Prompreing, Kattareeya; Hu, Clark

Article

The role of knowledge-sharing behaviour in the relationship between the knowledge creation process and employee goal orientation

International Journal of Business Science & Applied Management (IJBSAM)

Provided in Cooperation with:
International Journal of Business Science & Applied Management (IJBSAM)

Suggested Citation: Prompreing, Kattareeya; Hu, Clark (2021) : The role of knowledge-sharing behaviour in the relationship between the knowledge creation process and employee goal orientation, International Journal of Business Science & Applied Management (IJBSAM), ISSN 1753-0296, International Journal of Business Science & Applied Management, s.l., Vol. 16, Iss. 2, pp. 46-63

This Version is available at:
https://hdl.handle.net/10419/261653

Int. Journal of Business Science and Applied Management, Volume 16, Issue 2, 2021

The Role of Knowledge-Sharing Behaviour in the Relationship Between the Knowledge Creation Process and Employee Goal Orientation

Kattareeya Prompreing
Faculty of Business Administration and Liberal Arts,
Rajamangala University of Technology Lanna,
41/1 moo 7 Paholayothin road, Mai Ngam, Muang, Tak, Thailand, 63000
Tel: +66811117677
Email: katt.rmutl@gmail.com, kattareeya14@rmutl.ac.th

Clark Hu*
Department of Hospitality Management,
Southern Taiwan University of Science and Technology,
No.1, Nantai St., Yongkang Dist., Tainan City 71005, Taiwan (R.O.C.)
Tel: +886 6-2533131
E-mail: clarkhu@stust.edu.tw

Abstract

This study examines the structural relationship among four distinctive forms of the knowledge creation process, namely socialization, externalization, combination, and internalization; two distinctive types of knowledge-sharing behaviours, namely collecting and donating; and employee goal orientation. Data were collected through a survey from 390 employees in the hospitality business, and the Structural Equation Modelling (SEM) technique was adopted to test the proposed hypotheses. The findings suggest that (1) socialization and combination have a positive relationship with knowledge collecting and knowledge donating; (2) externalization does not support knowledge collecting but has a positive relationship with knowledge donating; (3) internalization supports neither knowledge collecting nor knowledge donating; (4) knowledge collecting has a negative relationship with learning orientation but has a positive relationship with performance orientation; (5) knowledge donating has a positive relationship with both learning and performance orientation. Thus, knowledge-sharing behaviour was found to have an impact on employees' goal orientation. The study concludes with discussions of the research findings, managerial implications, and limitations. We also suggest expanding research on this topic.

Keywords: employee goal orientation, hospitality businesses, knowledge management, knowledge creation process, knowledge-sharing behaviour

Acknowledgment:
This article and the research behind it would not have been possible without the exceptional support of our affiliated institutions. We would like to express our gratitude to the Southern Taiwan University of Science and Technology (STUST) in Tainan, Taiwan, and the Rajamangala University of Technology Lanna (RMUTL) in Thailand.

1. INTRODUCTION

Knowledge management (KM) is a crucial aspect of any organization; it involves conveying all details, information, skills, and techniques from person to person, machine to machine, and person to machine and document. The KM theory developed by Nonaka (1994) is one of the most important theories in KM study. This theory emphasizes a comprehensive theoretical view to visualize the whole knowledge creation process (KCP) in terms of Socialization (So), Externalization (Ex), Combination (Co), and Internalization (In). These four terms are also described as parts of the knowledge creation process in the SECI model. This relates to KM's mandatory role for all knowledge conversions to succeed (Nonaka, 1994). A firm's strategic advantage is its vital knowledge asset, which is considered the firm's knowledge base as it involves the flow of knowledge, and practitioners and researchers focus on KM (Gaviria-Marin et al., 2018; Ode, 2019). The behaviour of knowledge sharing emerged as a system involving individual knowledge sharing and the willingness to both assist (knowledge donating [KD]) and learn (knowledge collecting [KC]) from others to improve their abilities (Bock and Kim, 2002; Kim et al., 2013).

