ISSN 0974-763X
UGC-CARE Listed Journal

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Listed in UGC-CARE
Special Issue

Volume 14, No.4 November, 2024

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Chhatrapati Shahu Institute of Business Education and Research (CSIBER)

South Asian Journal of Management Research (SAJMR)

Special Issue

Volume 14, No. 4, November 2024

Editor: Dr. Pooja M. Patil

Publisher

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
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Phone: 91-231-2535706/07, Fax: 91-231-2535708,
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Address:
CSIBER Press
Central Library Building
Chhatrapati Shahu Institute of Business Education and Research (CSIBER),
University Road Kolhapur, Maharashtra - 416004, India.

ISSN: 0974-763X

Price: INR ₹ 1,200/-

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C O N T E N T S

The Influence of Knowledge Management Enablers on Knowledge Sharing: An Empirical Analysis of Hospitality Sector

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Abstract

Knowledge management has been one of the most debated organizational behaviour concepts in the last decade, still, in the hospitality and tourist business, it has not garnered the same level of empirical research and applications as in other sectors. The present paper examines the relationship between four knowledge management enablers and knowledge sharing behaviour. By using non-probability purposing sampling to collect the data, 410 hospitality and tourism industry professionals working in Punjab and Chandigarh and Smart-PLS version 3.3.2 was used to analyze the data. Findings reveal that knowledge management enablers "organizational culture", "organizational structure", "information technology" and "top management support" a have significant influence on knowledge sharing. This paper emphasizes the importance of four key knowledge management enablers in the hospitality and tourism sector. According to the findings of this paper, top management must signal knowledge value, promote a knowledge-based culture and structure, and implement a knowledge-oriented information system in order to assist knowledge sharing behavior in the tourism and hospitality industries.

Keywords: Knowledge sharing, Organizational culture, Knowledge management enablers, Information technology, Organizational structure and Top management support.

Introduction

In the contemporary knowledge-intensive era, organizations must effectively mobilize their knowledge resources in order to gain a sustainable competitive advantage (Kumar, M., Mamgain, P., Pasumarti, S. S., & Singh, P. K. 2024). Knowledge is the essential component for organizational survival (Yeboah, A. 2023; Islam et al., 2021; Ahmad & Karim, 2019; Angels et al., 2017; Asrar-Ul-Hag et al., 2016). The rise of knowledge-oriented economic systems in the 21st century, knowledge resources have gained considerably more relevance and are the main focus of scholars as compared to traditional resources, for instance financial and physical (Yasir, 2017; Nisula & Kianto, 2015; Johnston & Blumentritt, 1998). Knowledge has recently come to be seen as a crucial managerial resource (Yeboah, A. 2023) and the foundation for generating competitive advantage and financial value (Bock et al., 2005; Eisenhardt & Santos, 2002; Drucker, 1993). Knowledge management has therefore existed for all of recorded time (Wiig, 1997) and has grown to be a crucial aspect of any organization's operations (Yeboah, A. 2023; Asrar-Ul-Hag et al., 2016). As a result, businesses focus on the value of their skill and make it distinct to set their products apart from those of rivals (Yeboah, A. 2023; Rafique et al., 2018). Since the quantity and quality of knowledge that an organization has at its disposal greatly affects its efficacy and success (Yeboah, A. 2023).Knowledge based economies are heavily reliant on the significance of KM systems such as the creation, sharing and usage of knowledge (Yeboah, A. 2023; Deng & Lu, 2022; Yasir, 2017). Knowledge-based economy, focus on qualitative inputs like innovation and human capital despite of traditional economies which relied on quantitative inputs such as labour, capital and land (Gardner, Verma, & Payne,2006; Ogunyomi & Bruning, 2015). In this knowledge-based economy, knowledge management is regarded as one of the most significant assets and a complement to its commercial activities (Farooq & Tripathi 2024 ; Mehmood et al., 2022). Among other resources like capital, machinery, materials, and assets, it is becoming the most important resource for organisational success.

Furthermore, in the literature, there is a plethora of evidence showing information sharing and spreading is an important basis for organisational survival (Cabrera & Cabrera 2005). According to Leonardi (2014), KS behaviour empowers members of any group to capitalise on and leverage knowledge-assets. In order to deal with the economic transformation organization's fundamental difficulties, prior empirical investigations have discovered a causal association between KMEs (organisational culture, organisational structure, information technology and top management) and knowledge sharing (Yasir, 2017; Ho, Kuo, Lin, and Lin, 2010; Skarlicki & Latham, 1997).

The Hospitality and tourism sector is a knowledge-intensive sector because of the service provider nature, where delivery of service occurs as a consequence of contact between clients and the workforce, and where the workforce must be familiar with clients' demands to accomplish client fulfilment (Kahle, 2002; Kotler, et al., 1999). Hospitality and tourism organisations interact with a number of service sectors such as (online travel agencies, entertainment, convention agencies, tour operators, airlines, retail, and local sightseeing agencies) to achieve the final service goods, some of which compete and others collaborate. Due to the significant impact and usage of communication and information technology, one common trait of tourism and hospitality organisations with these service providers is especially prominent: their service procedures are becoming more knowledge-intensive or knowledge-based (Kahle, 2002; Sheldon 1997). In light of current developments in KM literature and practice, which provide recent perspectives and methodologies, tourism and knowledge management academics must shift their conventional focus on knowledge management as "a management concept exclusively applicable within individual firms." In the studies of tourism and hospitality sectors, knowledge management (KM) must be broadened to include interorganizational challenges like stocks and flows of knowledge within organisational networks. As a result, the question of what kind of knowledge should be gained and focused on to differentiate the organization from its competitors may arise (Ruhanen and Cooper, 2004).

