

-RESEARCH ARTICLE-

THE RELATIONSHIPS BETWEEN HRM PRACTICES, ORGANIZATIONAL SUPPORT AND INNOVATION: A ROLE OF KNOWLEDGE SHARING

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—Abstract—

Today's primary challenge lies in effectively managing brand positioning amidst external competition while safeguarding organizational interests. Hence, this research endeavours to explore the interconnectedness among Human Resource Management (HRM) strategies, knowledge sharing (KS), organizational innovation (OI), and employees' perceived organizational support (POS), utilizing social exchange theory as a conceptual framework. Managers amenable to participation facilitated the distribution of 799 surveys to employees possessing a minimum of one year of work experience. Among these, 610 surveys were considered valid, yielding a commendable 76% response rate. The study unearthed several noteworthy findings: Firstly, the augmentation of HRM practices correlated with heightened KS among employees. Secondly, organizations endowed with superior HRM systems demonstrated a propensity for innovation. Lastly, the efficacy of HRM practices was found to be

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magnified by employees' POS. These revelations advocate for a strategic HRM model conducive to nurturing both knowledge dissemination and innovation within organizational teams. Additionally, fostering a supportive organizational environment can bolster employee engagement in KS activities.

Keywords: HRM, Knowledge Sharing, Organization, Innovation, Support

INTRODUCTION

The tourism domain plays a pivotal role in both fostering indigenous culture and catalysing economic development ([Hall et al., 2015](#)). [Petridou et al. \(2019\)](#) highlight the profound impact of expanding global trade and the increasing internationalization of commerce, which have propelled the tourism and hospitality sector onto the global stage. Notably, hotels are positioned as the foremost representatives of a nation, with their facilities and service standards serving as crucial benchmarks for international travellers assessing a nation's developmental stature ([Ahmad et al., 2019](#)).

In a bid to propel sustainable tourism, Vietnam's Ministry of Transportation and Communications' Tourism Bureau has introduced the 'Tourism 2020 Sustainable Tourism Development Plan.' This comprehensive endeavour is designed to promote sustainability, empower local communities, diversify tourist offerings, and uphold safety and social responsibility standards within the industry. Specifically focusing on the hospitality sector, the plan aims to enhance brand visibility, bolster international engagement, and augment managerial proficiencies. By the conclusion of 2018, investment in planned tourism-centric hotels had surged to VND 62,400 billion, marking a substantial increase of VND 32,000 billion from the preceding year, indicating a promising terrain for industry expansion ([Moslehpour et al., 2022](#)).

Subsequent to the implementation of the hotel star rating system, the Tourism Bureau of the Ministry of Transportation and Communications has amended the Tourism Act to conform to the assessment results, effectively replacing the erstwhile classifications of international tourist hotels, general tourist hotels, and inns with a standardized star rating mechanism ([Sigala, 2020](#)). This rating framework employs a dual-criteria methodology: the assessment of building quality is appraised on a scale of 600 points, while service quality contributes a maximum of 400 points, thereby totalling 1000 points. Hotels surpassing the threshold of 750 points are bestowed with a prestigious five-star rating. As per a 2019 survey, 432 hotels have successfully met the evaluation criteria, among which 64 have attained the esteemed five-star designation ([Bell & Ruhanen, 2016](#)). The star rating system assumes paramount significance as it serves as a pivotal gauge of a hotel's service excellence and competitive positioning, thereby elevating overall service standards and aiding consumers in making well-informed decisions ([Petridou et al., 2019](#)).

In the dynamic milieu of the hotel industry, strategic manoeuvres in brand positioning and competitive advantage are imperative to shield organizational interests against external competitive pressures (Hall et al., 2015). Consequently, prioritizing employee well-being and development emerges as a crucial imperative, given their pivotal role as assets within the hospitality sector (Eisenberger et al., 2020). The central focus of this inquiry lies on hotel employees.

The 21st-century landscape has witnessed the ascension of the knowledge economy, wherein intangible assets such as knowledge have outstripped conventional resources like land, capital, and labour as the primary wellspring of competitive advantage for enterprises (Hearn & McCutcheon, 2020). The perpetual acquisition and nurturing of fresh knowledge have assumed paramount importance in sustaining a competitive edge in contemporary markets (Murayama et al., 2015). HRM is increasingly acknowledged as a pivotal catalyst for fostering innovation within organizational frameworks (Wright & McMahan, 2011). Recent investigations by Bos-Nehles and Veenendaal (2019) underscore that substantial investment in HRM can cultivate an organizational milieu conducive to knowledge sharing among employees. Furthermore, van Ruitenbeek et al. (2019) posit that well-structured team dynamics are imperative for igniting innovation, with KS among team constituents assuming pivotal significance in this regard. A milieu conducive to KS is poised to elevate OI (Carmeli et al., 2013). Shalley et al. (2004) contend that proficient HRM practices can augment employees' capacities to both generate and adapt knowledge. In the realm of HRM and innovation, HRM is frequently leveraged as a predictor of OI behaviours (Crossan & Apaydin, 2010). One of the cardinal inquiries underpinning this study pertains to elucidating how hotels can deploy HRM strategies to enhance employee KS and, by extension, OI.

Knowledge has evolved as a pivotal strategic asset for organizations, crucial for maintaining a competitive edge and facilitating sustainable development (Teece, 2018). It serves as the driving force behind dynamic innovation and the development of organizational capabilities (Hislop et al., 2018). However, the efficacy of KS among employees is often contingent on the HRM practices employed. Contemporary studies indicate that HRM practices such as employee training, performance assessment, and compensation strategies can significantly influence KS behaviours (Paillé et al., 2014). Given this context, this study aims to investigate whether KS among employees in the hotel industry serves as a mediating variable between HRM practices and OI (Iqbal et al., 2021).

POS serves as an indicator of how employees view their employers' appreciation for their efforts and their well-being (Kurtessis et al., 2017). Grounded in organizational support theory, supportive HRM practices manifest as an organization's investment in its employees, underlining their role as critical organizational assets (Pfeffer, 2018). Research has shown that when employees perceive that both management and peers

value and foster KS, this positively impacts their willingness to share knowledge (Wang & Noe, 2010). Furthermore, an organizational atmosphere conducive to innovation OI leads to a sense of psychological safety and motivates employees to engage in innovative behaviours (Edmondson & Lei, 2014). Encouragement for constructive debate, free speech, and challenging work tasks significantly elevate employees' job engagement levels. By leveraging HRM practices like compensation and benefits, performance evaluations, and training and development, organizations can motivate active knowledge sharing and communication among staff, thereby boosting innovation and competitive advantage (Jiang et al., 2012). In summary, organizational support serves as a critical factor at all levels and potentially moderates the relationship between HRM practices, KS, and OI, which warrants further investigation in the context of the hotel industry (Paauwe & Boon, 2018).

