



Individual correlates of organizational commitment and knowledge sharing practices

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Abstract

This study examines correlations among individual components of Wang's organizational commitment model and the moderating effect of each component on knowledge sharing practices. Wang's model has a high level of validity for studies in the Chinese context. Knowledge sharing is a significant activity in the ICT industry since employees need to rapidly share changes in technologies. A quantitative methodology was used based on 310 responses from Hong Kong ICT professionals. Results show that value commitment is the highest among other commitment components. Correlations among each component are significant but not all are correlated. Normative and affective commitments are significant but negatively moderate knowledge sharing on other components. This research contributes to literature on organizational commitment by exploring various commitment components.

Keywords: Organizational commitment, knowledge sharing, ICT, cross cultural human resource management

BACKGROUND

The purpose of this paper is to examine the correlates among different components of organizational commitment in the information and communication technology (ICT) industry in Hong Kong. In addition, by applying knowledge sharing practice as the antecedent to organizational commitment, the moderating effect of each commitment component to other components is explored. The knowledge sharing practices model of De Vries, Van den Hoff and de Ridder (2006) and the five-component organizational commitment model of Wang (2004) were used in this study. Most of these previous studies in organizational commitment focused on their antecedents and consequences, but correlations between commitment components, facilitating an understanding of how enhancement of one component impacts on other components, has been largely neglected up to now.

Hong Kong was ruled by the British for over 150 years and developed with both Western and traditional Chinese cultures. Since most previous studies have applied the three-component organizational commitment model of Meyer and Allen (1991), it is contextually significant and interesting to use Wang's (2004) five-component model to study employee's behavior in Hong Kong since the model proved to be valid in her study set in Mainland China. In addition, following the financial tsunami at the end of 2008 which lead to economic turndowns in the USA and other European countries, it is more significant to study which factors in the organizational commitment

model have important effects on an employee's commitment to their organization and how each component affects other components.

Studying employee's commitment to their organization in Hong Kong is significant since the economy of Hong Kong recovered rapidly after the Asian Financial Crisis that began in July 1997. This recovery has led to intention to increase employment. Senior management needs to retain employees with high commitment, capability and willingness to contribute to organizational goals. Therefore, companies need to fully understand the effects of employees' commitment and the correlations between various commitment components.

LITERATURE REVIEW

For decades, organizational commitment studies focused on employees' attitudes and behavior (Porter, Steers, Mowday and Boulian, 1974; Mathieu and Zajac, 1990). Many studies about antecedents and consequences of organizational commitment proved the significance of organizational commitment in enhancing performance of an organization. A three-dimension model was developed by Allen and Meyer (1991) based to Western culture and a five-component model was established by Wang (2004) which is more applicable to Chinese culture.

Organizational Commitment Models

The organizational commitment model developed by Meyer and Allen (1991) includes three dimensions; they are affective commitment, continuance commitment and normative commitment. Affective commitment concerns a psychological approach of an employee's willingness to commit to an organization, continuance commitment relates to the cost of leaving an organization whilst normative commitment is concerned about the obligation of an employee to the organization. Their model has been widely studied in different areas. Hackett, Bycio and Hausdorf (1994) examined the construct validity of Meyer and Allen's model (1991). In addition, they found that the affective dimension had the strongest effect among other components. The model was studied in a Chinese context. Chen and Francesco (2003) found similar results as Hackett, Bycio and Hausdorf (1994) that the affective component was the most significant component. Furthermore, Chen and Francesco (2003) used two sub-scales of the continuance commitment component as found by McGee and Ford (1987)

and found that these two scales were correlated and indistinguishable from one another; they concluded that continuance commitment should be a single component. It leads to an interest that components in a model might have certain levels of correlations and lead to some implications for studying organizational commitment.

By considering the studies of organizational commitment in China by Ling, Zhang and Fang (2001) and in Japan by Takao (1998, cited in Wang, 2004), Wang (2004) proposed a five-component model in organizational commitment. The five components are normative, value, affective, active, and passive continuance commitment. The affective and normative components by Wang (2004) are similar to Meyer and Allen's (1991) in measuring emotional attachment and obligation to stay with the organization respectively. The two subscales of continuance commitment integrated the ideas by McGee and Ford (1987) and Takao (1998) in forming the active and passive approaches.