The practice and study of KM has grown rapidly in most organizations (Hjalager, 2002; Bouncken, 2002; Hallin & Marnburg, 2008; Grizelj, 2003; Ruhanen & Cooper, 2004; Yun, 2004), especially from a multinational and manufactured viewpoint (Nonaka & Takeuchi, 1995), except for tourism and hospitality industries. Researchers from the tourism and hospitality industries have recommended reasons why knowledge management is limited in practice and research (Grizelj 2003; Ruhanen & Cooper, 2004).To validate the impact of knowledge facilitators on KS, the majority of the research confirms the direct relationship. Some of them have shown that KME's have a significant influence on KS behaviour (Pan & Scarborough, 1998; Lee & Choi, 2003), while others have hypothesized that most KME's have an insignificant influence on KS behaviour in a direct association (Pan & Scarborough, 1998; Lee & Choi, 2003; Tan & Md. Noor, 2013).

Thus, the link between KME's and KS in the hospitality and tourism companies is investigated in this paper. The paper has been divided into distinct sections to create an argument in order to accomplish the intended objectives of this investigation. The literature and conceptual framework of KME's and KS are discussed in the second section. It also outlines the theoretical framework we discussed in terms of organisational structure, culture, and technical facilitators of KME's and KS. Research method is presented in the third section. Results and findings are the subject of section four, while discussion, implications, future directions, and limitations are the focus of section five.

- **Theoretical Framework and Conceptual Model**

- **Knowledge Sharing (KS)**

KS is referring to "employees transforming work-related ideas and experiences into understandable and applicable forms for the knowledge receivers" (Farooq & Tripathi., 2024; Hao et al., 2019). KS is seen as a social exchange where workers share their knowledge, expertise, and experiences within the company (Yeboah, A. 2023; Y. Lee et al., 2021). Researchers describe KS as a method of communication among various parties involved in the development of information by a source (one party) and receiving knowledge by the receiver (other party) (Usoro, Sharratt, Tsui, and Shekhar, 2007). Knowledge sharing, according to Ibrahim and Heng (2015), is defined as "a mutual discourse among organisational members that allows them to receive knowledge from other members". KS allows organisational people to capitalise on and utilize knowledge assets (Cabrera & Cabrera 2005). We operationalized KS in the present paper as a practice related to the substitution of knowledge and know-how held by organization members as well as the distribution of important information for the greatest possible use and common benefits (Krogh, Ichijo, & Nonaka, 2000). According to Balle et al. (2020), knowledge sharing lacks a clear definition and can be understood in a variety of ways, such as knowledge donation, which entails sharing one's intellectual capital with others and consulting own intellectual capital when gathering it (Farooq & Tripathi, 2024). This review, which synthesized the literature, used the definition given by (Nguyen et al., 2021), which says that "knowledge sharing is an employee-to-employee learning procedure to assist one another to enhance their potential, solve problems and boost work performance". Sharing knowledge thus promotes innovation and long-term success (Islam et al., 2021). Employees, groups, and organizations all benefit from increased creativity, performance, and innovation when knowledge is shared. However, many employees withhold their knowledge despite the organization's efforts to promote knowledge sharing (Farooq & Tripathi 2024).

- **Knowledge Management Enablers (KME)**

KME's are described as interesting elements that enable people to share knowledge assets (KS) and serve as a foundation for the start of KM operations inside a company (Yasir 2017; Alegre, Sengupta, & Lapiedra, 2013). The ability to begin and encourage knowledge management activities was demonstrated through enabling factors (Al-Hakim & Hassan, 2013). KME's play an important function in the growth of knowledge creation & development (Yeh, Lai, & Ho, 2006), and they also have an influence on the organization's KM process and system (Syed-Ikhsan et al. 2004). Knowledge management enablers (KME) are organisational methods for continually promoting knowledge and encouraging acquisition, conversion (Palacios-Marques, Soto-Acosta, & Merigo, 2015), production, application, protection, and sharing of knowledge inside a company (Gold, Malhotra, & Segars, 2001). According to Sahibzada et al. (2022), construction organizations can accomplish a variety of strategic goals in many processes by utilizing knowledge management (KM) enablers like employees' knowledge, motivations, ability to make effective decisions, and strategic planning. Enablers of KM offer the infrastructure needed to constantly improve the efficiency of information circulation processes in the company. Knowledge management (KM) strategies rely on social ecology, such as culture, method, and structure, in addition to technology (Gupta and Govindarajan, 2000). Knowledge management enablers boost the capabilities of knowledge generation and knowledge processes (Lee & Choi, 2003). Knowledgeable worker productivity and KM procedures are impacted by KM enablers. (Sahibzada et al., 2022). Organizational culture, structure, support of top management, and technological information support are all knowledge management enablers.