Integrating knowledge management into managerial reform endeavours to foster KS among employees through effective strategies, thereby bolstering organizational knowledge capital and promoting OI (Iqbal et al., 2021). Consequently, this study focuses on hotels that have demonstrated successful evaluations as its research subjects. The objective is to elucidate, validate, and clarify the interrelationships among organizational characteristics, HRM practices, KS, OI, & POS among hotel employees (Carmeli et al., 2013 ; Iqbal, 202). Particularly, the research investigates the moderating role of POS in these relationships. This inquiry addresses a research gap in the hospitality sector, which historically has paid less attention to exploring the dynamics among employee POS, HRM practices, KS, OI, and the organizational context (Nishii et al., 2008). Therefore, the study provides valuable insights for hotel management and operations, offering practical guidance for human resource management within the hotel industry (Lengnick-Hall et al., 2011).

Research Gap

A substantial body of scholarly literature has delved into investigating the influence of HRM practices on OI and KS across diverse sectors (Azeem et al., 2021 ; Collins, 2006). However, there exists a notable research gap within the realm of the hotel industry. Specifically, the potential moderating role of POS in this nexus remains largely unexplored. While prior research has underscored the significance of POS in shaping employee attitudes and behaviours (Eisenberger et al., 2020; Kurtessis, 2017), there is limited empirical inquiry into how POS interacts with HRM practices, KS, and OI within the distinctive context of the hotel sector.

Furthermore, amidst the industry's confronting substantial challenges such as fierce competition and brand positioning (Chen et al., 2009), comprehending the intricate dynamics among these factors emerges as imperative for scholarly investigation and practical implications within hotel management. This research endeavours to address

this scholarly lacuna by examining the moderating role of POS in the nexus between HRM practices, KS, and OI within the hotel industry. By doing so, the study seeks to provide actionable insights that may serve as a guide for the implementation and administration of HR practices, particularly within hotel establishments.

THEORETICAL BACKGROUND

Social Exchange Theory

Scholars have highlighted the significance of an organization fostering a supportive culture, which extends beyond remuneration and benefits to encompass provision of essential resources and substantial levels of support to its employees (Hoyt & Gerloff, 1999). This concept aligns with the tenets of social exchange theory, where organizational commitment and support play pivotal roles within the construct of POS, grounded in social exchange theory. POS embodies a dynamic process, akin to a psychological contract between employees and the organization (Guzzo et al., 1994). Rooted in trust and driven by self-interest rational behaviour, social exchange theory entails reciprocal rewards aimed at fostering social relationships. The employee-organization relationship is founded on reciprocity, wherein employees invest their efforts and allegiance in exchange for tangible or symbolic benefits and social acknowledgment from the organization (Cropanzano & Mitchell, 2005).

Allen et al. (2003) assert that leveraging HRM practices to alter employees' perceptions of the organization can influence their attitudes, cognitions, and behaviours to align with organizational objectives. POS engenders an environment wherein diverse organizational policies and initiatives wield influence. When employees perceive the organization's esteem for them, they respond favourably to HR policies such as training and benefits, guided by the principle of reciprocity (Eisenberger et al., 2020). Kurtessis et al. (2017) posit that when employees perceive organizational encouragement and support for fostering innovation, they are inclined to comply with organizational expectations and exhibit innovative behaviours. Chen and Cheng (2012) observed in their investigation of hotel service staff that managerial supportive attitudes coupled with substantive organizational support fostered favourable attitudes toward KS and innovative behaviours among service staff.

HRM Practices

The management system constitutes an intangible asset that, when deeply embedded in an organization's functioning, augments organizational capacity and generates value, manifesting its fundamental competitiveness (Becker & Gerhart, 1996). With the evolution of the HRM paradigm, numerous scholars posit that HRM practices serve as efficacious instruments for shaping organizational competitive edge. Encompassing a broad array of managerial responsibilities and processes, HRM activities encompass

recruitment, training, deployment, retention, and stabilization of human resources within an organization. These interconnected HRM practices aim to bolster employees' requisite technical competencies, knowledge, and motivation (Guthrie, 2001). Choudhury and Nayak (2011) assert that HRM represents an extension and elaboration of traditional personnel management, fostering a dynamic symbiotic relationship between personnel functions (such as recruitment and selection, training, compensation and benefits, and deployment) and the strategic and planning objectives of individuals and organizations within the entity. Song et al. (2023) contend that HRM endeavours to facilitate, foster absorption, motivation, development, maintenance, and enhancement of high-calibre human resources, thereby amplifying organizational performance and attaining competitive advantage for the enterprise. The business model in the service industry diverges from that of the manufacturing sector due to its reliance on direct employee-customer interactions for service delivery (Yang & Evans, 2019). Individuals serve as conduits for disseminating knowledge within an organization, and for effective knowledge utilization and maximization of human capital benefits, appropriate HRM practices are indispensable. Thus, this study draws upon research pertaining to tourist hotels (Kim et al., 2012) and conceptualizes the HRM system as the analysis, planning, implementation, and adaptation of HRM predicated on the lens of social exchange theory. This approach aims to elevate the level of HRM within the enterprise and foster a dynamic interactive relationship with the strategic and planning objectives of both individuals and the organization within the hotel context. The deployment of HRM practices serves as a mode of communication between employers and employees, signifying the organization's recognition of employees as valuable assets and anticipating favourable attitudes and behaviours from them (Gilbert et al., 2011).