Knowledge Sharing Practices

Knowledge sharing is chosen as one of the significant antecedents to organizational commitment because of their similar characteristics. Knowledge sharing involves interactions between individuals or groups (Hendriks, 1999). Therefore it relates to whether an individual in an organization has an intention and willingness to share their knowledge with others which could be used to measure the extent of good citizenship behavior of employees in organizations. As organizational commitment could be measured by good organizational citizenship behavior, knowledge sharing practices might be considered as a significant predictor for enhancing organizational commitment (Porter et al., 1974; Mathieu and Zajac, 1990; Chen and Francesco, 2003; Labatmediene, Endriulaitiene and Gustainiene, 2007). In addition, Chinese employees who traditionally have higher concerns about harmony and altruism (O'Neill and Adya, 2007) will have stronger willingness to share knowledge within a group. Wasko and Faraj (2005) found that employees would have a stronger moral obligation towards their organization if knowledge sharing is accepted as good practice within their organizations.

Correlations between Components

In addition to studies relating to the antecedents and outcomes of organizational commitment, extensive research has been conducted relating to the effect of individual components on organizational commitment. Normative commitment has consistently been found to be the most

significant moderator of affective commitment and continuance commitment (Jaros, 1997; Cheng and Stockdale, 2003; Chen and Francesco, 2003). Normative commitment is significantly correlated with continuance commitment and overlaps with affective commitment (Jaros, 1997; Tayyab, 2007; Tsai and Huang, 2008). These findings show that normative commitment has a stronger relationship with and significant moderating effect on other components. Based on this argument, it is quite interesting to study whether normative commitment might have a significant moderating effect on other components by considering knowledge sharing as the significant antecedent. Since Wang's (2004) model has shown a better fit of measuring organizational commitment in Chinese context, her model was applied to this study in measuring the correlations among the components and the moderating effect of normative commitment in the information and communication technology industry (ICT) in Hong Kong.

RESEARCH METHODS

A sample size of 500 companies and 1,500 participants was selected randomly from lists of various business associations and companies publicly listed on the Hong Kong Trade Development Council's website (www.tdctrade.com). Since there were 9,360 companies and 75,345 employees in the Hong Kong ICT industry as stated in the Information Society 2007 report produced by the Census and Statistics Department of the Hong Kong Special Administrative Region (HKSAR), using a simple random sampling technique in selecting 500 companies is appropriate for studying knowledge sharing and five components in organizational commitment (Cavana, Delahaye and Sekaran, 2001). The questionnaire of Wang (2004) that studied organizational commitment was used. Since her study was in a Chinese context, it is justifiable to adapt her questionnaire in studying similar issues in Hong Kong that has a dominant Chinese culture. In addition, her study also had high Cronbach's alpha values when testing internal reliability of the multiple-indicator questions.

The questions for studying knowledge sharing were adapted from those used by De Vries, Van den Hoff and de Ridder (2006). Their questionnaire was used because of the high Cronbach's alpha values (higher than 0.7 as recommended by Nunnally, 1978) obtained from their research in testing internal reliability and the applicability of their model in studying similar issues. In addition, the approach by De Vries et al. (2006) was applied by Lin (2007) to the study of knowledge sharing activities in

Taiwan with a high degree of validity. Hence it supports the application of the De Vries et al. model in Hong Kong that has a similar Chinese culture to Taiwan.

The data was analyzed by using Pearson product moment correlation in testing the correlations between the commitment components and multiple regression analysis in testing the moderating effect of normative commitment.

RESULTS

The characteristics of the sample, the results on the reliability and validity of Wang's and De Vries et al.'s models applied to this study, the correlations between the commitment components, and the moderating effects of each component are discussed below.

Characteristics of the Sample

Descriptive statistics provide fundamental classifications and an overview of data collected. Table 1 provides a summary of the demographic variables, such as age, gender, education, as well as industry information such as experiences in the ICT industry and sizes of organizations. Over half of the respondents are male and with less than 10 years of working in the same organization (46.6% for less than 5 years and 32.4% between 6 and 10 years). It shows that the mobility of employees in the ICT industry is high and retention of experienced professionals is necessary.

