–5227.

Papa, A., Dezi, L., Gregori, G. L., Mueller, J., & Miglietta, N., (2018). Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. Journal of Knowledge Management, 24(3), 589-605.

Park, J.-H., & Lee, E.-K., (2020). The relationship between leader-member exchange and intention to stay in Korean nurses: Focusing on the mediating role of compassion satisfaction. Nursing Practice Today, 8(2), 132-138

Park, S., & Jo, S. J., (2018). The impact of proactivity, leader-member exchange, and climate for innovation on innovative behavior in the Korean government sector. Leadership & Organization Development Journal, 39 1), 130-149.

Parzefall, M.-R., Seeck, H., & Leppanen, A., (2008). Employee innovativeness in organisations: a review of the antecedents. Finnish Journal of Business Economics, 2(8), 165–182.

Pertiwi, N., & Supartha, I. W. G., (2021). The effect of compensation and organisational commitment on employee satisfaction and retention. American Journal of Humanities and Social Sciences Research (AJHSSR), 1(3), 333–342.

Politis, J. D., (2003). The connection between trust and knowledge management: what are its implications for team performance. Journal of Knowledge Management, 7(5), 55-66.

Popa, S., Soto-Acosta, P., & Martinez-Conesa, I., (2017). Antecedents, moderators, and outcomes of innovation climate and open innovation: An empirical study in SMEs. Technological Forecasting and Social Change, 118, 134–142.

Porter, L W, Mowday, R. T., & Steers, R. M., (1979). The measurement of organisational commitment. Journal of Vocational Behavior, 14(2), 224–247.

Porter, Lyman W, Steers, R. M., Mowday, R. T., & Boulian, P. V., (1974). Organisational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59(5), 603-609.

Prestholdt, P. H., Lane, I. M., & Mathews, R. C., (1987). Nurse turnover as reasoned action: Devel-

opment of a process model. Journal of Applied Psychology, 72(2), 221-227.

Putra, A. P., Kusnanto, K., & Yuwono, S. R., (2020). Effects of job satisfaction and organisational commitment on nurse retention: A systematic review. Indonesian Nursing Journal of Education and Clinic (INJEC), 5(2), 197–205.

Rasdi, R. M., & Tangaraja, G., (2020). Knowledge-sharing behaviour in public service organisations: determinants and the roles of affective commitment and normative commitment. European Journal of Training and Development. Vol. ahead-of-print No. ahead-of- print. ISSN: 2046-9012, available online at: https://doi.org/10.1108/EJTD-02-2020-0028

Razzaq, S., Shujahat, M., Hussain, S., Nawaz, F., Wang, M., Ali, M., & Tehseen, S., (2019). Knowledge management, organisational commitment and knowledge-worker performance: The neglected role of knowledge management in the public sector. Business Process Management Journal, 25(5), 923-947

Rehman, K. U., Hafeez, I., Aslam, F., Maitlo, Q., & Syed, A. R., (2020). The Mediating Role of Trust and Organizational Commitment in the Relationship between Strategic Human Resource Management and Knowledge Sharing. Iranian Journal of Management Studies, 13(4), 565–586.

Ren, F., & Zhang, J., (2015). Job stressors, organisational innovation climate, and employees' innovative behavior. Creativity Research Journal, 27(1), 16–23.

Robbins, S. P., (2007). Organisational Behavior 12th Ed. New Jersey. Prentice-Hall.

Rockstuhl, T., Dulebohn, J. H., Ang, S., & Shore, L. M., (2012). Leader-member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. Journal of Applied Psychology, 97(6), 1097- 1130.

Saputra, I. K. R. D., & Riana, I. G., (2021). The Relationships of Work Environment, Compensation, and Organizational Commitments on Employee Retention. Journal of Multidisciplinary Academic, 5(1), 20–25.