Employees are the main drivers of an organization's progress, just as an extraordinary machine is for a firm. Employees are also often at the frontline of a business, serving customers and displaying their service style in the work they perform. In such cases, especially those pertaining to frontline employees in hotels, KM is vital because they are the direct communication point for clients (Ferry, 2005). However, the hospitality sector has a large employee turnover rate, and, thus, when employees leave, the knowledge goes with them. In the context of employee turnover, if there is a lack of storage space for such knowledge and its transference to documents, the organization stands to lose its human capital, thus affecting the quality of the services rendered (Yang and Wan, 2004). Hospitality is a part of the tourism industry because most customers are visitors. When visitors require products and services from the hospitality sector, the sector has to be ready to cater to their needs. In the tourism and hospitality sector, entrepreneurship and employees are key to establishing successful businesses and contributing to various economies, especially on islands (Booth et al., 2020). The previous decade witnessed the tourism and hospitality business contributing to the strategic increase in economic growth (Santana-Gallego et al., 2011). Statistics for the economy from 2008 to 2018 in Thailand show that 45.78% of employment was generated by service industries, especially in the hospitality sector (Thailand - Employment by Economic Sector, 2019). This statistical indication reflects the critical role that the hospitality business played in Thailand, especially regarding employment.

In a competitive, unpredictable, and unstable situation, organizations encourage their employees to share their practices and knowledge (Allal-Chérif & Makhlouf, 2016). The SECI model supports the creation of new knowledge and the maintenance of old knowledge, which is usually lacking in firms (Bandera et al., 2017). Enhancing KM among employees is crucial for understanding the potential factors affecting employee goal orientation, as these activities can be affected by circumstances (Button et al., 1996; Kim & Lee, 2013). Among employees, goal orientation consists of two dispositional components: learning goal orientation, and performance goal orientation (Button et al., 1996). Employees' goal orientation is a key driver that leads an organization to achieve its objectives; being goal-oriented is a valuable personal quality that can produce meaningful results and it is an essential individual intrinsic motivational construct in organizational research (Kim & Lee, 2013). Prompreing & Hu (2021) found significant relationships between the SECI dimensions in the knowledge management context and entrepreneur goal orientation. The SECI model is a good process of knowledge creation for assisting firms aimed at achieving business growth and sustainability. This mechanism fosters learning and puts people at the heart of enhancing the institutions' ability to maintain and improve their performance (Prompreing & Hu, 2021). Further, Kim et al., 2013 documented the relationships between knowledge sharing enablers, processes, and organizational performance, which indicated that hotels could support a knowledge sharing culture. This emphasized the social dynamics and interpersonal relationships within a group that encourage employee performance by expanding their willingness to donate and collect knowledge among colleagues.

As the resource-based view theory of firms has considered knowledge to be the most strategically significant resource, it is an important intangible asset and a source of competitive advantage that enables businesses to develop and grow (Zheng et al., 2016), knowledge-sharing behaviour is applied to the research to reach an organization's goals (Barney, 1991; Kim et al., 2013). Also, knowledge-sharing behaviour, such as 'social interaction culture, involving the exchange of employee knowledge, experiences, and skills through the whole department or organization' (Lin, 2007, p.315), serves as a critical enabler to knowledge management. It plays a central role in the knowledge-sharing process, which involves the social dynamics among individual and organizational members (Kim et al., 2013). Knowledge-sharing behaviour contributes to the effectiveness of the firm (Harrington & Ottenbacher,

2011; Yang, 2010). Thus, the current study focuses on the relationship between the knowledge creation process and goal orientation, which is more complicated than merely considering an employee's perspective. Once employees established a process for knowledge management, knowledge collecting and sharing occurred, influencing their learning and performance orientation. As a result, the organization can learn to develop and foster successful employees, which is desirable for the organization.

Kim et al. (2013) examined the influence of knowledge-sharing enablers on the knowledge-sharing process, and a superior knowledge-sharing outcome (organizational performance). They found a significant effect for both relationships, which is known as the social capital effect (knowledge sharing enabler). This effect, relating to employees' KC and KD, also affected organizational performance. More importantly, cognitive social capital was found to have the most substantial impact on employees' KC (Kim et al., 2013). Furthermore, previous studies on this topic have not addressed the knowledge creation process but have investigated the structural relationships between goal orientation, knowledge-sharing behaviour, and service innovative behaviour. They have found that individual employees demonstrate goal orientations when they perform activities that can determine their behaviour or actions (Kim & Lee, 2013; Kim et al., 2013). However, there are few empirical studies examining the influences of the knowledge creation process (KCP) on knowledge-sharing behaviour (KSB) and employee goal orientation (EGO). Therefore, this research stream needs to be pursued further to advance the domain knowledge in organizational research. Thus, this study examined the relationship between KCP, KSB, and EGO in the hospitality industry, where KSB plays a role in the relationship between the KCP and EGO. The results of this study offer a comprehensive understanding of the role of individuals' KSB (collecting and donating) between the KCP (SECI dimensions) and the consequences (employee goal orientation) in the organizational context. Further, it examines the knowledge creation process as an essential intrinsic motivator of knowledge-sharing behaviour among hospitality employees, an issue that has so far been neglected. This study fills the research gap by investigating the dynamics and processes of knowledge-sharing behaviour and the consequence of employees' learning and performance orientation in the hospitality business from a holistic point of view. Thus, the objective of this study was to link these concepts with the following:

1. The knowledge creation process positively influences knowledge-sharing behaviour.
2. The knowledge-sharing behaviour positively influences employee goal orientation.

This paper consists of six sections, as follows. Section 1 presents an introduction to the topic. Section 2 provides a literature review of the SECI model (SECI activities), knowledge-sharing behaviour, employee goal orientation, and the study's conceptual framework and hypotheses. Section 3 describes the materials and methods used and the data analysis process. Section 4 presents the results, which include details about the respondents, the validity and reliability of the factors, evaluation of model fit, and hypothesis testing. Section 5 presents a discussion and outlines the contributions of the study. Finally, the conclusion describes the practical and theoretical implications as well as the limitations of the study and indicates directions for future research.

2. LITERATURE REVIEW

2.1 The SECI Model (SECI Activities)

Based on the resource-based view theory of the firm, knowledge is a strategic resource in an organization. Utilizing knowledge enables an organization to create a sustainable competitive advantage due to the uniqueness, heterogeneity, and immobility of the knowledge it possesses (Hunt & Arnett, 2006; Zack, 1999). Prior research has demonstrated that the crucial role of the knowledge creation process has led organizations to reach goals and success (Chia, 2003; Kogut & Zander, 2003; Nonaka & Takechi, 1995; Li, Huang & Tsai, 2009) and organizations that integrate the knowledge creation process can utilize knowledge in new and more developed ways to provide value to customers (Lee & Choi, 2003; Nonaka & Konna, 1998).

The knowledge creation process features interrelated activities that include socialization, externalization, combination, and internalization, influencing the organization's explicit and tacit knowledge dynamics. Socialization embraces both learning and sharing information for employees to gain more experiences and skills from the outside. Through this social interaction, the activity encourages the participant to gain more extensive knowledge. Externalization reforms the explicit knowledge derived from tacit knowledge and prepares a representation that is memorized and stored. The combination is the explication of explicit knowledge with new intricate understanding. Internalization reforms the tacit knowledge formed from explicit knowledge (Donate & de Pable, 2015).

The SECI model is a key strategic component that stresses KM in an organization's environment. The strategy should focus on existing environmental knowledge within the organization to facilitate the knowledge management process. (Martinez, Navarro & Perez, 2015). In this way, individuals gain improved understanding by using concepts, images, or documents. Through the combination process, explicit knowledge is converted into more complex sets of explicit knowledge. Internalization occurs when transactions conducted within a firm include teaching, sharing, and explaining the knowledge to understand the concept (Nonaka et al., 2000). Desouza and Awazu (2006) have also found significance in the SECI dimension, which is key to transferring knowledge from person to person in an organization. It can be the primary vehicle for the exchange of knowledge. In this study, the SECI model has been adopted to examine the relationship between employee goal orientation and knowledge-sharing behaviour in Thailand's hospitality business.

2.2 Knowledge-sharing behaviour

Knowledge management (KM) has emerged as an area of interest in the last decade, as the resource-based view of the firm has been gaining traction (Wernerfelt, 1984; Barney, 1991). The knowledge sharing perspective means exchanging information (Matzler & Mueller, 2011; Eisenhard & Santos, 2002). Knowledge-sharing behaviour can be defined as those practices or acts through which information is exchanged among individuals and between groups of people. Knowledge sharing will happen when individuals are willing to learn KC and offer help to enhance new competence (Bock and Kim, 2002). As part of KC behaviour, an individual uses his or her instincts to seek motivation for learning to perform better. When such individuals ask for guidance or suggestions, this shows their willingness to discover and collect new knowledge (Van den Hooff & de Ridder, 2004). In KD behaviour, knowledge is an asset to be shared with employees to achieve better learning and improved performance. Engaging in donating activities involves individual exchanges and the sharing of experiences to build new knowledge (Usoro et al., 2007). This behaviour provides an opportunity to develop the firm and widen its market. For the hotel's competitive advantage and for it to meet the expectations and increase in customers' demands, knowledge sharing activities are essential. Especially, KSB in the hospitality sector is crucial because the cost of knowledge loss through employees leaving the firm (Yang & Wan, 2004; Kim & Lee, 2012) is enormous.