Reliability and Validity of Models Used

Table 2 shows the item-loading of each item in their corresponding component of the models by Wang (2004) and De Vries et al. (2006) applied in this study and their Cronbach's coefficient alpha values. The five components and their items are affective component (items AC1 to AC4), active continuance commitment (items ACC1 to ACC5), passive continuance commitment (items PCC1 to PCC3), normative commitment (items NC1 to NC3), and value commitment (items VC1 to VC4). Items KD1 to KD4 in knowledge donating constitute a single component, whilst items KC1 to KC4 in knowledge collecting constitute another single component of the knowledge sharing model.

For the reliability analysis of the seven constructs that are shown, the item-loading of each item has a high score with a value of at least 0.50 except the first question for knowledge collecting (KC1). As the item-loading of KC1 at 0.486 is only slightly lower than 0.5, it is considered acceptable. The result shows that the reliability of the items in each component is sufficiently high to formulate the construct.

The values of Cronbach's coefficient alpha for all scales are more than 0.70, which indicates that the data is reliable for further statistical analysis.

The results of using exploratory factor analysis in testing validity on organizational commitment model and knowledge sharing model are shown in Table 3. The factor loadings of each item within each of the seven constructs are greater than 0.50. These results show that the data collected in this study has a high level of validity in applying Wang's organizational commitment model and De Vries et al.'s model for knowledge sharing.

Correlates between Commitment Components

Means, standard deviations, and the coefficients of correlation between components among the organizational commitment model are shown in Table 4.

Affective commitment is positively correlated with other components of Wang's (2004) organizational commitment model except the passive continuance commitment. Active continuance commitment, normative commitment and value commitment are positively correlated with the other four components. Passive continuance commitment positively correlates with active continuance, normative and value commitments only. All the tests were at a significance level of 0.01 applying a one-tailed test.

The values of coefficient (Table 4) show the strength of the correlations between the components. The relationship between affective and active continuance commitment is 0.64 and is classified as strong (Cohen, 1992). However its relationships with normative and value commitments (0.31 and 0.48) are not strong. Active commitment has a strong relationship with value commitment (0.72) but quite weak correlations with passive continuance and normative commitments. Passive continuance commitment has a moderate relationship with normative commitment (0.50) but quite weak with value commitment (0.19). The correlation between normative and value commitment is not strong (0.34).

Moderating Effect of Normative Commitment

Normative commitment has consistently been found to be the most significant moderator of affective commitment and continuance commitment (Jaros, 1997; Cheng & Stockdale, 2003; Chen & Francesco, 2003). These findings indicate that normative commitment has a stronger relationship with and significant moderating effect on other components. Based on this argument, it is interesting to test the

moderating effect of normative commitment on affective commitment with the presence of knowledge sharing activities.

The standardized coefficient (beta) of multiple regression analysis used for testing the moderating effect of normative commitment on knowledge sharing practices in the affective commitment component of the five-component organizational commitment model is shown in Table 5. A two-tailed test was conducted to test for either a positive or a negative effect.

For testing the moderating effect of normative commitment on affective commitment, the standardized coefficient beta value is -0.173 with a significant value less than 0.05 in a two-tailed test. This result shows that normative commitment has a significant and negative moderating effect on the relationship between knowledge sharing practices and affective commitment although the moderating effect is not quite strong since the beta value is 0.173 only (Cohen, 1992).

In order to test whether the moderating effect of normative commitment occurs in other commitment components, controlled measurement on other components were conducted (Table 5). The results show that normative commitment has a significant and negative moderating effect on value commitment but not on active or passive continuance commitment. However, the standardized coefficient for value commitment is only 0.179, which indicates that the moderating effect of normative commitment on value commitment is also quite weak. It can be concluded that although a moderating effect of normative commitment was found, its effect is not very strong by considering knowledge sharing practices as the independent variable.

Since the moderating effect of normative commitment is not strong and it might affect the extent of relationships between knowledge sharing and affective and value commitments, the responses in normative commitment were divided into three groups for testing its levels of effect on affective commitment and value commitment. The percentage of responses to normative commitment was divided into three levels (low, medium and high) such that each level has equal percentage of values (33.3%). A Pearson product moment correlation was run to test the effect of knowledge sharing on affective commitment and value commitment in terms of the three levels of normative commitment.

