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The Effect of Perceived Organizational Support and Psychological Capital on Job Satisfaction and Knowledge Sharing

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Abstract. In keeping with the ever-growing knowledge-based economy, the role of knowledge itself becomes more significant and it hinges on the management ability to stimulate their organization's environment to create and nourish knowledge sharing behavior. This research is aimed at determining the effect of perceived organizational support and psychological capital on job satisfaction and knowledge sharing. Drawing from social exchange theory, employee's knowledge sharing behaviour and satisfaction are the consequences of organizational role-fulfilment. Explanatory research with quantitative approach is used in this research. The primary data was collected using a questionnaire. The sampling method used was a proportional random sampling which provided a sample of 121 non-medical staff at Lavalette Malang Hospital. The data was analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM). The result of this study shows that perceived organizational support is a significant predictor of non-medical staff's psychological capital and job satisfaction. However, perceived organization support is an insignificant predictor of knowledge sharing. Psychological capital is a significant predictor to both job satisfaction and knowledge sharing, and is successfully mediating the relationship between perceived organizational support and knowledge sharing.

Keywords: Perceived organizational support, psychological capital, job satisfaction, knowledge sharing, non-medical staff

Abstrak. Pada ekonomi berbasis pengetahuan, pengetahuan merupakan kekuatan dari organisasi, dan pihak manajemen perlu menstimulus lingkungan organisasi untuk mampu menciptakan perilaku berbagi pengetahuan. Penelitian ini dilakukan untuk mengetahui pengaruh perceived organizational support dan psychological capital terhadap job satisfaction dan knowledge sharing. Melalui teori pertukaran sosial, perilaku berbagi pengetahuan dan kepuasan staff non-medis merupakan hal yang perlu dipenuhi oleh organisasi. Explanatory research dengan pendekatan kuantitatif digunakan dalam penelitian ini. Data yang digunakan dalam penelitian ini adalah data primer yang dengan menyebarkan kuesioner. Metode pengambilan sampel menggunakan proporsional random sampling dengan sampel sebanyak 121 staf non-medis pada rumah sakit Lavalette Malang. Analisis data dalam penelitian ini menggunakan Partial Least Square Structural Equation Modelling (PLS-SEM). Hasil penelitian mengindikasikan bahwa perceived organizational support merupakan prediktor yang signifikan dari psychological capital dan job satisfaction pada staff non-medis, namun ditemukan tidak menjadi prediktor yang signifikan terhadap knowledge sharing. Psychological capital merupakan prediktor yang signifikan untuk job satisfaction knowledge sharing, dan ditemukan berhasil memediasi hubungan antara perceived organizational support dan knowledge sharing.

Kata kunci: Persepsi dukungan organisasi, modal psikologis, kepuasan kerja, berbagi pengetahuan, staff non-medis

INTRODUCTION

Knowledge sharing is one of the activities of knowledge management, which is performed deliberately by an employee to other employees within the organization to sharing the knowledge. Knowledge sharing is defined as the process by individuals to exchange knowledge (tacit knowledge or explicit knowledge) and together create new knowledge. The most valuable knowledge in the organization are in the minds of the employees, therefore knowledge is the most complex intangible assets and that company are expected to manage knowledge management in an organization (Nonaka 1994). The best way to achieve this, comes from the ability of organizations to create a culture of sharing knowledge in the work environment. This effort can be realized through existing

policies to trigger employees in sharing knowledge and create a work culture that leads to knowledge sharing.

Existing knowledge in the organization, is in the minds of employees and it is available to the organization as long as employees are willing to share the knowledge they have with the organization (Riege 2005). This research focuses on organizational behaviour where individual behaviour in organizations is emphasized. Robins (2006) states that organizational behaviour studies learn about how individuals, groups and structures influence organizational effectiveness. Organizational behaviour theory assumes that there are three influential elements in organizations, there are individuals, groups, and structures. The problem that often occurs in a knowledge-based economy pivots around knowledge itself. Some employees

do not want to share knowledge because they consider knowledge as a safeguard to their job security, benefits, and incentives (Bartol et al. 2009). Therefore, employees tend to store their knowledge based on conditional rewards for sharing it. In this case, organizations need to trigger the desire of their employees to share their knowledge. In other cases, employees may experience problems in communicating or transferring their knowledge by communicating with the other, regardless of their positive attitude towards sharing knowledge. A more fundamental problem relates to the lack of employee knowledge, whereby raises the necessity to nurture an engaging and participatory brainstorming to create expected knowledge and new knowledge.