Individuals' daily activities in organizations can affect their knowledge-sharing behaviours. KSB is retrieved from individuals and absorbed by the firm (Foss et al., 2010). Employees use the process for mutual transfer and exchange; their explicit and tacit knowledge is a part of knowledge sharing. Not everyone agrees to share their knowledge (Bartol & Srivastava, 2002). Wipawayangkook and Teng (2016) explored knowledge internalization and sharing intention by expanding a construct of the knowledge internalization perspective of an employee, defining internalization as the process by which individuals believe in mechanisms to transfer knowledge into an actionable knowledge process. They found that the internalization effect on knowledge sharing intention was mediated by expert power and self-efficacy. Thus, it creates barriers for learners and receivers. Indeed, this knowledge would only benefit those organizations with the competence to drive their work with KM and making the knowledge fully available (Strong, Davenport & Prusak, 2008). The knowledge creation process influences knowledge-sharing behaviour because its SECI dimensions, together with their enabling context, are responsible for explicit knowledge sharing (internalization) and tacit knowledge sharing (socialization). In the latter, employees exchange information (externalization) and create new knowledge through reflection (combination) with their previous knowledge. The SECI model works predominantly in the context of individuals (employees). The results (such as ideas, creativity, and innovation) are simply a by-product of the knowledge conversion cycle. When employees practise creating knowledge sharing behaviour and knowledge transfer also emerge among them.

The role of individuals' tacit knowledge in managing mission-critical knowledge (Ihrig & Macmillan, 2015) and maintaining the competitive advantage of the organization (Lubit, 2001; Wipawayangkool & Teng, 2019) has been emphasised by previous studies. The SECI processes as organizational knowledge materialise as an interaction between explicit and tacit knowledge (Nonaka, 1994). Tacit knowledge can be converted into explicit knowledge by an exchange through socialization, which can then be combined in a knowledge store. Explicit knowledge converted into tacit knowledge by internalization and socialization is shared by individuals who possess tacit knowledge. Therefore, this concurrence in the suitable systems and practices should be discovered to promote knowledge sharing (Wang & Hou, 2015; Wipawayangkool & Teng, 2019). Wipawayangkool and Teng's (2016) study suggested that knowledge internalization is a crucial process that can define the value of the processes in the SECI model, and that knowledge internalization is associated with knowledge sharing in essential ways. Nevertheless, knowledge sharing is a fundamental aspect of organizational knowledge management, especially in the SECI model, and stimulates academics'

attention. This study can help stimulate organizations and employees to recognize KM, which refers to the SECI dimensions and activities, such as influencing employee orientation through KSB. It explores the KCP (SECI dimensions) within the hospitality industry, as applied Nonaka and Takeuchi (1995)'s SECI model for testing the KSB of employees in hospitality organizations. This study investigated the different activities in the four dimensions of SECI and how they influence knowledge-sharing behaviour. The following hypotheses are put forward:

H1. Socialization, externalization, combination, and internalization positively influence knowledge collecting.

H2. Socialization, externalization, combination, and internalization positively influence knowledge donating.

2.3 Employee Goal Orientation

Employees are the human capital of an organization with the requisite knowledge and skill for working in the organization. Suppose employees do not store, document, and transfer knowledge in their organization. In that case, it can lead to a loss of human capital, impacting the quality of products and services to customers (Yang, 2004). Shamim et al. (2017) documented the supervisory orientation effect on employee goal orientation. Dweck (1986) observed that individuals could have two dispositional goal orientations: performance goals and learning goals. Various studies on effective performance and learning identify a unique set of cognitive skills that need to be acquired in such situations. Such individuals are enthusiastic about growth because they frequently raise the bar for themselves in their working lives. Learning progresses into actions gradually. The knowledge-donating behaviour group is engrossed in developing their skills and knowledge. They expect to learn something new from colleagues. However, knowledge-collecting behaviour alone does not indicate employee learning skills at a significant level (Matzler & Mueller, 2011). To achieve a new mastery, practising and enforcing these skills is necessary (Nicholls, 1989). Without learning orientation and performance orientation, employees cannot develop capacity and acquire experience.