Employees' KS

KS has the potential to rejuvenate and perpetuate organizational vitality. Through organic dissemination and transference of knowledge, it facilitates the cultivation of knowledge acquisition and exchange among individuals, consequently augmenting both employee performance and organizational competitiveness (Rao et al., 2018). Wasko and Faraj (2000) posit that within an organizational context, KS serves as a platform for aggregating valuable intellectual assets akin to public goods. Within the organization, members perceive KS as an economic activity and regard knowledge as proprietary. To incentivize members to engage in knowledge sharing, financial incentives such as salary increments and bonuses, or non-monetary rewards such as recognition and organizational prestige, should be offered to enhance members' inclination towards knowledge dissemination (Kim et al., 2012). Dixon (2000) contend that KS revolves around raising awareness and transmitting one's knowledge to others, representing a collaborative and shared behaviour. Liu and Phillips (2011) interpret KS as a social interaction wherein knowledge providers and sharers engage in a reciprocal process of knowledge and technology transfer. Hence, KS emerges as a pivotal concern in

contemporary organizations, constituting an indispensable facet of management knowledge. This study delineates KS as the exchange of personal experiential knowledge, professional competencies, and work-related issues among employees through formal or informal channels of communication. Simultaneously, it serves as a mechanism for aggregating knowledge from fellow colleagues within the organization.

HRM Practices and KS

HRM practices encompass a diverse array of organizational initiatives aimed at the recruitment, training, supervision, and retention of human capital. These practices serve as pivotal instruments for augmenting organizational effectiveness and attaining a competitive advantage (Nishii et al., 2008). Scholars such as Bos-Nehles and Veenendaal (2019) underscore that HRM practices, especially those requiring substantial investment, can foster an organizational environment conducive to KS.

The concept of "team design" within HRM, emphasized by Van Der Vegt and Bunderson (2005), posits that configuring teams for close collaboration can facilitate knowledge sharing among employees. Rooted in social exchange theory Cropanzano and Mitchell (2005), the significance of aligning HRM practices with the specific needs of an organization to promote KS becomes evident. Effective HRM practices concerning KS encompass strategic personnel selection, targeted training and development, performance evaluation, and well-structured compensation schemes (Jiang et al., 2012).

Recent empirical investigations corroborate the positive association between HRM and KS. For instance, Yoon and Sengupta (2019) discovered that HRM practices tailored to the requirements of knowledge-intensive teams tend to significantly enhance KS. Additionally, Ghouri et al. (2020) emphasize that strategic HRM, particularly when examined through the prism of social network theory, exhibits a positive correlation with employee KS. In sum, the existing body of literature suggests that effective and appropriately customized HRM practices are indispensable for fostering a culture that encourages knowledge sharing, thereby yielding benefits for both the organization and its workforce.

H1: *HRM practices in hotels is positively related to employee KS.*

OI

In the contemporary landscape of the knowledge-based economy, an organization's competitive advantage relies significantly on its ability to continuously generate and apply novel knowledge to adapt to rapidly changing market dynamics (Murayama et al., 2015). This phenomenon is particularly prominent within the hospitality sector, where products and services are challenging to protect through patents and are

susceptible to imitation, leading to substantial market uniformity and intense price-driven competition (Rao et al., 2018). Conventional methods of attaining competitive superiority, such as standardization and operational efficiencies, are no longer adequate. Instead, there is a shift towards innovation as the primary driver of differentiation (Teece, 2018). This encompasses not only the ongoing introduction of pioneering products or services but also accelerating the pace at which these innovations are brought to market (Christensen, 2013). Ghouri et al. (2020) emphasize that OI is an emerging concept employed to facilitate or endorse modifications in products, processes, and management systems with the aim of enhancing organizational performance. For this investigation, we embrace a comprehensive definition of OI as "the instigation of managerial or technological advancements—whether internally originated or externally acquired—that influence various aspects of an organization, including planning, human resources, leadership, and control. Crucially, these innovations are recognized by organizational members for their value-added contributions" (Crossan & Apyadin, 2010).

KS and OI

Grant and Baden-Fuller (2018) suggest that active knowledge sharing between providers and seekers fosters linear growth in information and expertise, with continued interactions leading to exponential knowledge accumulation, fuelling innovation. Unencumbered knowledge exchange realizes its true value, facilitating the application of existing knowledge and fresh ideas to enhance productivity (Murayama et al., 2015). Haldorai et al. (2019) found a direct link between knowledge sharing among hotel employees and organizational innovation. Wang et al. (2020), using an enhanced Triandis model, identified factors influencing knowledge-sharing behaviours among hotel employees, highlighting its significant impact on organizational innovation. This corroborates the pivotal role of employee knowledge sharing in enhancing organizational innovation, as supported by (Lee et al., 2018).

H2: *Employee KS is positively related to OI.*

HRM Practices and OI

Recent research has continued to delve into the nuanced interplay between HRM practices and OI. For example, Chuang et al. (2016) delineated key HRM practices such as performance evaluations, employee development, targeted training, incentive-based rewards, and strategic recruitment. These practices act as catalysts in cultivating a conducive environment where employees are incentivized to explore novel ideas, engage in effective collaboration, and initiate changes conducive to organizational innovation. Correspondingly, Hirst et al. (2023) underscored the pivotal role of HRM as an essential complementary asset for fostering innovation. Their findings revealed a

statistically significant positive association between various HRM initiatives and OI, thereby corroborating the assertions of (Yoon & Sengupta, 2019), who similarly evidenced the advantageous impacts of HRM practices on OI. Collectively, these recent empirical insights bolster the argument for a robust positive nexus between HRM policies and organizational innovation (O'Reilly & Binns, 2019).

H3: *HRM practices in hotels are positively related to OI.*

Mediating Effects of KS

Recent scholarly investigations deepen our comprehension of the nuanced association between strategic HRM practices & OI. For instance, Van Lancker et al. (2022) discerned that the relationship between HRM and OI is not inherently direct. Rather, they propose the presence of mediating factors influencing this linkage, thereby affirming the perspective that the impact of HRM practices on OI may manifest indirectly. Elaborating on this notion, Crawshaw et al. (2020) contend that efficacious HRM plays a pivotal role in cultivating a culture conducive to KS among employees. This contention resonates with Himanen et al. (2019) assertion that the primary aim of knowledge management should be knowledge creation, facilitated through a cyclical process enabling employees to assimilate and apply new information. Such endeavours not only enhance KS but also foster knowledge integration, consequently propelling OI. Moreover, Lee et al. (2018) established a positive influence of strategic HR practices, particularly those emphasizing knowledge acquisition, sharing, and application, on innovation performance. Their findings further suggest that knowledge management functions as a mediator between HRM and OI, thus empirically substantiating the proposition that knowledge management practices could serve to bridge the gap between HRM activities and innovation outcomes.