The organization seek to increase knowledge sharing among their employees. The current study evaluates whether organizational factors such as employees perceptions of management support for knowledge sharing behaviour, their perceptions of the organization's social interaction culture, the organization size, and the organization's available knowledge sharing technology, as well as whether individual factor such as age, gender, and organizational tenure had a significant impact on employees perceptions of a knowledge sharing culture. Connelly and Kelloway (2003), stated determinant factors to influence or trigger an employee's desire to share their knowledge. These factors are categorized into two groups, there are individual factors and organizational factors. The organizational factors include employee perceptions regarding management support for employees to encourage knowledge-sharing, positive cultural interaction social perception, the size of the organization, and technology that can facilitate knowledge sharing within the organization. The individual factors include control variables, gender, age, position in the organization, and the experience of the employee. This research shows that perceptions of management's support for knowledge sharing, social interaction culture and gender can predict a positive knowledge sharing culture.

Many organizations understand various factors to realize knowledge sharing, including individual disposition, organizational structure, and organizational culture (Riege 2005). This awareness led to ideas to create a process of sharing knowledge that involves a supportive environment. Organizational support provided to employees will direct employees to participate in achieving organizational goals through knowledge sharing. Employee welfare, for example, will provide positive feedback from employees. Employees' positive perceptions of organizational support were identified as creating reciprocity by giving their support to the achievement of organizational (Eisenberger et al, 1986; Rousseau, 1989; and Aselage and Eisenberger, 2003). This organizational support for employees is a construct that is commonly known as perceived organizational support. The concept between the two relationship variables is the concept of social exchange theory (Blau, 1964)

and reciprocal norm are applied (Gouldner, 1960) to create perspectives on relationship between employee and organization. The social exchange theory focuses on "take and give" between employees and organizations. Where the organization's role is to provide employees' needs of welfare and work environment, it is employees' role to reciprocate through their participation in achieving organization goals. They argue that this relationship is based on social exchange where employees give the wishes of the organization and the organization will give social rewards in return for their loyalty and effort (Rhoades and Eisenberger 2002). Organizational support increases intrinsic motivation which helps employees to share their valuable personal information or knowledge due to social exchange and reciprocity (Eisenberger, Fasolo, and Davis-LaMastro 1990).

Previous studies conducted by (King and Marks 2008)) and Bartol et al. (2009) examine the relationship between perceived organizational support (POS) and knowledge sharing with positive results. Organizational support is required to encourage employees to share knowledge (Swift and Viric, 2013; and Wang and Noe, 2010). Organizational support produces reciprocal relationship, in which employees are expected to share their knowledge. The key point remains on the fact that organizational support precedes employees' desire to "give back" to the institution they work for by way of knowledge sharing, particularly for workers with high job security perception. It was found that organizational support acts as an antecedent that aspires employees to voluntarily promulgate their otherwise protected individual assets.

Based on previous studies, psychological capital is considered one of the factors required to facilitate knowledge sharing. Psychological capital is believed to be a construct that can trigger employees to share their knowledge that exists in employees, such as positive emotions. This is a deliberate effort to share knowledge that comes from employees' own initiatives. Cognitive capital and positive emotions that exist within employees can increase employee contributions in the form of knowledge sharing. Psychological capital also includes knowledge, skills, abilities and technical experience that are owned by employees (Luthans, Norman, and Jensen 2007). Psychological Capital is defined as: "An individual's positive psychological state of development that is characterized by self-efficacy, optimism, hope and resiliency Self-efficacy refers to having confidence to take on and put in the necessary effort to succeed at challenging tasks; optimism refers to making a positive attribution about succeeding now and in the future; hope refers to persevering toward goals and, when necessary, redirecting paths to goals in order to succeed; and resiliency refers to sustaining and bouncing back and even beyond to attain success, when beset by problems and adversity (Luthans and Youssef 2007). Employees who have positive social behaviour can communicate well with others as others

can communicate with them as well.