- **Organizational Culture and Knowledge Sharing**

"Organizational culture is a complex whole which includes knowledge, belief, art, morals, law, custom, and any other abilities and habits acquired by man as a member of society". According to Chong et al. 2000, just deploying software and hardware is insufficient to enable improvement, new development, and organizational changes, but it is essential to cultural changes. The bulk of the accomplishment of information sharing is intimately tied to culture (Alavi and Leidner 2001). Consequently, the success of KM is reliant on organisational culture, trust, and cooperation at all levels. Organizational culture is bolstered by the vision and mission of the organization, as well as by the design and implementation of procedures and managerial practices; additionally, it is supported by the values and ethics of the organization (Adeinat & Abdulfatah, 2019) as well as the beliefs that make up their identity, such as staff evaluation, motivation, and performance standards. (Ibarra et al., 2023; Mubarak & Sabraz Nawaz, 2019). Knowledge management (KM) activities should be encouraged and supported by organisational culture (Gold, Malhotra & Segars, 2001). A culture that encourages people to share their expertise is critical for performance and creativity (Dang, Le-Hoai, and Kim, 2018). According to previous research, one of the most essential elements influencing the outcomes of the KM process is a knowledge based corporate culture (Gold, Malhotra, & Segars, 2001; Davenport & Prusak, 1998; Lee & Choi, 2003; Holsapple & Joshi, 2004). A few knowledge management scholars believe that a firm's culture has an imperative influence on the success of information sharing (Pan & Scarbrough, 1998; Chase, 1997; Holsapple & Joshi, 2000;). Based on literature, we propose that:

Hyp1: Organizational culture was significantly related to knowledge sharing

- **Organizational Structure and Knowledge Sharing**

The hierarchic connections, formal rules and regulations, reporting links, duties, roles, and authority that exist inside an organisation, as well as policies, processes, and reward systems, are examples of an OS. The structure of an organization can either help or hinder the organization's knowledge management efforts (Lee & Choi, 2003; Gold, Malhotra, & Segars, 2001). Changes in the organizations structure, for example, transitioning from hierarchical to flatter networked forms, are commonly assumed by knowledge management theorists to be vital for the successful transmission and development of knowledge inside the company (Nonaka & Takeuchi, 1995; Grant, 1996). Employee views of organisational procedures are influenced by organisational structure, which affects on individual performance (Gold et al., 2001). Because the organisational structure can influence human behaviour, it should be built to ensure that information flows and is transferred efficiently (Casselman and Samson, 2007; Iftikhar et al., 2003). A flexible organisational structure stimulates knowledge sharing and makes knowledge management (KM) approaches easier to adopt (Davenport and Prusak 1998). Hence, we propose that:

Hyp2: Organizational structure was significantly related to knowledge sharing

- **Top Management Support and Knowledge Sharing**

The main enabling characteristic of the industry that has a substantial influence on KS behaviour is TMS (top management support) (Eisenberger, Cummings, Armeli, & Lynch, 1997). Top management support includes top-level executives' presence and involvement in organizational activities (Jarvenpaa & Ives, 1991). To the

degree that they are involved in knowledge sharing activities in the tourist and hospitality sectors, TMS is regarded as a key aspect in guaranteeing the accomplishment of KM. The creation of a KM-friendly culture is the responsibility of top management. Organizational leaders must foster an independent atmosphere with a flexible work environment, as well as provide key enablers (Nguyen & Mohamed, 2011). Leaders must encourage employees to learn from one another while also developing their skills (Zhang and Jiang, 2015). According to Jambekar and Pelc (2006), middle management plays a vital function in the company by keeping an eye on the flow of data and knowledge. Encouraging staff to share their expertise, top and middle management should give appropriate incentives, formal training, and on-the-job training (Nakano, Muniz & Dias Batista 2013). Based on the findings of earlier literature identifying the association between top management support and KS, we anticipate that top management support will stimulate KS. As a result, we recommend that:

Hyp3: Top management support was significantly related to knowledge sharing

- **Information Technology Support and Knowledge Sharing**

IT plays a noteworthy role in promoting KM operations (Lee & Choi, 2003). According to Teh and Yong (2011), information technology is critical for the development of KM systems. The IT (information technology) KM enablers that facilitate the incorporation of information and knowledge into the industry, as well as play a vital function in the knowledge creation, transfer, storage, and safe-keeping of the industry's knowledge resources, are part of the technology component of knowledge management enablers. Information technology (IT) skills are essential for promoting resilience, ambidexterity, and organizational performance in organizations(Duru & Nimo, 2023; Trieu et al. 2023). According to Zack (1999), appropriate information technology may improve businesses' capacity to communicate and develop knowledge, but it cannot ensure that organisations are managing the correct information an exact way. The technological system inside an organisation (Gold et al. 2001), determines how knowledge moves across the company and how information is accessible. According to Odiri (2022), performance is significantly and favourably impacted by the use of information and communication technology (ICT) by organizations. The most noteworthy advancements brought about by ICT were enhanced customer satisfaction, better service delivery, and increased flexibility in the operations of most organizations. In the tourist industry, knowledge management entails the exchange of information among personnel; nevertheless, technology plays a critical role in gaining access to necessary data. Based on the literature, we assume a connection between Information technology systems and knowledge sharing. Thus, we recommend that:

Hyp4: Information technology support was significantly related to knowledge sharing