H4: *Employee KS has a mediating effect on the relationship between HRM practices and OI.*

POS

Recent studies have contributed to a deeper understanding of POS, a concept originating from 1980s research. Eisenberger et al. (2020) posit that POS reflects employees' belief in the organization's appreciation of their contributions and concern for their well-being. They argue that when support extends beyond contractual obligations, employees are motivated to excel. Thompson et al. (2020) expand on this, finding that POS facilitates access to resources, enhancing work efficiency and nurturing trust. Le and Lei (2019) define POS as employees' perception of acknowledgment and reward for their contributions. Drawing on social exchange theory, they demonstrate that higher POS motivates employees to exceed job requirements, driven by expectations of exceptional

performance. This study explores POS within the framework of social exchange theory, emphasizing its impact on employees' motivation and reciprocity in response to organizational treatment.

Mediating Effects of POS

Aligned with contemporary scholarship, Wang and Wang (2020) contend that POS functions as a metric by which employees assess the extent to which an organization values their contributions and attends to their welfare. Building upon this conceptualization, Song et al. (2023) observe that supportive HR practices mirror an organization's dedication and investment in its workforce, recognized as a pivotal asset. Moreover, Thompson et al. (2020) illustrate that employees perceiving a strong affiliation with their organization are more inclined to engage in knowledge sharing unreservedly. When employees perceive their knowledge contributions as valued and advantageous to the organization, they exhibit a heightened inclination to sustain this practice (Azeem et al., 2021). Additionally, Iqbal et al. (2021) underscore the imperative of scrutinizing the nexus between organizational HRM practices and employee innovation within the organizational context, incorporating factors such as direct or interactive mechanisms at both organizational and supervisory tiers, which may shape the relationship between HRM practices and corporate innovation. Thompson et al. (2020) propose that POS serves as an intermediary between HRM practices and employee knowledge-sharing behaviour. Similarly, Le and Lei (2019) deduce that heightened levels of POS positively influence knowledge-sharing behaviour. In sum, elevated POS tends to fortify both HRM systems and knowledge-sharing endeavours. Furthermore, HRM practices appear to shape knowledge-sharing behaviour by reinforcing organizational support.

H5: *POS moderates the relationship between HRM practices and KS.*

Based on recent scholarly investigations, there is a notable correlation between POS and employee engagement in activities that contribute to organizational advancement. For example, Thompson et al. (2020) assert that POS is intricately linked to employees' trust in an organization, particularly in policies demonstrating concern for employee welfare. Trust emerges as a pivotal factor influencing employees' inclination to share knowledge (Kim & Park, 2021). Building upon this line of inquiry, Crawshaw et al. (2020) have identified that supportive managerial attitudes and tangible organizational backing foster a positive disposition toward knowledge-sharing and innovative conduct among service staff. Similarly, Li et al. (2019) demonstrate that organizational support significantly influences the propensity for knowledge sharing. Le and Lei (2019) further validate the positive association between POS and knowledge-sharing, highlighting that employees who perceive supportive gestures from the organization, guided by principles of reciprocity and equity, exhibit a greater willingness to share knowledge.

Additionally, [Azeem et al. \(2021\)](#) suggest a positive influence of POS on innovation capabilities. Correspondingly, [Rao et al. \(2018\)](#) affirm that a supportive organizational environment substantially fosters innovative behaviour among employees. Synthesizing these contemporary research insights, it can be deduced that heightened levels of POS may strengthen the nexus between knowledge-sharing and organizational innovation. Consequently, it is posited that employee engagement in knowledge-sharing endeavours could positively impact organizational innovation, underpinned by augmented organizational support.

H6: *POS moderates the relationship between employee KS and OI.*

METHOD

This research employs HRM practices as the independent variable, employee knowledge sharing as the intervening variable, and OI as the dependent variable, aiming to investigate the substantial relationships among them.

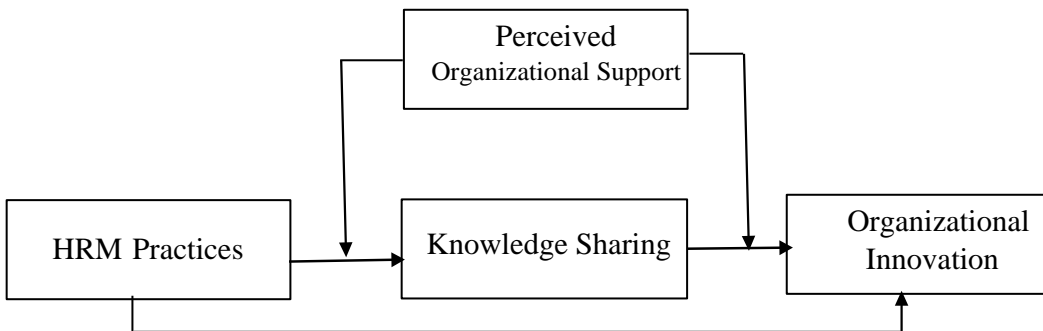


Figure 1: Conceptual Model

POS is introduced as the moderating variable to scrutinize its potential moderating impact on the associations between HRM practices and knowledge sharing, as well as between knowledge sharing and OI, as illustrated in Figure 1.

Sampling and Participants

In this investigation, attention was directed towards the hotel sector in Vietnam, with a specific focus on examining 64 hotels identified in the March 2019 records from the Tourism Bureau of the Ministry of Transportation and Communications. The researchers initiated communication with each of these hotels to gauge their willingness to participate in the study. Upon securing consent from the unit managers at each establishment, questionnaires were distributed both in person and online to the respective hotels. The questionnaire was meticulously crafted to elicit genuine

responses, explicitly stating that there were no inherently correct or incorrect answers, while also ensuring the anonymity of participants' responses. The primary objective was to foster an environment where respondents felt comfortable sharing their candid opinions and sentiments regarding the subject matter. Data collection occurred over the span of June to July 2022. Of the initial 64 hotels contacted, 45 consented to partake in the survey. These 45 hotels were geographically dispersed across six prominent regions in Vietnam: Ho Chi Minh, Ha Noi, Can Tho, Da Nang, Hai Phong, and Nha Trang. A total of 798 questionnaires were disseminated among these establishments. Following the completion of data collection, 610 completed questionnaires were returned, yielding an effective response rate of 76.38%. Further details pertaining to the geographical distribution of participating hotels and the quantity of valid questionnaires received per region are delineated in [Table 1](#).