De Vries, Van Den Hooff, and De Ridder (2006) stated that job satisfaction relates to employees' willingness and enthusiasm to share their knowledge. Pervin (1968) found a positive correlation between employees' job satisfaction and behaviour. It must be underlined that job satisfaction plays an intrinsic motivational role in the process of sharing knowledge. Employees are willing to provide their knowledge in the organization only if they are satisfied with their work. Previous studies conducted by (He, Qiao, and Wei, 2009; Yan, Davison, and Mo, 2013; and Tong, Tak, and Wong, 2015), found that job satisfaction is a significant predictor of knowledge sharing. The willingness of employees to share knowledge arises as their level of perceived satisfaction about their work increases. In other words, a positive attitude towards sharing knowledge is undoubtedly related to job satisfaction felt by employees. The conceptual framework for these relationships is explained by social cognitive theory (Bandura 1998). The theory states that environmental, personal factors including individual cognitive, and behaviours are interactive relationships. Individual cognitive is an important source for the process of sharing knowledge since the process involves all individuals in the organization.

Dube and Ngulube (2012) found that knowledge sharing behaviour is considered as an important tool to realize significant profits and maintain competitive advantage for health institutions. Health professionals, both medical and non-medical, must strive to provide the best care and solutions for their patients. Emphasis in this study leads to non-medical staff as those who make policy in hospital organizations. Although important, knowledge sharing behaviour is sometimes not carried out effectively among health professionals (Ting et al. 2011). Various reasons for employees reluctant to share knowledge because of this include fear of losing strength (Krogh 2008) and time constraints as well as weak infrastructure (Zhou and Nunes 2012).

This study is aimed at examining the antecedent variables in knowledge sharing within a local health institution. This research was conducted on non-medical staff at Lavalette hospital, one of the state-owned hospitals in the Malang city. Non-medical staff in hospitals have an important role as policy makers in applying and directing organizations to a culture of knowledge sharing, so it is important that non-medical staff be sampled from this study. In particular, this study will answer nine research questions related to the relationship between perceived organizational support, psychological capital, job satisfaction, and knowledge sharing. The first to third research questions explain the effect of perceived organizational support on psychological capital, job satisfaction, and knowledge sharing. The fourth and fifth research questions address the effect of psychological capital on job satisfaction, and knowledge sharing. The sixth research question relates to the effect of job satisfaction on knowledge sharing. The seventh and eight

research questions focus on explaining the mediating effect of psychological capital on perceived organization support and job satisfaction: as well as the mediating effect of job satisfaction on perceived organization support and knowledge sharing. Finally, the ninth research question is on the effect of job satisfaction on psychological capital and knowledge sharing.

RESEARCH METHOD

This research is an explanatory research, that is a case study type, conducted at Lavalette hospital in Malang. The variables used in this study are perceived organizational support, psychological capital, job satisfaction and knowledge sharing. The data was analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM), PLS-SEM relies on a bootstrap procedure to make statistical inferences (Streukens and Leroi-Werelds 2016). Bootstrapping is a tool used for regression tests that are in PLS-SEM. Bootstrapping analysis is used to test the relationships between variables that have been prepared previously in the research hypothesis. This method is commonly used with relatively small data, so researchers chose this method because the sample used in this study is relatively small. The population in this study was 172 non-medical staff of Lavalette hospital Malang. This study uses proportional random sampling that provides probability for each sample unit to be chosen once. The proportional method is conducted by dividing strata based on work units. A sample framework is available and the amount of sample in this study is determined using the Slovin formula with an error tolerance level of 5 %, which amounted to a sample of 121 respondents. Data is collected using a questionnaire. The questionnaire in this study contains several questions and statements using a five-point Likert scale, in which (5) is interpreted as "strongly agree", (4) is interpreted as "agree", (3) is interpreted as "doubtful", (2) is interpreted as "disagree" and (1) "strongly disagree" as a measurement scale. The analytical method used in this research is Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach using smartPLS software.