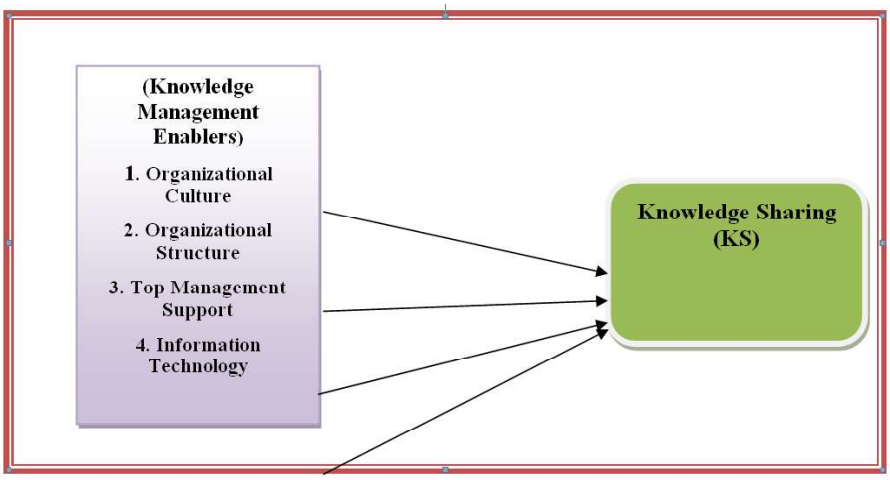

Figure1.Research Model

- **Methodology**

- **Sample**

Individuals working in tourism and hospitality companies in Punjab and Chandigarh comprised the sampling unit. Data was collected from major cities in Punjab and Chandigarh through an online survey questionnaire during November to December 2023 applying a "non-probability purposive sampling approach". Finally, out of the 600 distributed questionnaires, we were able to collect 410 questionnaires.

- **Instrument**

The 23 survey items utilised in this paper were derived from and modified from prior research. All the statements were rated on a "5-point Likert scale", with “1” representing "strong disagreement" and “5” indicating "strong agreement". (Yang & Chen 2007) designed five statements to determine the knowledge sharing behaviour of tourism professionals. A sample item is "organizational employees share business proposals and reports with each other". Four items measuring knowledge based organization culture were adapted from (Lee, Gon Kim, and Kim., 2012); for example, "our company provides various education programmes for the performance of tasks." Similarly, four items from (Ho et al., 2014) were used to measure organizational structure, "In our company, the majority of activities are covered by formal procedures and regulations." While four items measuring management support were adapted from (Lee, Gon Kim, and Kim., 2012).A sample item is "Top management of our company supports and encourages knowledge management practises in the organization". To measure technology support, six items were adapted from (Lee, Gon Kim, and Kim., 2012). The survey item sample is "IT provides an environment which enables cooperative work in my organization."

- **Respondent’s Characteristics**

The participants in this paper were the employees of the tourism and hospitality industries (table 1). The number of male participants (n = 309, 75%) was considerably higher than the number of female participants (n = 101, 25%). The bulk of the participants were found to be between 30 and 40 years old (n =211, 51.4%), followed by 30 years (n =96, 23.4%), and only (19.7%) were the age between 40 and 50 years. The respondents' educational qualifications were required for this study since it covers workers' perspectives on KME’s and KS. It can be shown that (n = 210, 51.2%) of the respondents had a post-graduate degree and (n= 187, 45.6%) of the participants had a graduation degree as a minimum qualification. The mass participants (48.2%) were middle level managers, followed by a manager (36.5%). The researcher took into account the response of participants with at least one year of experience. The respondents' experiences were essential for this study because it represents workers' opinions of KME’s and KS. Most of the participants (n = 162, 39.5%) have above five years of experience in organizations, followed by those with between 1 and 5 years (n = 141, 34.3%).

Table1. Participants Characteristics

Variable	Categories	Count	%
Gender	Male	309	75.3%
	Female	101	24.6%
Age-wise	Below 30 years	96	23.4%
	Between 31 to 40 years	211	51.4%
	Between 41 to 50 years	81	19.7%
	Above 50	22	5.3%
Education	Diploma	8	1.9%
	Under-graduate	187	45.6%
	Post-graduate	210	51.2%
	PhD-degree	5	1.2%
	Others	0	0%
	Middle level manager	198	48.2%

Designation	Manager	150	36.5%
	Branch Manager/HOD/MD	55	13.4%
	Director/CEO/CFO	7	1.0%
Work experience	Above 1to 5 years	141	34.3%
	Between 6 to 10 years	162	39.5%
	Between 11 to 20years	77	18.7%
	Between 21 to 30 years	21	5.0%
	Above 30years	9	2.0%

- **Results and Findings**

According to Ringle et al. (2005) Smart PLS (3.3.2 version) was used to assess the proposed associations. PLS path modeling can be assessed and evaluated in two steps of modeling: the measurement model and the structural model (Henseler, Ringle, & Sinkovics, 2009).

- **Study Measurement Model Analysis**

Measurement model analysis serves the purpose of empirically establishing the measures of association between "constructs and indicators," (Hair et al., 2014). Apart from portraying the hypothesized relationship, it provides the quality criteria for model evaluation. The analysis of the measurement model includes assessing the "internal consistency reliability" established either through "Cronbach's alpha" or "composite reliability" (CR), "convergent validity "through "indicator reliability" and "average variance extracted" (AVE), "discriminant validity" through cross loading and Fornell locker criteria,"(Hair et al., 2019). Measurement model analysis is most important as it paves the way for structural model analysis. As we now know, the structural model analysis cannot be performed till the "reliability and validity of the constructs are established. The measurement model analysis provides the evidence related to the quality of the model," (Ringle et al., 2012).