Sari, I. D. A., & Gustiayumanuatidewi, I., (2020). The Effect of Career Development. Work Environment, And Organizational Commitment to Employee Retention, 6, 129–134.

Scuotto, V., Santoro, G., Bresciani, S., & Del Giudice, M., (2017). Shifting intra-and inter-organisational innovation processes towards digital business: an empirical analysis of SMEs. Creativity and Innovation Management, 26(3), 247–255.

Sedighi, M., Lukosch, S., Brazier, F., Hamedi, M., & van Beers, C., (2018). Multi-level knowledge sharing: the role of perceived benefits in different visibility levels of knowledge exchange. Journal of Knowledge Management, 22(6), 1264-1287.

Senge, P. M., (2006). The fifth discipline: The art and practise of the learning organisation. New York: Doubleday.

Shahzadi, I., & Raja, M. W., (2021). Knowledge Management Based HR Practices and Three-Dimensional Knowledge Sharing Behavior: Evidence from South Asian Higher Education Institutes. International Journal of Management (IJM), 12(4), 335-350.

Shanker, R., Bhanugopan, R., Van der Heijden, B. I. J. M., & Farrell, M., (2017). Organisational climate for innovation and organisational performance: The mediating effect of innovative work behavior. Journal of Vocational Behavior, 100, 67–77.

Sharma, R., Yetton, P., & Crawford, J., (2009). Estimating the effect of common method variance: The method—method pair technique with an illustration from TAM Research. MIS Quarterly, 33(3) , 473–490.

Sheikh, A., & Aghaz, A., (2019). The challenges of the faculty members' commitment: The role of university brand. Higher Education Quarterly, 73(3), 312–327.

Soto-Acosta, P., Popa, S., & Palacios-Marques, D., (2017). Social web knowledge sharing and innovation performance in knowledge-intensive manufacturing SMEs. The Journal of Technology Transfer, 42(2), 425–440.

Stebbins, R. A., (1970). On misunderstanding the concept of commitment: A theoretical clarification. Social Forces, 48(2), 526–529.

Stone, M., (1974). Cross-validatory choice and assessment of statistical predictions. Journal of the Royal Statistical Society: Series B (Methodological), 36(2), 111–133.

Swanson, E., Kim, S., Lee, S.-M., Yang, J.-J., & Lee, Y.-K., (2020). The effect of leader competencies on knowledge sharing and job performance: Social

15

capital theory. Journal of Hospitality and Tourism Management, 42, 88–96.

Teece, D. J., (2017). Dynamic capabilities and (digital) platform lifecycles. Entrepreneurship, Innovation, and Platforms. 37, 211-225

Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., & Lauro, C., (2005). PLS path modeling. Computational Statistics & Data Analysis, 48(1), 159–205.

Tubay, J. B., (2019). The Role of Job Satisfaction and Organisational Commitment on Turnover Intentions of Accounting Professionals in Big 3 Auditing Firms in the Philippines with Moderating Effect of Leader-member Exchange. International Review of Management and Marketing, 9(2), 84-88.

Ullah, I., Akhtar, K. M., Shahzadi, I., Farooq, M., & Yasmin, R., (2016). Encouraging knowledge sharing behavior through team innovation climate, altruistic intention and organisational culture. Knowledge Management & E-Learning: An International Journal, 8(4), 628–645.

Ullah, Y., Ullah, H., & Jan, S., (2021). The mediating role of employee creativity between knowledge sharing and innovative performance: empirical evidence from manufacturing firms in emerging markets. Management Research Review. Vol. ahead-of-print No. ahead-of-print. Vol. ahead-of-print No. ahead-of-print. Available online at: https://doi.org/10.1108/MRR-03-2020-0164

Vinzi V.E., Trinchera L., Amato S., (2010). PLS Path Modeling: From Foundations to Recent Developments and Open Issues for Model Assessment and Improvement. Handbooks of Computational Statistics. Springer, Berlin, Heidelberg, (pp. 112–133). Available online at: https://doi.org/10.1007/978-3-540-32827-8_3

Vrontis, D., Thrassou, A., & Amirkhanpour, M., (2017). B2C smart retailing: A consumer-focused value-based analysis of interactions and synergies. Technological Forecasting and Social Change, 124, 271–282.