The independent variables in this study is perceived organizational support (X1), which is defined as employee perceptions about how organizational support in terms of welfare and work conditions as per Eisenberger et al., (1986), this variable is measured by 12 items with three indicators, there are fairness, supervisory support and rewards and job conditions. The dependent variable in this study is knowledge sharing (Y3) that adopts seven items used by Wang and Noe (2014) with two indicators, namely tacit knowledge and explicit knowledge. This research uses two intervening variables, namely psychological capital (Z1) and Job satisfaction (Z2). Psychological capital is defined as psychological state that employees have and positive emotions that employees have (Luthans and Youssef 2007). It is measured using the psychological capital questionnaire (PCQ) based on

Luthans (2007). This variable is measured by 15 items with four indicators, they are self-efficacy, optimism, hope, and resiliency. The second intervening variable, job satisfaction (Z2), is applied based on Camman et al (1983) with 3 items. There are nine hypotheses in this research, which will be tested using on SEM-PLS:

- H1:** Perceived organizational support significantly affects psychological capital
H2: Perceived organizational support significantly affects job satisfaction
H3: Perceived organizational support significantly affects knowledge sharing
H4: Psychological capital significantly affects job satisfaction
H5: Psychological capital significantly affects knowledge sharing
H6: Job satisfaction significantly affects knowledge sharing
H7: Psychological capital mediates the effect of

perceived organizational support on knowledge sharing

H8: Job satisfaction mediates the effect of perceived organizational support on knowledge sharing

H9: Job satisfaction mediates the effect of psychological capital on knowledge sharing

RESULT AND DISCUSSION

Validity Test (Outer Model)

Table 1 shows the results of convergent validity, which aims at evaluating the validity values of each latent variable with its indicators. Evaluation of measurement models in SEM equation loading factor values are considered valid if the numbers are above 0.7. Based on all factor loading values, all items are valid, and all indicators are valid measurement tool for the variables' construct, namely perceived organizational support (X1), psychological capital (Z1), job satisfaction (Z2) and knowledge sharing (Y1).

Table 1. Outer Loading Convergent Validity (2nd order model)

Variable	Dimension	Indicator	CONVERGENT VALIDITY (LF > 0.07 = Valid)		
			Loading Factor	Ref	Rank
Perceived Organizational Support (POS)	Fairness	X.1.1.1	0.897	Valid	1
		X.1.1.2	0.797	Valid	2
		X.1.1.3	0.780	Valid	3
	Supervisory Support	X.1.2.1	0.793	Valid	1
		X.1.2.2	0.763	Valid	2
		X.1.2.4	0.741	Valid	3
	Job Condition and Rewards	X.1.3.1	0.817	Valid	2
		X.1.3.2	0.835	Valid	1
		X.1.3.3	0.723	Valid	6
		X.1.3.4	0.805	Valid	4
		X.1.3.5	0.808	Valid	3
		X.1.3.6	0.796	Valid	5
Psychological Capital (PC)	Self-efficacy	Z.1.1.2	0.730	Valid	4
		Z.1.1.3	0.789	Valid	1
		Z.1.1.4	0.782	Valid	2
		Z.1.1.5	0.769	Valid	3
		Z.1.2.2	0.766	Valid	3
	Optimism	Z.1.2.3	0.751	Valid	4
		Z.1.2.4	0.816	Valid	2
		Z.1.2.5	0.822	Valid	1
	Hope	Z.1.3.1	0.906	Valid	1
		Z.1.3.2	0.872	Valid	3
		Z.1.3.3	0.876	Valid	2
	Resiliency	Z.1.4.1	0.800	Valid	3
		Z.1.4.2	0.909	Valid	1
		Z.1.4.3	0.895	Valid	2
	Job Satisfaction (JS)	General job satisfaction	Z.2.1.1	0.834	Valid
Z.2.1.2			0.891	Valid	1
Z.2.1.3			0.856	Valid	2
Knowledge Sharing (KS)	Tacit knowledge	Y.1.1.1	0.808	Valid	2
		Y.1.1.2	0.759	Valid	3
		Y.1.1.3	0.862	Valid	1
	Explicit knowledge	Y.1.2.1	0.785	Valid	4
		Y.1.2.2	0.794	Valid	3
		Y.1.2.3	0.810	Valid	1
		Y.1.2.4	0.808	Valid	2

Reliability Test

Table 2 shows the reliability of all variables and items used in the study. The value of Composite Reliability in each construct of variables are 0.923; 0.932, 0.895 and 0.878 for perceived organizational

support variable (X1), psychological capital (Z1), job satisfaction (Z2) and knowledge sharing (Y1), respectively. All results shown are above the required 0.60 Cronbach alpha and above the required 0.5 AVE, which indicate that the measurement model in this