- **PLS Algorithm for Measurement Model & Path Coefficient**

First, the PLS Algorithm was conducted using Smart PLS to evaluate the "measurement model" for analyzing the "internal consistency" based on reliability & validity. All constructs in the study were organized as per the proposed conceptual model to test the hypothesized relationship among constructs in the study. PLS algorithm to check the quality aspect of the model; it serves the purpose of confirmatory composite analysis (CCA) like "confirmatory factor analysis" (CFA) for covariance based structural equation modeling (CB-SEM).

- **Indicator Loading Assessment Based on the Measurement Model**

The first step in measurement model analysis is to ascertain the indicator loading. It is observed that the indicator loading of 0.708 and above is acceptable since the "constructs can explain more than 50% of the variance of indicators," (Hair et al., 2017). But PLS-SEM requires the researcher to take a more conservative view as it depicts little higher loading. But at the same time, it is possible to retain more indicators resulting in high content validity in the case of reflective constructs (Black & Babin, 2019). In the present study, almost all indicators that showed an indicator loading of more than 0.70 have been retained. However, the universal threshold level of indicator loading is kept as 0.70 to have better content validity. All indicator loadings were found to be above the expected level of 0.708.

- **Internal Consistency**

Internal Consistency is the first criterion to be evaluated in the measurement model. The ideal measure that has been used is Cronbach's alpha. It gives a rough estimate of reliability, but it has been considered a lower bound, and a new measure composite reliability (CR) is widely used to assess, the reliability (Henseler et al., 2014). The interpretation of CR is similar to Cronbach's alpha and its values range from 0 to 1. The CR values more than(.70) acceptable in structure equation modeling (Hair et al., 2019; Bibi et al., 2018; Hair et al., 2014; Gefen et al., 2000; Hair et al., 2010).

Table 2 depicts the corresponding Cronbach's alpha, composite reliability AVE of all the constructs. Convergent validity (CV) is ensured when CR is more than 0.7 (Bibi et al., 2018; Hair et al., 2014; Gefen et al., 2000; Hair et al., 2010). In our study, composite reliability of all research constructs was found to be more than 0.80. This suggested that the internal consistency of the scale is very high. According to Barclay, Higgins, and Thompson (1995), the AVE evaluates the variation represented by the indicators related to measurement error, which is also higher than the required limit (0.5).