Table 1: Research Questionnaire Distribution Area and Quantity

Cities and Numbers of Hotels		Numbers of Hotels Distributed	Numbers of Questionnaires	Collected Valid Questionnaires
Ho Chi Minh	(21)	17	319	256
Nha Trang	(8)	4	89	68
Da Nang	(9)	8	121	91
Ha Noi	(14)	9	159	118
Hai Phong	(7)	5	66	45
Can Tho	(5)	2	44	32
Total	(64)	45	798	610

Research Tools

This research utilized SPSS 22.0 and AMOS 23.0 for the statistical analysis of data. The survey instrument employed was a structured questionnaire, with respondents providing ratings on a six-point Likert scale spanning from "strongly disagree" to "strongly agree." The HRM practices assessment instrument, adapted from [Chuang et al. \(2016\)](#), comprised 18 items, yielding an overall Cronbach's α coefficient of 0.941. Sample items included statements such as "When salary adjustments occur within the hotel, they take into account employees' prior performance" and "My supervisor furnishes feedback during annual evaluations, outlining areas for my work enhancement."

Furthermore, the KS scale, referenced from [Yi \(2009\)](#), encompassed 15 items, resulting in a Cronbach's α value of 0.961. Illustrative items comprised statements like "I am inclined to exchange knowledge with colleagues if it contributes to the amelioration of interpersonal relationships" and "I frequently offer pragmatic suggestions to aid colleagues in enhancing their service quality."

Additionally, the OI scale, as adapted from [Chuang et al. \(2016\)](#), consisted of 18 items with a Cronbach's α coefficient of 0.955. Exemplary items included assertions such as "The hotel embraces novel technologies aimed at enhancing processes or procedures

when deemed necessary" and "The hotel experiments with diverse processes to enhance goal achievement efficiency."

Finally, the POS scale, modified from [Eisenberger et al. \(2020\)](#), comprised eight items and yielded a Cronbach's α value of 0.900. Sample items included statements like "The hotel demonstrates concern for my well-being."

RESULTS

Descriptive Statistics

Regarding the demographic composition of the questionnaire respondents, males comprised 40.8%, whereas females constituted 59.2% of the sample. Concerning age distribution, the predominant age bracket was 19-25 years, representing 32.6% of respondents, closely followed by the 26-32 age group, comprising 28% of the sample. Marital status analysis revealed that unmarried individuals constituted the largest portion at 76.1%, with married individuals accounting for 22.6%. Educational attainment showcased a majority with technical college or university degrees, encompassing 58.3% of respondents, while those holding high school or vocational school degrees represented 19.8%. Regarding monthly salary, the most prevalent bracket fell within the range of 300-500 USD, comprising 40.6% of respondents, followed by the 500-1000 USD bracket, and accounting for 30.1%. Analysis of tenure in the current hotel revealed that the highest proportion, at 41.6%, had less than 2 years of service, with the 2–6-year bracket following closely at 35%. Concerning cumulative experience in the hospitality industry, the 2–6-year range was predominant at 31.8%, whereas less than 2 years accounted for 28.3%. In terms of departmental affiliation, the food and beverage department constituted the largest segment at 41.6%, trailed by the guest room department at 19.8%. Regarding job roles, most respondents were entry-level staff (56.3%), followed by team leaders (14.4%). The characteristics of sample is reported in [Table 2](#).

Table 2: Characteristics of the Sample

Control Variables		Number of Participants	Percentage
Gender	Female	361	59.2
	Male	249	40.8
Age	Less than 18	32	5.4
	19-25	198	32.6
	26-32	170	28.0
	33-39	89	14.7
	40-50	77	12.7
	51 and over	44	6.7
Marital Status	Unmarried	464	76.1
	Married	136	22.6

	Others	10	1.3
Education Level	Junior high school	37	6.2
	High school/Vocational	120	19.8
	Technical College/University	355	58.3
	Master and above	98	15.7
Average Monthly Salary (USD)	300-500	247	40.6
	500-1000	183	30.1
	1000-1500	122	20.1
	1500-2000	58	9.2
Years of Service (Current Hotel)	Less than 2 years	253	41.6
	2-6 years	213	35.0
	6-10 years	71	11.7
	10-20 years	46	7.6
	20 years and over	27	4.1
Total Years in the Hospitality Industry	Less than 2 years	172	28.3
	2-6 years	193	31.8
	6-10 years	103	16.9
	10-20 years	75	12.3
	20 years and over	67	10.7
Department	Food and Beverage	253	41.6
	Guest Room	120	19.8
	Marketing	161	26.5
	Management	76	12.1
Job Level	Entry-Level Staff	343	56.3
	Team Leaders	87	14.4
	Director	82	13.6
	Assistant Manager	51	8.4
	Manager and above	47	7.3

Overall Questionnaire Reliability and Validity Analysis

Before examining the structural model, we ensured the convergent and discriminant validity of latent variables. Convergent validity was evaluated through composite reliability (CR) and average variance extracted (AVE) measures. Each construct exhibited a CR value ranging from 0.93 to 0.95 (see Table 3), surpassing the recommended threshold of 0.6 (Bagozzi & Yi, 1988). Furthermore, AVE gauges the extent to which latent variables are explicable by measurement variables. The AVE values in this investigation ranged from 0.58 to 0.63, exceeding the recommended criterion of 0.50 (Bagozzi & Yi, 1988 ; Fornell, 1981), indicating satisfactory convergent validity among the constructs under study (Table 3).

Table 3: Mean, Standard Deviation, AVE, CR and Correlation Coefficient

Variables	Mean	SD	AVE	CR	1	2	3	4
HRM Practices	4.60	0.72	0.58	0.94	(0.94)			
KS	4.92	0.63	0.61	0.94	0.62***	(0.95)		
OI	4.51	0.80	0.62	0.95	0.84***	0.53***	(0.96)	
POS	4.43	0.97	0.63	0.93	0.73***	0.52***	0.68***	(0.88)

For discriminant validity, the criterion stipulates that correlation coefficients between each construct should be lower than the individual Cronbach's alpha coefficients, and these coefficients should also be lower than the square root of the AVE for each construct. The Cronbach's alpha coefficients for each construct in this study ranged from 0.88 to 0.96, all surpassing the correlation coefficients with other constructs (Table 2). Moreover, we concurrently utilized AVE and correlation coefficients for each dimension to ascertain discriminant validity. Results indicated that the correlation coefficient between HRM Practices and OI exceeded the square root of AVE for each construct. Consequently, these two correlated latent variables were amalgamated into a single variable, and the resulting model was compared with the original using a chi-square difference test (χ^2 difference examination). To fulfil the discriminant validity criterion, the relative chi-square value of the new model should substantially increase by 3.84 for each additional degree of freedom compared to the original model. Test results revealed that the chi-square difference between the new and original models for HRM Practices and OI was $\Delta \chi^2 (2) = 2858.2$. The chi-square difference test value for the new model exceeded the recommended threshold: $\Delta \chi^2 (2) = 7.68$, affirming the discriminant validity of the constructs under investigation (Fornell & Larcker, 1981).