Table 2. Cronbach’s Alpha, rho_A, Composite Reliability and AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
POS (X₁)	0908	0.915	0.923	0.505
FR	0.766	0.777	0.865	0.683
SS	0.751	0.722	0.810	0.587
JRC	0.886	0.887	0.913	0.637
PC (Z₁)	0.921	0.925	0.932	0.702
SE	0.768	0.771	0.852	0.590
HP	0.861	0.863	0.915	0.783
OP	0.844	0.847	0.889	0.616
RS	0.838	0.855	0.903	0.756
JS (Z₂)	0.825	0.829	0.895	0.741
KS (Y₁)	0.838	0.841	0.878	0.509
TK	0.739	0.748	0.852	0.657
EK	0.812	0.812	0.876	0.639

study has good discriminant validity.

$$= 1 - 0.400$$

$$= 0.600$$

R-Square (inner model)

The inner model is tested, and the size of the R-Square is presented in Table 3 below. If R-square value (R2) value is above 0.67, it means have a strong influence, a value above 0.33 gives an indication of moderate influence and a value of more than 0.19 gives an indication of a weak influence. Table 3 shows that Job Satisfaction (Y1) has a moderate influence (R-square of 0.416) and is implied that this variable can be influenced by Perceived Organizational Support (X1) and Psychological Capital (Z1) by 41.6 % while the remaining 58.4 percent can be attributed to other variables. Knowledge sharing variable (Y1) (R-square of 0.315) indicates weak influence whereby it is influenced by Perceived Organizational Support (X1), Psychological Capital (Z1) and Job Satisfaction (Z2) in as much as 31.5 percent with the remaining 69.5 percent by other variables not examined in this study.

- Q2: Predictive Relevance value
- R12: R-Square Job Satisfaction variable (Z2)
- R22: R-Square Knowledge Sharing variable (Y1)

Goodness of fit is used to measure the suitability of the constructs in this study. Goodness fit for this model is 60%. Through the Q2 value, the research model used in this study uses four constructs perceived organizational support, psychological capital, job satisfaction and knowledge sharing are stated to have good results of goodness of fit because Q2 results have values in the range of $0 < Q2 < 1$, the closer to 1 means the model is getting better.

Table 3. R-Square (inner model)

	R-Square	References
<i>Job satisfaction</i>	0.416	Strong
<i>Knowledge sharing</i>	0.315	Weak

Model Fit

Based on R-square results shows the predictive relevance of this research model that is calculated as follows:

$$Q2 = 1 - (1 - R12) \times (1 - R22)$$

$$= 1 - (1 - 0.416) \times (1 - 0.315)$$

$$= 1 - (0.584 \times 0.685)$$

Hypothesis Test (Bootstrapping)

The test of each of the hypotheses is presented in Table 4 below:

The first hypothesis explains the relationship between perceived organizational support (POS) and psychological capital (PC) with T statistic 6.282 and significance level of 0.000. The relationship between the two variables is when the organization provides support to non-medical staff in Lavalette Hospital Malang, employees will feel positive things, and then positive organizational behaviour is created, and that will have an impact on improvements about psychological capital of non-medical staff in Lavalette Hospital Malang. The importance of

Table 4. Hypothesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS → PC	0.463	0.467	0.074	6.282	0.000
POS → JS	0.371	0.371	0.092	4.024	0.000
POS → KS	0.113	0.114	0.093	1.213	0.226
PC → JS	0.390	0.398	0.076	5.133	0.000
PC → KS	0.369	0.359	0.118	3.126	0.002
JS → KS	0.182	0.191	0.135	1.342	0.180
POS → PC → KS	0.181	0.191	0.070	2.577	0.010
POS → JS → KS	0.067	0.075	0.059	1.141	0.254
PC → JS → KS	0.071	0.074	0.054	1.306	0.192

positive psychological conditions, with the fulfilment of perceived organizational support provided by the organization to their employees, is largely recognized by the organization as a way to direct and empower employees in a highly competitive and dynamic work environment such as in the case of middle-level professional in Indian IT industry (Sihag and Sarikwal 2015). Perceived organizational support change the way employees see the organization respecting them as part of the organization. Because of its association with organizational factors, psychological capital is believed to have an impact on perceived organizational support. Therefore, perceived organizational support causes an increase in psychological capital, which in turn affect the way employees see the organization. Employees gain respect and sense of belonging to the organization, as experienced by non-medical staff in Lavalette Hospital Malang.