The correlation coefficients results show (Table 6) that the relationship between knowledge sharing and affective commitment is nearly the same at all three levels of normative commitment. Normative

commitment does not have a very strong effect on knowledge sharing at the affective commitment level. For value commitment, its relationship to knowledge sharing is a little bit weaker at a higher level of normative commitment. Figure 1 shows the model of significant correlations among the five components of the organizational commitment model.

Moderating Effect of other Components of Commitment

In addition, this study conducted another controlled measurement to test the moderating effects of other components of the organizational commitment model for comparison purposes. Although the above result indicates that normative commitment is a significant moderator of affective commitment, it was found that value commitment is also moderated by normative commitment. It was therefore considered relevant to discover whether other components of Wang's (2004) organizational commitment model have a similar moderating effect as does normative commitment. Table 7 shows the standardized coefficient (beta) of multiple regression analysis when testing the moderating effects of other commitment components. Figure 2 illustrates the significant moderating effect of normative commitment on knowledge sharing practices to affective commitment and value commitment.

From the results obtained, both passive continuance commitment and value commitment are not moderators of the effect of knowledge sharing practices on other components of Wang's (2004) model. Active continuance commitment has a positive interacting effect on value commitment only whilst affective commitment has a negative moderating effect on active continuance commitment, normative commitment and value commitment. These findings reveal that affective commitment also has a dominant moderating effect since it moderates three components. Further analysis was conducted to test different levels of affective and active continuance commitment on the effect of knowledge sharing practices on individual commitment components (Table 8 and 9).

The results indicate that the relationships between knowledge sharing practices and active continuance commitment as well as value commitment are significant and positive at low and medium levels of affective commitment, and that the relationship is weaker when affective commitment is higher. However, these relationships are not significant if there is a higher level (level 3) of affective commitment. It shows that a high level of affective commitment in employees might drastically affect their active continuance and value commitments by providing opportunities for knowledge sharing

practices. The effect of affective commitment on normative commitment is significant at medium levels implying that their relationships are not significant, which is consistent with the previous findings (Table 6).

The relationship between knowledge sharing practices and value commitment is still significant at the low and medium level of active continuance commitment but not at a high level of active continuance commitment.

DISCUSSION

The descriptions below include the discussion about the extent of individual components in Wang's (2004) organizational commitment model and the correlations among each commitment component.

Extent of Individual Components

From this study, the highest commitment component is value commitment with a mean value of 3.97. Affective and active continuance commitments are a little lower with mean values of 3.84 and 3.83, respectively. Passive continuance commitment is the lowest with a mean value of 3.41 and the mean value of normative commitment is the second lowest at 3.56.

As Hong Kong was governed by the British for 150 years before its reunification with China in 1997, the culture in Hong Kong is very much a combination of Chinese and Western characteristics that has been significantly influenced by the economic deregulation of China that has promoted more business and social interactions between China, Taiwan and Hong Kong (Chen, Wu and Chung, 2008). Employees in Hong Kong have higher value commitment because they have learned from Western culture the importance of the congruence of values and goals between their employers and themselves. From the collectivistic culture of the Chinese, they have learned to be more willing to accept their employers' values. ICT practitioners understand that their industry requires up-to-date knowledge and that they should have a greater recognition of values and goals of their organizations because of the rapidly changing nature of the industry. In addition, a high level of affective commitment originates from the aggressiveness of young employees who tend to internalize their commitment and have a higher emotional and psychological attachment to organizations for which they work (Cheng and Stockdale, 2003).

Active continuance commitment is as high as affective commitment. This shows that the requirement

for advanced and updated knowledge encourages ICT companies to provide more on-the-job training and challenging job opportunities for their employees. Such organizational support, would account for employees in the ICT industry tending to be more loyal to their organizations and displaying a high level of active continuance commitment.

Since implementation of the mandatory provident (pension) fund (MPF) in the year 2000, fringe benefits for Hong Kong employees have been limited. As most of the respondents in this research have less than 10 years of employment with their current companies, they must have joined the fund after 2000 and will therefore only have the MPF scheme provided by their companies in addition to their salary. However, as the MPF is a form of pension paid only upon retirement, an employee cannot necessarily get money from their MFP fund immediately after they have left a company. This helps to explain the low passive continuance commitment based on limited fringes benefits provided by organizations in Hong Kong because they do not have a high loss of benefits if they move to another company.