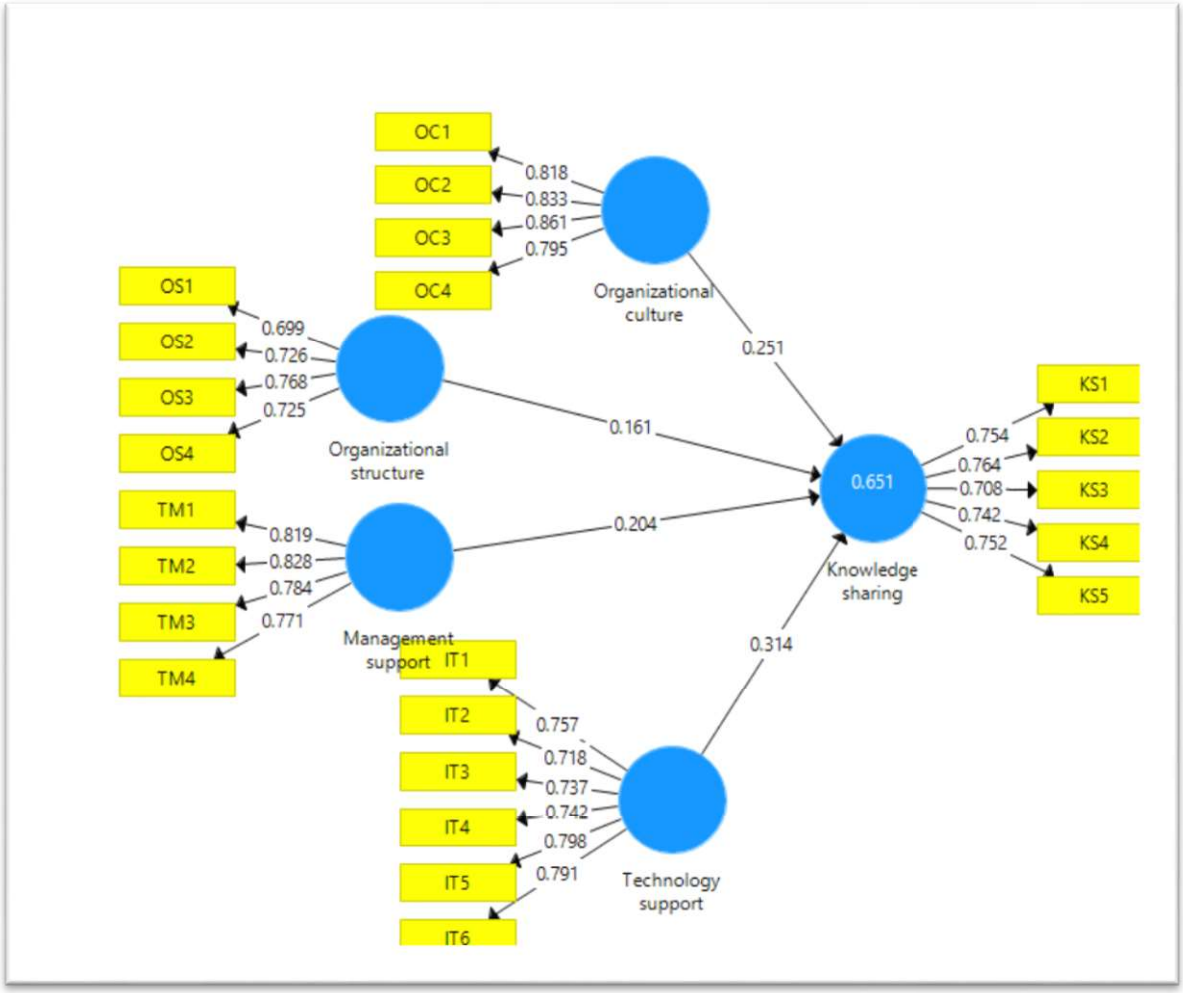

Figure2. PLS Algorith

Table 2 Measurement Model Result

Construct	Indicators	Loading/ **Weights**	Cronbach's alpha	CR	AVE
Organizational culture	OC1	0.818	0.846	0.896	0.684
	OC2	0.833			
	OC3	0.861			
	OC4	0.795			
Organizational structure	OS1	0.699	0.707	0.820	0.533

	OS2	0.726			
	OS3	0.768			
	OS4	0.725			
Top management support	TM1	0.819	0.815	0.878	0.642
	TM2	0.828			
	TM3	0.784			
	TM4	0.771			
Information Technology	IT1	0.757	0.852	0.890	0.574
	IT2	0.718			
	IT3	0.737			
	IT4	0.742			
	IT5	0.798			
	IT6	0.791			
Knowledge sharing	KS1	0.754	0.799	0.861	0.554
	KS2	0.764			
	KS3	0.708			
	KS4	0.742			
	KS5	0.752			

- **Discriminant Validity**

Similarly, discriminant validity refers to how distinct a latent concept is from other latent constructs (Duarte & Raposo, 2010; Hair et al., 2018). It shows the "distinctiveness" of the construct (Hair et al., 2014).Viewed in this perspective, discriminant validity "assessment can be regarded as the final step for the quality evaluation of measurement models having reflective contracts. The traditional methods used to establish discriminant validity are cross- loading and Fornell-Lacker criteria (1981), which have been used in multivariate analysis. Cross-loading is the first approach and indicates greater loading of the indicator with its construct compared to other constructs measuring the concept. The AV (average variance) of each concept and its measurements must be higher than the variance of the construct and other constructs, according to the premise of this proposal. Table 3 shows that the AVE square root surpasses the correlations for each construct, representating that the concept has acceptable discriminant validity (Hair et al., 1998; 2010). The Heterotrait-Monotrait Ratio introduced by is another option for dealing with discriminant validity difficulties in variance-based SEM (Henseler, et al.2015). The exact HTMT threshold value is controversial; some publications advocate a value of 0.85(Kline, 2011) and others (Gold et al. 2001; Teo et al. 2008) suggest a value of 0.90. In this study, the Heterotrait-Monotrait values were well within the limits, thereby establishing the uniqueness of all the constructs as per the empirical standards as represented in (Table4).

Table 3. Fornell and Lacker's (1981)

Construct	KS	TM	OC	OS	IT
Knowledge sharing (KS)	**0.744**				
Top Management(TM)	0.686	**0.801**			

Organizational culture(OC)	0.704	0.673	**0.827**		
Organizational structure (OS)	0.655	0.626	0.626	**0.730**	
Information Technology (IT)	0.73	0.674	0.684	0.665	**0.758**

Table 4. HTMT Ratio of Correlation

	Knowledge sharing	Top Management	Organizational culture	Organizational structure	Information Technology
Knowledge sharing					
Top Management	0.837				
Organizational Culture	0.850	0.802			
Organizational structure	0.861	0.82	0.807		
Information Technology	0.874	0.802	0.800	0.854	

- **Structural Model Assessment**

Once the validity and reliability of the constructs have been established, it is pertinent to analyze the structural model. The major outcomes of "structural model analysis are the relationship between the constructs," and the predictive power of the model. (Henseler etal., 2016). The structural model gives a series of equations showing the "interrelationship between the independent and dependent variables". These can be considered as several multiple regression equations. These can be considered as several multiple regression equations. These equations help to simultaneously estimate a series of multiple regression equations that are separate but interdependent (J. Hair et al., 2018). Unlike CB-SEM, "PLS-SEM maximizes the variance of endogenous constructs," by minimizing the error terms. Though the goodness of fit measures is not applicable in PLS-SEM, the analysis through PLS-SEM is assessed based on its ability to predict endogenous constructs (Sarstedt et al., 2014). In the following stage, the structural model was examined. Table (5) and Fig. (2) Show outcomes of the structural model. As shown in Table 4, there is a substantial correlation between top management and knowledge sharing (beta = 0.204, t = 4.373, and $p < 0.01$). The findings also revealed that organizational culture knowledge sharing has a strong and positive association (beta = 0.251, t = 5.081, and $p < 0.01$). The findings also revealed that organizational structure and knowledge sharing had a strong and positive link (beta = 0.161, t = 3.627, and $p < 0.01$). Furthermore, a strong and positive relationship was discovered between information technology and knowledge sharing behavior (beta = 0.314, t = 6.029, and p 0.01).