Usually, goal-oriented individuals have been described by the researcher in an organization as a stable entity, despite similarities or differences between individuals (Colquitt & Simmering, 1998). The theory of goal orientation is explained as employees being dispositional (Nicholls, 1989), and the variety in skills and experiences being a dimension of one's stable, intelligent self (Robins & Pals, 2002; Dweck, 1986). The theory of goal orientation also plays a vital role in human resource decisions on recruitment (Rynes and Gerhart, 1990), training (Brown, 2001), selection (Roberson and Alsua, 2002), and performance evaluation (VandeWalle, 1997). The evidence from the literature also presents an employee's goal orientation and creates outcomes such as behavioural feedback-seeking (VandeWalle, 1997), knowledge-sharing behaviour (Swift et al., 2010; Matzler & Mueller, 2011), and self-regulatory behaviour (VandeWalle et al., 1999). Kim and Lee (2013) explored knowledge-sharing behaviour as a predictor of goal orientation in hospitality employees.

Moreover, the sales performance level is also affected by goal orientation (Kohli et al., 1998; VandeWalle et al., 1999), job performance (Steele et al., 2000), and practising performance (Brett &VandeWalle, 1999). Goal orientation signifies how focused employees are on the result. Learning orientation refers to the tendency or willingness of employees to increase their knowledge and skills. Performance orientation means the desire of the individual to surpass and outperform others. Knowledge-sharing behaviour influences an employee's goal orientation significantly. Typically, employees who exhibit knowledge collecting behaviour are performance-oriented because they aspire to surpass others in performance. To achieve this, such individuals focus on collecting as much knowledge as they can. Conversely, employees who exhibit knowledge donating usually have a learning orientation. They like to help others and share their knowledge to enhance their learning curve and add value. The relationship between knowledge-sharing behaviour and goal orientation impacts this process; through individuals' intrinsic drives, knowledge-sharing behaviour strengthens the motivational direction towards an action, which is connected to personal goals. Knowledge sharing represents a social activity that occurs within a system where knowledge represents a resource that has a certain value (Davenport & Prusak, 1998; Fulk et al., 2004). VandeWalle's (2003) study indicated that goal orientations affect how individuals cognitively perceive the costs and benefits of feedback-seeking. According to previous research, in various contexts, goal orientations were linked to individual differences in the case of a specific behaviour, such as knowledge-sharing behaviour (Matzler & Mueller, 2011; Swift et al., 2010). The value of individuals increases when individual knowledge is created and shared. Knowledge-sharing behaviour is, thus, important for successful goal orientation implementation.

Nonetheless, a few researchers have investigated other factors influencing employees' goal orientation, particularly in the hospitality industry (Saragih & Harisno, 2015). Specifically, they examined the effect of information technology innovation and knowledge-sharing behaviour on employee performance in the manufacturing industry. Similar to the abovementioned study, the present study discusses the role of KSB in the relationship between the knowledge creation process and employees' goal orientation in the hospitality industry. Based on this literature review, the authors propose the following hypotheses:

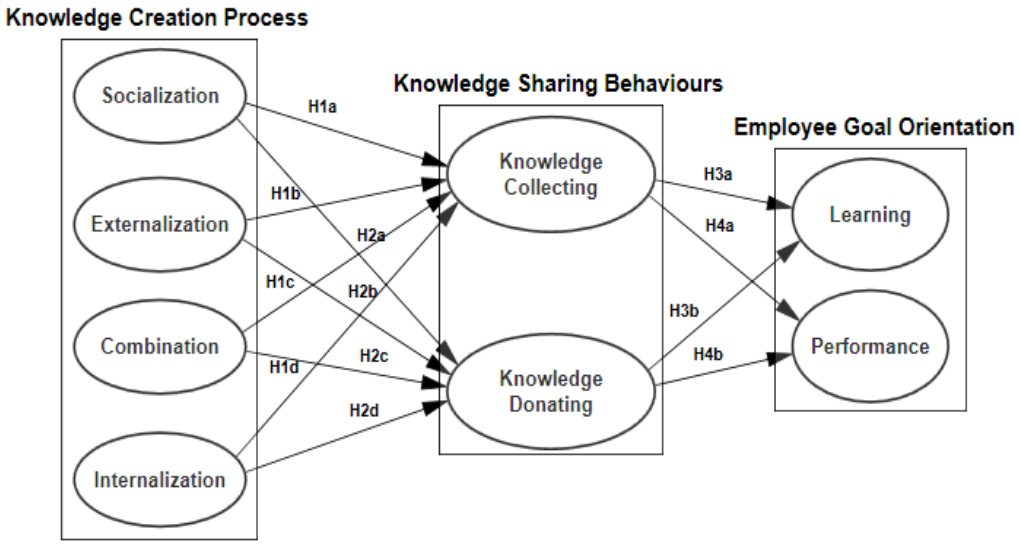
H3. Knowledge collecting and knowledge donating positively influence employee learning orientation.

H4. Knowledge collecting and knowledge donating behaviour positively influence employee performance orientation.

2.4. Conceptual framework and hypothesis

The research concept presents three relationships shown in Fig 1. The model examines the knowledge creation process (SECI), two dominant forms of knowledge-sharing behaviour (KC and KD), and two dominant kinds of goal orientation (LO and PO) in the hospitality business. This model presents a new aspect that could be of interest to academicians and business developers.

Fig 1. The proposed conceptual model & hypotheses



3. MATERIAL AND METHODS

3.1 Sample and Procedure

This study collected data from 390 employees working in the hospitality business in Chiang Mai, Thailand. Knowledge management is essential in the hospitality industry to support innovation in organizations and enhance organizational performance; it also plays a vital role in an organization's success (Kim & Lee, 2013). Data were collected from front-line employees because of their direct communication with customers (Ferry, 2005). Their role is to deliver high-quality service in catering to meet customers' needs in lodging and residence (Kuo et al., 2012). For the survey, the business experts and academics first conducted a pilot study using a Thai questionnaire. The questionnaire's translation was completed by three academics who were experts in the English language, with an IELTS score higher than 7.0. Five hundred questionnaires were handed out to employees working in the hospitality business. Questionnaires were distributed through multiple personal visits to each hospitality business. Of 419 questionnaires filled in and finally received, 390 responses were validated as acceptable for the data analysis (i.e., valid response rate = 93%).

3.2 Measure

The questionnaire includes 30 items: the first part is dedicated to the SECI activities with 12 items, three each about socialization, internalization, combination, and internalization, respectively. The second part of the questionnaire measured 12 items about knowledge-sharing behaviour, including five items on knowledge collecting, and seven items on knowledge donating. The third part consisted of 6

items measuring employee orientations, three items for each of learning and performance orientations. The last part of the questionnaire presents the respondents' demographic information, including gender, age, work experience, education, and hospitality business category. Based on the work of Ferry (2005), front-line employees are essential for the organization because they communicate with the customer directly. They also deliver high-quality service to meet the customers' needs (Kuo et al., 2012). Accordingly, we followed this line of thought. We emphasized the source of getting demographic information from employees is also crucial and needs to be analysed further. Demographic information provides data regarding the research respondents; this is necessary for the determination of the individuals of employees in a particular, in this study are employees working in the hospitality business, representative sample of the target population for greater generalization.

Items about SECI activities were adopted from the study by Martínez et al. (2015). Eight knowledge-sharing behaviour items were adopted from the study by Kim and Lee (2013), and the authors modified four items after the pilot test. Employee goal orientations (6 items) were adopted and measured according to Shamim et al. (2017), with three items measuring learning orientation and another three-performance orientation. A five-point Likert scale, ranging from 5 = a lot, 4= often, 3=sometimes/on request, 2= rarely, to 1= never, was applied for measuring all the items mentioned.

3.3 Common method bias

This study utilizes steps to address the potential issue of common method bias. First, the authors had clarified the survey's objective before the questionnaires were collected from the respondents. Second, based on the questionnaire items, the respondents were asked to share their specific feelings and told that there were no wrong or right feelings (Lindell &Whitney, 2001). Third, the authors used SPSS v20 to examine common method variance (CMV) by Harman's single-factor test, as stated in Podsadoff et al. (2003). All measurement items in this study were tested employing the principal component analysis of exploratory factor analysis (Tsaur & Yen, 2018; Liu & Huang, 2020). The results indicated that the first factor accounted for 38.45 %, less than 50% of the total variance. Consequently, common method variance was not a significant concern in this study.