The second hypothesis discusses the relationship between perceived organizational support and job satisfaction. The result of bootstrapping shows T statistic 4.024 and significance level of 0.000 that both variables have a positive and significant relationship. The results of this statistical analysis provide support to the research hypothesis, when non-medical non-staff in Lavalette Malang hospital feel that the organization values about their contribution and pays close attention to their well-being. These perceptions can eventually increase their level of satisfaction with their work. The result is consistent with Zumrah and Boyle (2015) that find positive and significant relationship between perceived organizational support and job satisfaction. The fulfilment of employee needs will increase employee satisfaction of non-medical staff Lavalette hospital in their work.

The third hypothesis explains the relationship between perceived organizational support and knowledge sharing. Statistical result from testing the two variables shows T statistic 1.213 and significance level of 0.226 that both have a positive but not significant

relationship. In the conceptual framework, perceived organizational support generates employees' feeling for reciprocal actions, and is expected to manifest in behaviours which can help the organization in achieving its goals such as knowledge sharing. Through the fulfilment of organizational support, employees are expected to also provide their best abilities in achieving organizational goals, one of which is through knowledge sharing. In this study, the relationship between the two variables is not significant. This is consistent with the research conducted by Hoshyar, Hoshyar, and Bagherieh-Mashhadi (2017). In contrast, a research conducted by Bartol et al. (2009) finds that the relationship between the two variables is strong and have a significant correlation. Knowledge sharing is a conscious action carried out by the employees; thus it requires willingness and initiative from the employee to share his knowledge. In this study, organizational support does not significantly influence non-medical staff to share their knowledge. This implies that social exchange theory does not apply to the sample in this study. When the organization has provided support to non-medical staff, then social exchange theory will occur where employees provide reciprocity in the form of sharing their knowledge that is relevant to the organization needs.

The fourth hypothesis explains the relationship between psychological capital and job satisfaction. This study finds there is a positive and significant relationship between the two variables with T statistic 5.133 and significance level of 0.000. Conceptually, psychological capital can lead to job satisfaction through positive mechanisms such as employee thinking about their work and workplace. A positive psychological capital will influence employee satisfaction regarding work and the organization where they work. This is in line with research conducted by Badran and Youssef-Morgan, (2015). When non-medical staff of Lavalette have high psychological

capital, they understand their goals in the organization and have a tendency to feel satisfied with their work and the organization where they work.

The fifth hypothesis tests the relationship of psychological capital and knowledge sharing. The result shows that these variables have a positive and significant relationship. This is supported by previous research conducted by Ghazinour et al. (2014). The non-medical staff with positive psychological and emotional characteristics have made efforts to broaden the scope of their activities within the organization through knowledge sharing activities. The employees understand that psychological capital is not limited to what individuals have, rather it is extended to what individuals need, particularly of self-improvement through sharing knowledge. They consider sharing knowledge with co-workers as an effective step in their personal and organizational development. Non-medical staff who have good psychological capital can communicate the information and share knowledge well with other. Using the social cognitive theory, the non-medical staff utilise their cognitions to motivate reciprocity amongst employees.

The sixth hypothesis relates to the relationship between job satisfaction and knowledge sharing. This study finds that there is a positive but insignificant relationship between the two variables. This is a different result from the research conducted by Suliman and Al-Hosani (2014). This research was conducted in the oil and gas sector, job satisfaction has a significant influence on employees' knowledge sharing behaviour. The results of the study have indicated an important and significant positive effect of the employees prospective; of how issues related to their job satisfaction and knowledge sharing would have the largest effect on the employees' willingness to contribute to knowledge sharing. Another research conducted by Yehia and Abuhejleh (2014) shows that satisfied employees will have more desire to share their knowledge in order to help organizations achieve the competitive advantage. This result indicates that there is significant influence of job satisfaction on knowledge sharing behaviour. However, the result of this study shows a different outcome, employees who are satisfied with their work, will have a high dedication in his work. That is indicate that they have an attachment to their work, so they have a tendency to help what the organization's goals are through sharing valuable knowledge within the organization. Research by Hoshyar, Hoshyar, and Bagherieh-Mashhadi (2017) found that employees who are satisfied with their work do not have a tendency to share their knowledge. The hypothesis shows the same result, that job satisfaction has a positive but not significant impact on knowledge sharing behavior. Knowledge sharing is a deliberate behaviour and initiative is needed from within the employee, so that internal factors that exist in non-medical staff of Lavalette hospital Malang are preferred.