Table 5: Path Coefficients

Relationship	(SO)	(SM)	(STDEV)	(T –values)	(P-Values)	(D)
Top Management support -> Knowledge sharing	0.204	0.205	0.047	4.373	0	Supported
Organizational culture -> Knowledge sharing	0.251	0.251	0.049	5.081	0	Supported
Organizational structure -> Knowledge sharing	0.161	0.163	0.044	3.627	0	Supported

Information Technology support -> Knowledge sharing	0.314	0.311	0.052	6.029	0	Supported

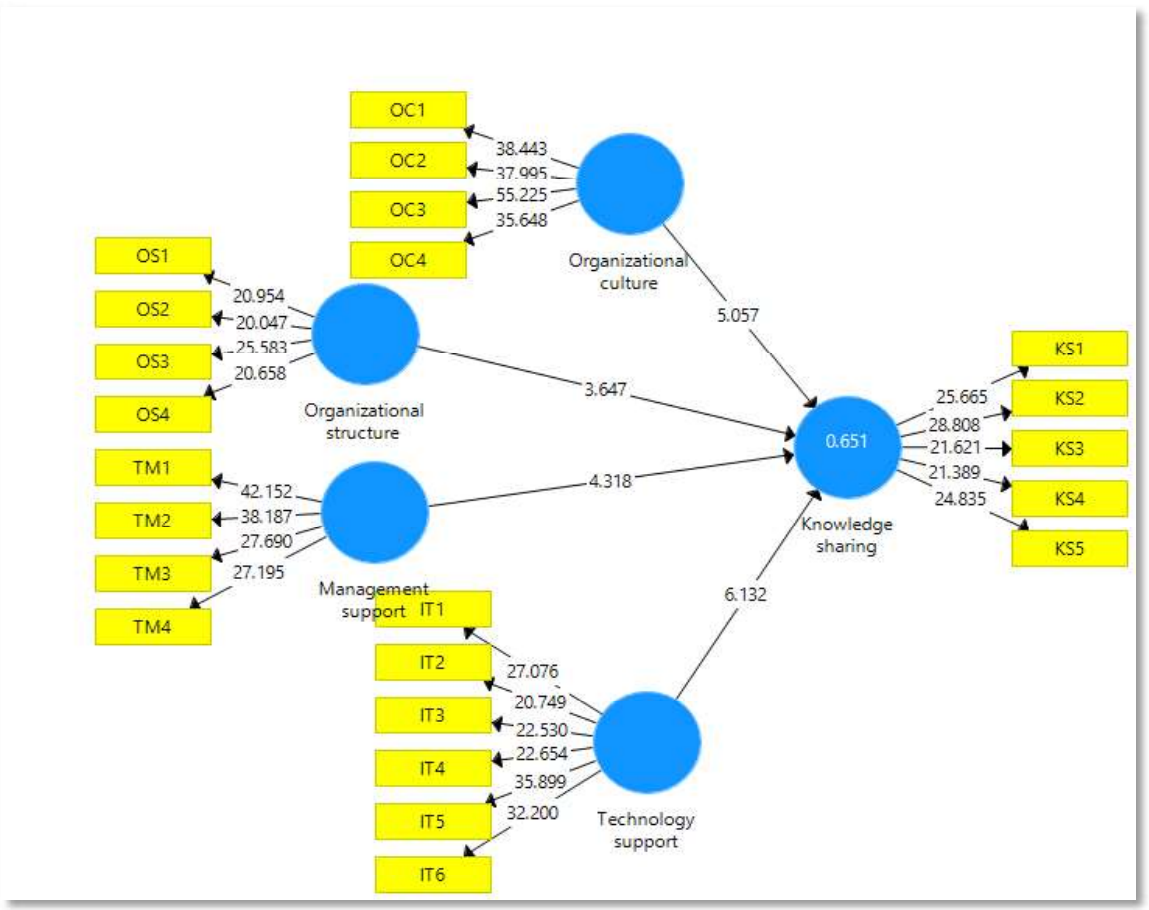

Figure 3 (Bootstrapping)

- **Discussion**

Given the complex challenges that are facing in the current era, knowledge sharing can serve as an important driver of sustainable organizational performance and competitive advantage.

Therefore, there is a recent surge in KM research to focus on exploring factors and the mechanisms that can influence knowledge-sharing behavior. The purpose of the present research was to determine the influence of KM enablers: top management support, knowledge-oriented culture, knowledge-based structure and knowledge-based information system on knowledge-sharing behavior. The present paper contributes to the corpus of knowledge in a variety of ways. For starters, we analyzed the KME's and KS sharing, which have a direct and favorable relationship (KS). Knowledge management enablers help organizations speed up their knowledge management processes (Ho, Kuo, Lin, & Lin, 2010). The results are discussed in detail in light of proposed hypotheses and earlier academic literature as follows:

Hypothesis1: proposed a positive effect of knowledge organizational culture management enablers on knowledge sharing behaviour. The finding revealed a positive association between organizational culture and KS. The paper's findings are in line with the results of previous studies (Yasir, 2017). It revealed that culture has a powerful, energizing force for the encouragement of KS deeds within the organization. Organizational culture plays an important role in facilitating KM processes such as knowledge sharing (Abdelwhab Ali et al., 2019) and improving innovation performance (Ghasemzadeh et al., 2019). Knowledge-oriented culture is a specific form of organizational culture, which can be defined as a complex set of human values, behaviors and attitudes, that fosters collaboration among organizational members, nurtures knowledge sharing and facilitates solutions to problems (Chang and Chuang, 2011; Ho, 2009; O'Dell and Grayson, 1998). KS is critical to the success of KM,

and a trusted culture serves as a facilitator (Bose, 2004). The administration of the tourism industry should encourage a culture that facilitates KS behaviour between members. This finding supports the argument that organizational culture characterized by knowledge exploration and sharing, trust and openness, empowerment and participatory decision-making fosters employees' risk-taking behaviors and individuals' ambidexity (Aureli et al., 2019; Gil-Marques and Moreno-Luzon, 2013;Schnellbächer et al., 2019), which enable organizations to develop new products and services with better quality (Bhatti et al., 2020).