Normative commitment is usually recognized as having distinct constructs to affective commitment although they are usually correlated (Chen and Francesco, 2003; Wasti, 2005). Normative commitment might be developed based on social experiences and feelings of obligation to an organization, whilst affective commitment is relevant to work experience and an emotional attachment to an organization. Even though this study found a correlation between the latter two components, the result show that normative commitment is relatively low and affective commitment is relatively high. Another possible reason for low normative commitment comes from the characteristics of the respondents. Most respondents are young and have worked in their current companies for a relatively short period of time; their obligation to work for the same company is lower since they might look for more opportunities to change to other companies if they feel that support from their company is not sufficient.

Interrelations among Commitment Components

The correlation between affective and normative commitment is significant and positive with an R value of 0.31, which is consistent with findings by Abbott, White and Charles (2005), Cheng and Stockdale (2003), and Jaros (1997). However, the results found that normative commitment has a

negative effect on affective commitment if it is treated as a moderator for the relationship between knowledge sharing and affective commitment. This finding could be explained by the characteristics of knowledge sharing. Promoting knowledge sharing will enhance affective commitment but has no significant effect on normative commitment. The positive effect of knowledge sharing practices on affective commitment produces employees with feelings of attachment to their organization, although this might be tempered by the effect of high normative commitment (Chen and Francesco, 2003). This tempering effect of normative commitment on affective commitment might be due to the fact that Chinese employees with a Confucian culture will treat normative commitment as an obligation and a moral duty rather than an emotional behavioral such as affective commitment (González and Guillén, 2008).

Chinese employees generally treat their organizations as a family and as such they are willing to devote their time and efforts to it (Chen and Francesco, 2003). Chen and Francesco (2003) also found that normative commitment can be developed through socialization experiences but that affective commitment is dependent on work characteristics. From Table 6 it can be seen that the correlation coefficients between knowledge sharing and affective commitment are similar but that there are different levels of normative commitment. It shows that the effect of knowledge sharing practices on affective commitment with an exchange of work knowledge between employees might not be changed, or it might even diminish, if employees already have high levels of normative commitment developed by other social activities. Further analysis shows that normative commitment also moderates value commitment. This could be explained by the same arguments as put forward for affective commitment, that normative and value commitments are qualitatively different in their characteristics. With high levels of normative commitment, the relationship between knowledge sharing and value commitment is weaker (Table 6).

When analyzing the moderating effect of other commitment components for the purpose of comparing results, passive continuance and value commitments were not significant moderators of other components. However, affective commitment negatively moderates active continuance, normative commitments and value commitments, whilst active continuance commitment also negatively moderates value commitment.

The highest level of affective and active continuance commitment moderators, the relationship between knowledge sharing and other commitment components becomes very weak or even nonexistent (Table 8 and 9). Thus in order to enhance affective commitment or active continuance commitment by promoting knowledge sharing practices in organizations, the level of other commitment components must be less. These results are particularly important when considering different dimensions of organizational commitment. This necessitates developing multi-dimensional organizational commitment because of the diverse characteristics of employees. Some employees might commit to organizations because of benefits or salary, some employees have a greater commitment because of opportunities offered for on-the-job training, and some employees feel obliged to commit because of their characters or culture. If one component of commitment is fully developed, development of other components might not have any significant effect or even a negative impact.

LIMITATIONS AND FUTURE RESEARCH

Quantitative research methodology used has the disadvantage in finding the casual effect between the commitment components and the moderating effect of each component on other components. This study only considered knowledge sharing practice as the antecedent of organizational commitment. Although the above descriptions discussed the significant role of knowledge sharing practice as predictor to organizational commitment, the results of testing the moderating effect of each component were limited because of using knowledge sharing as the only independent variable. It is recommended that other predictors of organizational commitment be considered in testing the moderating effect of the commitment components and compare the results with the findings of this study.

The reason of studying the ICT industry is of its significant use of knowledge sharing practice and its effect on employee's commitment to their organization. However, the findings may not be generalizable other industries in Hong Kong. It is recommended that a similar study of organizational commitment and knowledge sharing be conducted in other industries in Hong Kong in order to enhance generalization of results. Since there are still few studies that have applied Wang's (2004) organizational commitment model, it is recommended that her model be applied in studying organizational commitment in Hong Kong or other cities with dominant Chinese culture for comparison purposes.