The seventh hypothesis tested indirect relationships on perceived organizational support and

knowledge sharing through psychological capital found have a positive and significant relationship, this can be explained through social exchange theory. As the non-medical staff in Lavalette Hospital Malang gain positive feeling of organizational support, their psychological capital also increases and resulted in a reciprocal action in the form of sharing knowledge for the benefit of the organization.

The results of the eighth hypothesis explain the relationship between perceived organizational support and knowledge sharing mediated by job satisfaction, the results state that job satisfaction did not succeed in mediating the relationship between the two variables perceived organizational support and knowledge sharing. The ninth hypothesis shows the indirect relationship between psychological capital and knowledge sharing through job satisfaction, the results indicate that job satisfaction failed in mediating the relationship between psychological capital and knowledge sharing. The T statistic in the indirect relationship of psychological capital and knowledge sharing is 1,306 with a significance 0.192, while the T statistic direct effect the relationship between psychological capital and knowledge sharing is 3.126 with a significance of 0.002.

CONCLUSION

This study is aimed at examining relationship between perceived organizational support and psychological capital on job satisfaction and knowledge sharing for 121 non-medical staff of Lavalette Malang hospital. The results of the study indicate that 1) perceived organizational support has a significant effect on psychological capital 2) perceived organizational support has a significant effect on job satisfaction 3) perceived organizational support has an insignificant effect on knowledge sharing 4) psychological capital has a significant effect on job satisfaction 5) psychological capital has a significant effect on knowledge sharing 6) job satisfaction has an insignificant effect on knowledge sharing 7) psychological capital successfully mediating relationship between perceived organizational support and knowledge sharing 8) Job satisfaction doesn't successfully mediating relationship between perceived organizational support and knowledge sharing 9) Job satisfaction doesn't successfully mediating relationship between psychological capital and knowledge sharing. In this study it can be concluded that the existing knowledge sharing at Lavalette Malang Hospital was created through the awareness, desire and initiative of employees to share their knowledge. To create a culture of knowledge sharing amongst non-medical staff in Lavalette hospital, the management is expected to be able to provide organizational support that leads to voluntary knowledge sharing. In this case the organization can improve its management that leads to an environment that can trigger employees to share their knowledge.

The following suggestions are proposed based on the result of this study. Organizations should increase

their employees' perceptions about employee's welfare and needs. Then, organization can stimulate and improve knowledge sharing. As a case in point, Lavalette Hospital Malang reaps the benefit through knowledge sharing in the form of improved company productivity. Organizational support provided by Lavalette Hospital Malang can also have an impact on psychological capital owned by non-medical staff and job satisfaction felt by non-medical staff, so that non-medical staff of Lavalette Hospital Malang is able to make maximum contributions as a response to the fulfilment of all needs of employees in the organization. Employees who feel that the organization cares about itself as part of the organization, there will be reciprocity from within the employee to reciprocate the organization by achieving what the organization's goals are.

A directive from top-management level regarding work environment that engages knowledge sharing is required in Lavalette Malang Hospital. In addition, the management team can also add work projects that involve sharing knowledge within the organization to increase employee initiative in sharing their knowledge. Psychological capital that is formed from within non-medical staff themselves needs to be maintained, non-medical staff must have good communication skills and abilities in sharing their knowledge, and the organization is expected to also be able to maintain aspects of non-medical staff job satisfaction in order to be able to create a culture of knowledge sharing. In addition, the Lavalette Malang Hospital is expected to be able to maintain and improve aspects of job satisfaction for its non-medical staff to be able to create knowledge sharing in the organizational environment.

The shortcoming of this research is that the object of this research is limited to non-medical employees at one regional hospital. Further research with extended sample would provide a more comprehensive view on the subject.

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