Hypothesis 2: The proposed hypothesis 2 organizational structure was significantly influenced by knowledge-sharing. The results of this hypothesis revealed a strong association between structure and KS. It indicated that the flexible organizational structure of an organization promotes knowledge-sharing behavior within an organization and assists in the implementation of knowledge management practices (KMP). Organizational structure is also important for its processes (Adhikari, 2010) and knowledge creation (Supapawawisit et al., 2018), knowledge sharing (Arntzen et al., 2009; Fullwood et al., 2013). Adhikari (2010) advocates the importance of both formal (physical layout of offices) and informal (communities of practice) organizational structures to facilitate social interaction.

Hypothesis 3: proposed hypothesis 3 is a top management knowledge management enabler positive and significant effect on knowledge-sharing behavior. The study findings indicated that the positive and imperative relationship between top management and KS behaviour was maintained. The current finding is in line with previous studies (Yasir, 2017). These findings emphasize the role of knowledge value that organizational leadership or top management signals to their employees through organizational strategies and policies (Zia et al., 2020). Such knowledge-based support from top management or leadership can foster employees' commitment to demonstrate knowledge exploring and sharing behaviors, leading to increased innovation performance (Singh et al., 2020; Zacher et al., 2016). The results suggest that demonstration of knowledge value on the part of top management facilitates knowledge exploration and exploitation (Donate and de Pablo, 2015; Sahibzada et al., 2020a) and fosters employees' proactively, innovativeness and risk-taking behavior, which results in innovation speed and quality (Cheng and Yang, 2019; Shan et al., 2016). And it's suggested that tourist professionals should develop associations with other professionals and supervisors on the foundation of mutual trust that encourages professionals to share useful expertise with co-workers and management.

Hypothesis4: Furthermore, the proposed Hyp4 Information technology support significant influence on knowledge sharing and the findings of this study reveal that information technology (IT) systems play a vital role in encouraging KM activities that facilitate the incorporation of information (Harrison and Daly, 2009) and knowledge in the industry as well as in the production, transmission, storage, and preservation of the firm's knowledge assets. Effective IT ensures the access and interchange of essential information. The present conclusion is in line with others (Yasir, 2017). Technology is viewed as an enabler for KM (Arntzen et al., 2009; Adhikari, 2010; Ramachandran et al., 2013), and its processes, knowledge creation (Tian et al., 2009; Supapawawisit et al., 2018) and knowledge sharing (Fullwood et al., 2013). Appropriate information and communication technologies can help universities to move towards a knowledge-based learning organization, if they can achieve a 'good fit' between information technology (IT), socio-organizational factors, and a sustainable organizational culture (Arntzen et al., 2009; Adhikari, 2010).

- **Practical Implications**

The goal of this research paper, as stated in the introduction, was to learn more about the influence of KME's on KS. KMEs are critical to the advancement of KM systems (Tan & Md. Noor, 2013). Based on the significant association among KMEs and KS, this paper gives insight to HR practitioners and policymakers on how to consider these KMEs to encourage tourist sector personnel to share their expertise. Management should foster an internal atmosphere that encourages information exchange. The tourist industry's knowledge sharing activities are accelerated by a supportive culture, the establishment of a quality system for KM, and the availability of a platform that allows workers to connect more easily. KME's (top management support, organizational culture, organization structure, and information technology) could be seen as a driving force in the process of the formation of KM systems to encourage knowledge sharing behavior inside organizations.

- **Future Directions and Limitations**

There are certain limitations to the present paper. Firstly, some of the other KM facilitators, such as individual KME's (knowledge management enablers), may have differing perspectives on the drivers of knowledge sharing, which were not incorporated in this paper. Second, the current paper looked at the link between KME's and knowledge sharing; any future research should build on this work to learn more about the effects of this association, for example, on the performance of employees, effectiveness, and competitive advantages. Finally,

the current study only looked at one component of KM, namely KS, while other parts of KM, like the creation and utilization of knowledge, can be studied in further research.

- **Conclusion**

The current research examined how knowledge management enablers (KMEs), and in particular top management support, organizational culture, structure, and information technology, influenced the knowledge sharing (KS) behavior of individuals. The study findings established that all the four KMEs are positively related to KS, reinforcing the role of these factors in knowledge sharing within the prescribed organizations. In particular, it was indicated that knowledge related culture was crucial in motivating employees to engage in high levels of cross-functional knowledge-sharing imitatively as earlier studies have indicated that trust and openness are fundamental to KM practices. Further, it was established that knowledge-sharing was enhanced by the existence of a more 'organic' organizational structure that allowed for the adoption of knowledge management activities. The study also emphasized the role played by the upper management in demonstrating the importance of knowledge and creating a climate that solicits employee cooperation in engaging in KS behavior. It was noted that increased engagement in knowledge sharing was linked to enhanced levels of creativity and taking on challenges by leaders. In addition, one more aspect that made the KM action successful was the information technology, which made knowledge available, merged it and propagated it all over the organization. In practical view, interesting conclusions are formulated for future HR and public policies, and particularly for the tourism.

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