Correlations among Variables

In this study, Pearson correlation analysis was employed to elucidate the interrelationships among the variables under investigation. The results of this analysis, delineated in Table 2, reveal significant correlations among the study variables. Specifically, a substantial positive correlation was observed between HRM practices and KS ($r = 0.62$, $p < 0.001$), indicating a noteworthy positive association between HRM practices and KS. Additionally, a significant positive correlation emerged between KS and OI ($r = 0.534$, $p < 0.001$), underscoring a meaningful positive linkage between employees' knowledge sharing and organizational innovation. Moreover, a pronounced positive correlation was identified between HRM practices and OI ($r = 0.84$, $p < 0.001$), signifying a substantial positive relationship between HRM practices and organizational innovation. Furthermore, POS exhibited significant positive correlations with HRM practices ($r = 0.73$, $p < 0.001$), employee KS ($r = 0.52$, $p < 0.001$), and OI ($r = 0.68$, $p < 0.001$), suggesting that employees' perception of organizational support is significantly positively associated with HRM practices, knowledge sharing, and organizational innovation.

Structural Equation Modelling (SEM)

To assess the significance of the variable paths, SEM was employed to examine the associations among HRM practices, KS, and OI. This verification process unfolded across two stages. Initially, the overall model fit was scrutinized to ensure its adequacy within acceptable parameters. Subsequently, the causal relationships among the research variables were examined, encompassing direct effects between HRM practices,

KS, and OI. Additionally, it investigated whether KS served as a mediator between HRM practices and OI. Finally, drawing upon the empirical findings, pertinent discussions and elucidations were provided.

Testing the Fit of the Model

Prior to assessing model fit, it is imperative to ascertain whether the theoretical model aligns with the observed data. This study employed three fit indices [Bagozzi and Yi \(1988\)](#) and scrutinized significant correlation statistics ([Jöreskog & Sörbom, 1996](#)) to identify potential discrepancies and ensure that estimated coefficients remain within acceptable bounds. Given that the chi-square value can be influenced by sample size, larger samples may lead to a greater likelihood of rejecting the null hypothesis, whereas smaller samples may render the chi-square value non-significant. Hence, when evaluating overall model fit, alternative fit indices should be considered alongside the chi-square value.

For this investigation, the overall model fit indices are reported as follows: $\chi^2/df = 2.631$, with a chi-square p-value of .003; RMR = .007; RMSEA = .055; GFI = .983; AGFI = .958; NFI = .989; CFI = .993; and IFI = .994. The recommended thresholds for ideal fit index values are as follows: χ^2/df should fall between 1 and 3, RMR should be below .05, RMSEA should be less than .01, and GFI, AGFI, NFI, CFI, and IFI should exceed .90 ([Lu et al., 2017](#)). Consequently, the overall model fit of this study falls within an acceptable range, indicating generally favourable model fit.

Control for Common Method Variation (CMV)

In response to the potential influence of CMV inherent in data collection via a single questionnaire item across multiple participants, this study undertook measures to mitigate its impact. Specifically, a thorough examination of reliability and validity of the research constructs was conducted. Additionally, the utilization of SEM facilitated the assessment of correlation statistics as delineated by ([Jöreskog & Sörbom, 1996](#)), thereby aiding in the identification of any outlier estimates and ensuring that estimated coefficients fell within acceptable parameters, as emphasized by [Lu et al. \(2017\)](#).

Furthermore, a single-factor test, as per [Podsakoff et al. \(2003\)](#), was employed to ascertain whether the collective variance within the study could predominantly be attributed to a singular factor. Following a factor analysis, it was determined that a mere 46% of the variance could be elucidated by a sole factor, thus indicating that the overall questionnaire items were not solely accountable to one underlying construct. Consequently, concerns regarding CMV were alleviated within the context of this study.

The impacts of HRM Practices on KS and OI

Following the completion of the model fit assessment, the examination of causal relationships among the variables becomes feasible. Figure 2 illustrates Model 1, formulated in accordance with Hypotheses 1 to 4, inclusive of the mediating effect. Model 1 encompasses latent variables representing HRM practices, employee KS, and OI. The findings of Model 1 are summarized in Table 4.

The path coefficient linking HRM practices to KS demonstrates statistical significance ($\gamma=0.78$, $p<0.001$), signifying a notable positive impact of HRM practices on KS. This result corroborates Hypothesis 1, suggesting that enhanced HRM practices correspond to heightened employee KS. Conversely, the path coefficient between KS and OI fails to attain statistical significance ($\gamma=0.017$, $p>0.05$), indicating the absence of a substantial positive influence of employee KS on OI. Consequently, Hypothesis 2 is not supported. However, the path coefficient connecting HRM practices to OI attains statistical significance ($\gamma=0.92$, $p<0.001$), signifying a significant positive effect of HRM practices on OI. In essence, superior HRM practices correlate with increased OI behaviour, thereby supporting Hypothesis 3.

Table 4: Path Coefficient of HRM Practices, KS and OI

Hypothesis	Path	Estimates	Results
H1	HRM Practices → KS	0.78***	Supported
H2	KS → OI	0.017	Not supported
H3	HRM Practices → OI	0.92***	Supported

Mediating Effects of KS on HRM Practices and OI

Previously, Baron and Kenny (1986) introduced a method to assess for mediation effects. Upon establishing a significant impact of HRM practices on KS, the subsequent step involves examining whether KS significantly influences the outcome variable, OI. Subsequently, when controlling for the mediator variable, the significance of the relationship between the independent (endogenous) and outcome (exogenous) variables diminishes. Bian and Moutinho (2011) later expanded on the notion of the mediation effect, asserting that if the direct effect surpasses the indirect effect, the mediator variable holds negligible relevance and may be disregarded by managers. Conversely, if the indirect effect outweighs the direct effect, the mediator variable exerts influence. A mediation effect can also be determined by multiplying the direct effect of the independent variable on the mediator variable and the direct effect of the mediator variable on the dependent variable.