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Table 1 Characteristics of the Sample

Demographic Variables	Measures	Frequency	Percentage	
Gender	Male	248	81.3%	
	Female	57	18.7%	
Age	Younger than 25 years	26	8.5%	
	25 to 30 years	95	30.9%	
	31 to 39 years	119	38.4%	
	40 to 49 years	61	19.7%	
	More than 49 years	6	1.9%	
Marital Status	Single	176	57.1%	
	Married	130	42.2%	
	Others	2	0.6%	
Education	Certificate/Diploma	8	2.6%	
	Associate Degree/ Higher Diploma/ Professional Diploma	33	10.7%	
	Bachelor Degree	149	48.4%	
	Master degree or higher	118	38.3%	
	Others	0	0.0%	
	Monthly Salary (HK Dollars)	Less than 8,000	8	2.6%
		8,000 to 15,000	50	16.2%
15,001 to 28,000		110	35.7%	
28,001 to 38,000		77	25.0%	
38,001 to 50,000		46	14.9%	
More than 50,000		17	5.5%	
ICT experiences	5 years or less	80	26.0%	
	6 to 10 years	93	30.2%	
	10 to 20 years	111	36.0%	
	More than 20 years	24	7.8%	
Years of employment in current company	5 years or less	144	46.6%	
	6 to 10 years	100	32.4%	
	10 to 20 years	60	19.4%	
	More than 20 years	5	1.6%	
Size of company (Number of employees)	Fewer than 10	17	5.5%	
	10 to 50	66	21.4%	
	51 to 100	63	20.4%	
	101 to 200	71	23.0%	
	More than 200	92	29.8%	

Table 2 Reliability Test for the Commitment Components

Construct	Items	Item-Loading	Cronbach's Alpha
Knowledge Donating	KD1	0.634	0.805
	KD2	0.630	
	KD3	0.578	
	KD4	0.668	
Knowledge Collecting	KC1	0.486	0.730
	KC2	0.523	
	KC3	0.581	
	KC4	0.504	
Affective Commitment	AC1	0.585	0.815
	AC2	0.794	
	AC3	0.654	
Active Continuance Commitment	ACC1	0.608	0.854
	ACC2	0.704	
	ACC3	0.642	
	ACC4	0.702	
	ACC5	0.693	
Passive Continuance Commitment	PCC1	0.629	0.807
	PCC2	0.622	
	PCC3	0.720	
Normative Commitment	NC1	0.536	0.713
	NC2	0.524	
	NC3	0.548	
Value Commitment	VC1	0.586	0.794
	VC2	0.686	
	VC3	0.570	
	VC4	0.588	

Table 3 Exploratory Factor Analysis on Organizational Commitment

Construct	Item	Loading
Knowledge Donating	KD1	0.587
	KD2	0.624
	KD3	0.843
	KD4	0.786
Knowledge Collecting	KC1	0.539
	KC2	0.513
	KC3	0.693
	KC4	0.851
Affective Commitment	AC1	0.776
	AC2	0.842
	AC3	0.732
Active Continuance Commitment	ACC1	0.564
	ACC2	0.551
	ACC3	0.569
	ACC4	0.611
	ACC5	0.859
Passive Continuance Commitment	PCC1	0.803
	PCC2	0.796
	PCC3	0.868
Normative Commitment	NC1	0.705
	NC2	0.642
	NC3	0.778
Value Commitment	VC1	0.805
	VC2	0.708
	VC3	0.582
	VC4	0.723

Table 4 Means, Standard Deviations and Correlation of the Measured Constructs

Constructs	Mean	SD	1	2	3	4	5
1 Affective commitment	3.84	0.65	1.00				
2 Active continuance commitment	3.83	0.70	0.64**	1.00			
3 Passive continuance commitment	3.41	0.85	0.06	0.15**	1.00		
4 Normative commitment	3.56	0.67	0.31**	0.30**	0.50**	1.00	
5 Value commitment	3.97	0.58	0.48**	0.72**	0.19**	0.34**	1.00

Note: ** $p < 0.01$ (one-tailed test)

Table 5 Testing the Moderating Effect of Normative Commitment

Moderating Variable	Dependent Variables				
	1. AC	2. ACC	3. PCC	4. NC	5. VC
Normative commitment (NC)	-0.173*	-0.052	0.103	-	-0.179*