Weber, Y., & Tarba, S. Y., (2010). Human resource practices and performance of mergers and acquisitions in Israel. Human Resource Management Review, 20(3), 203–211.

Werts, C. E., Linn, R. L., & Joreskog, K. G., (1974). Intraclass reliability estimates: Testing structural assumptions. Educational and Psychological Measurement, 34(1), 25–33.

Wiener, Y., (1982). Commitment in organisations: A normative view. Academy of Management Review, 7(3), 418–428.

Wright, P. M., & Nishii, L. H., (2007). Strategic HRM and organizational behavior: Integrating multiple levels of analysis. CAHRS Working Paper Series, 468, 1–26.

Wynen, J., Verhoest, K., Ongaro, E., & van Thiel, S., (2017). Innovation-oriented culture in the public sector: Do managerial autonomy and result control lead to innovation? In cooperation with the COBRA network. In Innovation in Public Services, (pp. 112–133). Routledge.

Yao, T., Qiu, Q., & Wei, Y., (2019). Retaining hotel employees as internal customers: Effect of organisational commitment on attitudinal and behavioral loyalty of employees. International Journal of Hospitality Management, 76, 1–8.

Yildiz, S. M., (2018). An empirical analysis of the leader-member exchange and employee turnover intentions mediated by mobbing: evidence from sport organisations. Economic Research-Ekonomska Istrazivanja, 31(1), 480–497.

Zeithaml, V.A., Parasuraman, A. and Berry, L.L., (1990). Delivering Quality Service: Balancing Customer Perceptions and Expectations, the Free Press, New York, NY.

Zarraga, C., & Bonache, J., (2003). Assessing the team environment for knowledge sharing: an empirical analysis. International Journal of Human Resource Management, 14(7), 1227–1245.

Zywiolek, J., Rosak-Szyrocka, J., & Jereb, B., (2021). Barriers to Knowledge Sharing in the Field of Information Security. Management Systems in Production Engineering, 29(2), 114–119.

AUTHOR BIOGRAPHIES

Dr. Mohammadbashir Sedghi is an assistant professor in Department of Management, Science & Technology Amirkabir University of Technology (Tehran Polytechnic), Tehran, Iran. He received his BSc in Industrial Engineering from Amirkabir University of Technology and his MBA from Sharif University. He continued his education at Delft University of Technology, Delft, The Netherlands, where he received his PhD in Innovation

& Knowledge Management. He then returned to Iran and joined the School of Management, Science and Technology at Amirkabir University. His practical and research interests are included but not limited to Innovation, Sharing Economy, Digital Platforms, Knowledge Sharing, Enterprise Social Network.

Dr. Bahram Salavati Sarcheshmeh is the director of Iran Migration Observatory at Sharif Policy Research Institute (SPRI), Sharif University of Technology, Tehran, Iran. He received his BSc in Mining Engineering from the Amirkabir University of Technology (Tehran Polytechnic), and his M.Sc. in Industrial Management from Shahid Beheshti University (SBU). He continued his education at Milan State University, Italy, where he received his PhD in Economic Sociology &Labour Studies. His practical and research interests are in Highly Skilled Workers Migration & Integration, Skilled Workers Labour Markets, Human Capital Formation & Development, National Human Resource Strategic Planning, Brain Circulation & Transnationalization, Knowledge Economies &Societies, Innovation &Technology Development context.

Raana Bagheri has an MBA degree from Amirkabir University of Technology (Tehran Polytechnic). She received her BSc in Electrical Engineering at Shahid Chamran University of Ahvaz. She has over 17 years of experience in electrical engineering industry and commercial management field.