According to the findings presented in Table 5, the direct effect of HRM practices on OI is 0.93, while the indirect effect through KS amounts to 0.01 (derived from the direct effect of HRM practices on KS in Model 1 multiplied by the direct effect of KS on OI,

which is 0.018). As the indirect effect is lesser than the direct effect, and there exists no significant direct effect between KS and OI in [Model 1](#), it can be inferred that no mediation effect exists between KS, HRM practices, and OI (as delineated in [Table 5](#)). Consequently, empirical data does not lend support to Hypothesis 4.

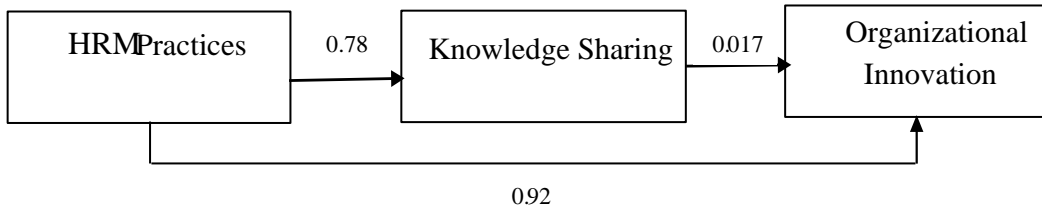


Figure 2: A Path Analysis

Table 5: The Mediating Effect of KS on HRM Practices and OI

Hypothesis	Path	Direct Effect	Indirect Effect	Results
H4	HRM Practices → OI (KS)	0.93	0.01	None Direct Effect > Indirect Effect

Moderating Effects

This study delved into the moderating influence of POS on the associations between HRM Practices and KS, as well as KS and OI. Consequently, the study encompassed the inclusion of independent variables such as diminished HRM Practices and diminished POS, diminished KS and diminished POS, alongside the interaction terms comprising diminished HRM Practices and POS, and diminished KS and POS within the path analysis of KS and OI. This endeavour aimed to scrutinize whether POS acts as a moderator in the relationships between HRM Practices and KS, as well as KS and OI.

As indicated in Table 5, the path analysis of HRM Practices x POS attained statistical significance ($\gamma=0.141$, $p<0.001$), denoting a mediating effect. [Table 6](#) illustrates that heightened perceptions of organizational support among employees augment the influence of HRM Practices on KS. Conversely, decreased perceptions of organizational support also marginally bolster the impact of HRM Practices on KS. However, upon contrasting the slopes of the two trajectories, it emerged that heightened POS more effectively amplifies the impact of HRM Practices on KS compared to diminished support. Thus, Hypothesis 5 of this study found empirical support.

On the other hand, according to Table 6, the path analysis of KS x POS did not yield statistical significance ($\gamma=0.018$, $p>0.05$), suggesting that POS does not exert a moderating effect on the relationship between KS and OI.

Table 6: The Moderating Effect of POS on HRM Practices and KS

Dependent Variable	Independent Variable	Estimate	S.E.	C.R.	P	Results
KS	HRM Practices	.604	.048	12.612	***	Supported
	POS	.133	.046	2.875	**	Supported
	HRM Practices x POS	.141	.024	5.896	***	Supported

Table 7: The Moderating Effect of POS on KS and OI

Dependent Variable	Independent Variable	Estimate	S.E.	C.R.	P	Results
OI	KS	.203	.034	5.877	***	Supported
	POS	.596	.032	18.257	***	Supported
	KS x POS	.018	.021	.621	.533	Not Supported

DISCUSSION

HRM Practices Positively Effect Employee KS

This study confirms a significant positive relationship between HRM practices and Employee KS. Essentially, effective HRM strategies lead to higher levels of KS among employees. This finding resonates with [Yakun \(2016\)](#), who also observed a beneficial connection between strategic HRM and KS, albeit from the perspective of social network theory. This study contributes to the literature by indicating that organizations can cultivate a culture of knowledge sharing through robust strategic HRM initiatives. Such practices not only encourage KS behaviours but also broaden the scope of sharing, ultimately enhancing organizational effectiveness.

Insignificant Effect of Employee KS on OI

The current study finds a positive but statistically insignificant relationship between KS and OI. In other words, while there is a connection between KS and OI, it lacks predictive strength. This aligns with prior research, such as [Nonaka \(1994\)](#), who observed a similar lack of significant contribution of KS to innovation behaviour in Vietnam ([Nonaka & Takeuchi, 1995](#)). Recent studies also support this notion, indicating that KS in enterprises does not directly enhance organizational innovation capabilities ([Iqbal et al., 2021](#)). Similarly, [Du et al. \(2007\)](#) suggested that shared knowledge's abstract nature doesn't always translate into direct innovative outcomes.

The study enriches these findings by suggesting that if organizations can better harness, organize, and translate employee KS into actionable strategies, a more pronounced impact on innovation may emerge. This echoes [Wang and Noe \(2010\)](#), who highlighted the role of organizational context and mechanisms in converting KS into innovation ([Azeem et al., 2021](#)).

Positive Impact of HRM Practices on OI Behaviour

The current investigation substantiates the assertion that HRM practices play a substantial role in influencing OI behaviour positively. Specifically, heightened HRM practices exhibit a notable correlation with heightened levels of OI within the organizational framework. This observation resonates with previous scholarly inquiries, such as the research conducted by (Jiménez-Jimenez et al., 2008), which similarly underscored a significant affirmative correlation between HRM practices and OI.

Furthermore, the study reinforces earlier academic discourse, exemplified by the work of Michie and Sheehan (1999), who contended that HRM practices possess the capacity to mould and guide employee attitudes, competencies, and behaviours toward the achievement of organizational goals. In parallel, research by Jiang et al. (2012) complements these assertions by highlighting the pivotal role of HRM in nurturing an innovative culture, thus positioning it as a cornerstone for organizational advancement and metamorphosis.

Employee KS Positively Effects OI Behaviour

The results derived from the present investigation suggest that although there exists a positive association between KS and OI, this relationship lacks statistical significance. Put differently, the propensity for KS among employees does not reliably predict OI. This conclusion is congruent with the findings of Liu and Phillips (2011), who similarly concluded that KS does not exert a substantive influence on innovation behaviour, particularly within the Vietnamese context.