Note: Independent variable: knowledge sharing
 * $p < 0.05$ (one-tailed test)

Table 6 Correlations between Knowledge Sharing and Affective Commitment with Different Levels of Normative Commitment and Value Commitment

Level	Affective Commitment	Value Commitment
1.00	0.634**	0.631**
2.00	0.590**	0.447**
3.00	0.634**	0.379**

Moderating variable: normative commitment
 Independent variable: knowledge sharing
 ** $p < 0.01$ (one-tailed test)

Table 7 Testing of Moderating Effect of other Commitment Components

Moderated Variables	Dependent Variables				
	AC	ACC	PCC	NC	VC
Affective commitment (AC)	-	-0.168*	-0.077	-0.206*	-0.227*
Active continuance commitment (ACC)	-0.073	-	-0.044	-0.054	0.124*
Passive continuance commitment (PCC)	-0.010	-0.003	-	0.017	-0.093
Value commitment (VC)	-0.038	0.036	-0.048	-0.072	-

Note: Independent variable: knowledge sharing
 * $p < 0.05$ (one-tailed test)

Table 8 Correlation between Knowledge Sharing and Commitment Components with Different Levels of Affective Commitment

Level	Active Continuance Commitment	Normative Commitment	Value Commitment
1.00	0.601**	0.256	0.638**
2.00	0.473**	0.247**	0.246**
3.00	-0.092	-0.053	0.106

Moderating variable: affective commitment

Independent variable: knowledge sharing

** $p < 0.01$ (one-tailed test)

Table 9 Correlation between Knowledge Sharing and Commitment Components with Different Levels of Active Continuance Commitment

Level	Value Commitment
1.00	0.463**
2.00	0.276**
3.00	-0.080

Moderating variable: active continuance commitment

Independent variable: knowledge sharing

** $p < 0.01$ (one-tailed test)

Figure 1 Significant Correlations among the Components of the Organizational Commitment Model

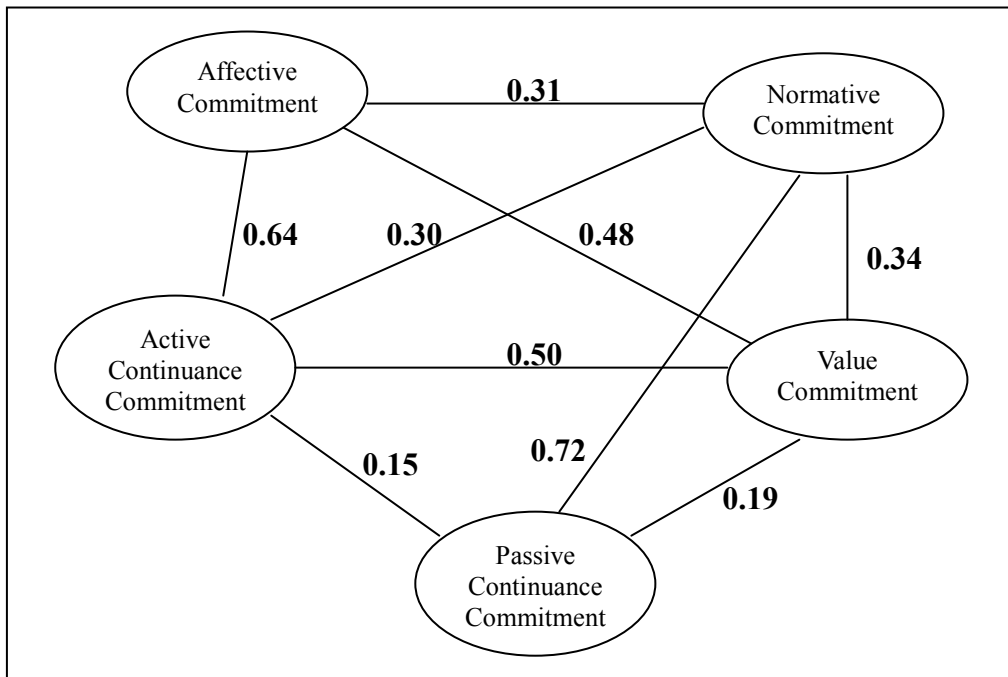


Figure 2 Significant Moderation Effect of Normative Commitment