Moreover, the findings resonate with the observations made by Tsai et al. (2015), who contended that KS does not directly facilitate the enhancement of an organization's innovation capabilities. They posited that the challenge may lie in the fact that this form of abstract knowledge may not be readily applicable across the various strata of innovation within a firm. Nevertheless, they proposed that if such knowledge could be methodically structured and transformed into actionable insights by the organization, it could potentially wield a substantial impact on innovation, as suggested by (Azeem et al., 2021).

POS has a Positive Impact on the Relationship between HRM Practices and KS

The outcomes of the present investigation unveil a positive correlation between heightened levels of POS among employees and increased trust in HRM practices, subsequently fostering improved KS behaviour. This finding is consistent with the findings of Yakun (2016), whose research similarly identified POS as a moderating factor in the association between HRM practices and employee KS behaviour. Furthermore, these results are in line with the findings of Le and Lei (2019), who

illustrated the affirmative impact of POS on KS behaviour. They underscored the pivotal role of POS in establishing a link between HRM practices and employee outcomes, a relationship that the current study also validates.

The Moderating Effect of POS on KS and OI is Not Significant

The outcomes of this research deviate from the predominant literature, indicating a nuanced interplay between KS and individual motivations in an organizational context. While prior studies, such as [Lin \(2006\)](#), have underscored a proclivity for knowledge sharing among individuals when they perceive it as advantageous for others, our findings challenge the simplicity of this relationship. This complexity aligns with the observations of [Rhee and Choi \(2017\)](#), who noted that while knowledge dissemination can enhance individual adaptation and organizational survival, instances of knowledge hoarding are not uncommon.

Our study contributes to this discourse by proposing that contextual variables may exert influence over such decisions. Moreover, our results corroborate [Bradley's \(2000\)](#) assertion that individuals may refrain from knowledge sharing when they perceive it as potentially undermining their authority, regardless of its potential benefits to others.

IMPLICATIONS

Theoretical Implications

Application of Social Exchange Theory in HRM

This research utilizes social exchange theory as a novel framework to explore HRM practices, with specific emphasis on the hospitality and food and beverage sectors. By diverging from traditional profit-centric analyses prevalent in hospitality research, this study makes a substantial contribution to academic literature. Rather than centring on conventional profit motives, it directs attention towards the less-explored domain of HRM, investigating employee perceptions and reciprocation of organizational benefits. In doing so, it provides a nuanced and holistic comprehension of industry dynamics.

Reframing the Importance of Employee Retention

Our investigation highlights the crucial concern of employee retention within the hospitality sector. Given the persistent challenge of high attrition rates, our study underscores the imperative for scholarly inquiry into HRM strategies aimed at mitigating this issue. By doing so, we establish a precedent for future research endeavours to delve into the intricate cost-benefit dynamics associated with employee retention versus turnover.

Practical Implications

Optimizing HRM for KS: Enterprises are urged to construct a comprehensive HRM framework that surpasses simplistic incentive arrangements. This framework should foster a nurturing atmosphere, cultivate robust team cohesion, and promote transparent communication, thereby nurturing a conducive culture for KS among personnel.

The Crucial Role of Leadership in Building Organizational Memory

The process of capturing collective knowledge and transforming it into actionable organizational memory is not inherent but necessitates deliberate leadership efforts. Effective leadership must not only promote KS but also possess the ability to interpret, adapt, and disseminate this collective knowledge. Consequently, training modules designed for upper management should incorporate elements that equip them for this pivotal role.

HRM as an Instrument for Organizational Innovation

In the contemporary, rapidly evolving, and intensely competitive hospitality sector, innovative thinking transcends being merely discretionary, emerging as imperative. Competent HRM policies function as catalysts, stimulating innovation through the establishment of initiatives tailored to foster and incentivize creative ideation and adept problem-solving abilities.

Tailoring HRM Policies for Varied Employee Needs

The research suggests that universally applicable HRM strategies may not yield optimal results, particularly concerning KS initiatives. Organizations are advised to craft adaptable policies that accommodate the varied needs, competencies, and dispositions of their workforce, thereby enhancing the efficacy of knowledge sharing endeavours.

Leveraging POS to Foster KS and Innovation

A conducive workplace atmosphere, as evidenced by elevated levels of POS, has the potential to engender favourable employee conduct and outlooks. Consequently, this conducive environment may enhance the efficacy of HR policies and initiatives, including but not limited to performance assessments, employee enrichment endeavours, and benefits provisions.

Incorporating KS into Employee Evaluations

Despite the study's finding that metrics related to KS did not exert a substantial influence on organizational innovation, the transition toward an innovation-centric economy underscores the importance of incorporating KS within performance assessment frameworks. To adapt to this paradigm shift, organizations may contemplate developing

novel appraisal systems capable of impartially gauging the effects of KS on both individual and collective performances.

LIMITATIONS AND FUTURE RESEARCH

This study employed convenience sampling methodologies, drawing participants from 45 hotels within Vietnam, which may have introduced inherent sampling biases. Subsequent research endeavours could enhance methodological rigor by adopting either stratified random sampling or cluster sampling techniques, thus ensuring a more representative sample encompassing diverse geographic regions within Vietnam. Moreover, given the current study's confinement to the hotel industry within Vietnam, broadening the scope to encompass other industries or extending the study to hotels in diverse international contexts could yield findings of greater generalizability. Furthermore, the collection of 610 individual questionnaires from 45 out of 64 hotels in Vietnam potentially renders the data nested, thereby complicating hierarchical analytical procedures. Future investigations could aim to gather data in a manner conducive to hierarchical linear modelling or consider employing statistical methodologies tailored to accommodate nested datasets effectively.

This study's data collection was cross-sectional, limiting observations to one point in time. To capture the dynamic nature of HRM activities, future research should employ longitudinal approaches, allowing for the examination of HRM evolution and impact over time. While this study utilized quantitative methods and Harman's single-factor test for analysis, a multi-method approach is recommended. Integrating qualitative methods like in-depth interviews or case studies can offer deeper insights. Additionally, advanced techniques such as marker variables or statistical controls should be considered to address common method variance concerns.

This study examined select HRM practices—compensation and benefits, performance appraisal, and training and development. Future research should broaden its focus to include additional HRM constructs such as internal promotion, empowerment, and job security for a more comprehensive perspective. While this study pertains specifically to the hotel industry, incorporating new variables can help distinguish HRM practices across different sectors. Investigating these variations and validating new constructs theoretically and empirically will be essential for meaningful contributions to HRM research.

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