3.4 Data Analysis

The study's reliability was first tested and found satisfactory (Cronbach’s alphas > 0.8). The hypothesis tests for the proposed model were processed by path analysis. Factor analysis was used to show the discriminant and convergent validity of the constructs. Diagnostic indices of the path analysis were used to evaluate the model fit, based on factor loading, Normed Fit Index (NFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Goodness of Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA). For Adjusted Goodness of Fit Index (AGFI) and Goodness of Fit Index (GFI), the acceptable value is 0.80 (Chau & Hu, 2001; Hair et al., 2014; Hair et al., 2017). For CFI and NFI, the values should be greater than 0.9 to designate a good model fit, and the RMSEA of the model is evaluated as a good fit value if its value is less than 0.09 (Hair et al., 2014; Hair et al., 2017).

4. RESULTS

4.1 Demographic information about respondents

Focusing on employees in the hospitality business, the authors found more females (57.95%) than males. Most respondents were less than 30 years old (48.21%) and held a bachelor's degree (76.41%). The majority of the respondents had work experience of 1 to 5 years (68.46%). In terms of the hospitality business categories, most respondents worked in the hotel industry (36.41%).

4.2 Validity and Reliability

The factor loadings were greater than 0.7, the average variance extracted (AVE) was more than 0.5, the composite reliability (CR) exceeded 0.7, and the convergent validity met the criteria (Fornell & Larcker, 1981). Table 1 shows the values of the factor loadings, AVE, and CR. All values of the constructs met the criteria for convergent validity. The CR of every construct was greater than 0.8; the AVE of every construct was greater than 0.6. The factor loadings also met the requirement: that is, the SECI activities' loading values ranged from 0.83 to 0.91. Those loadings for KC ranged from 0.73 to 0.90, for KD ranged from 0.72 to 0.95, and for EGO ranged from 0.80 to 0.94. Moreover, the CR value of the construct was more than the AVE value of the construct. Table 1 shows statistics for all the factors. The Cronbach’s alphas were greater than 0.80, indicating good reliability. A Cronbach’s alpha valued at more than 0.7 is considered acceptable (George, 2003). Table 2 presents the AVE in bold font in a diagonal pattern along with the squared correlation coefficients. The value of the AVE exceeds the

squared correlation among the constructs. These results show that the discriminant validity met the criteria. If the AVE of the construct is greater than the squared correlation among constructs, it means that there is discriminant validity (Fornell & Larcker, 1981). Table 2 also indicates the standard deviations and the mean values of the entire construct.

4.3 Evaluation of model fit

The model fitness was evaluated with the data, the factor loading was measured by confirmatory factor analysis, and the indices CFI, NFI, AGFI, GFI, and RMSEA as well. The results showed a good model fit: all the factor loadings met the criteria for model fitness, as indicated in Table 3. All the factor loading values met the necessary criteria (refer to Fornell & Larcker, 1981), and Hair et al. (2014); Hair et al. (2017) considered factor loading values to be good if they exceeded 0.65 and acceptable if they exceeded 0.60. Others also showed a good model fit: NFI = 0.944, TLI = 0.938, AGFI = 0.828, GFI = 0.907, and RMSEA = 0.065; thus, all the values met the criteria for a good model fit. For Adjusted Goodness of Fit Index (AGFI), Goodness of Fit Index (GFI), the acceptable value is 0.80 (Chau & Hu, 2001); for CFI and NFI, the values should exceed 0.9 to designate a good model fit; and for RMSEA, the model is evaluated as having a good fit value if it is less than 0.09 (Hair et al., 2014; Hair et al., 2017).

4.4 Hypothesis testing and path analysis

Path analysis is often used in structural equation modelling for testing hypotheses. Figure 2 and Table 3 present a summary of the path analysis through structural equation modelling. The influence of SECI activities (Socialization, Externalization, Combination, and Internalization) on knowledge-sharing behaviour was first examined, then the role of knowledge-sharing behaviour in employee goal orientation was investigated. These results are presented in Table 4.

4.4A. According to our hypothesis H1, socialization, externalization, combination, and internalization positively influence knowledge collecting. The results show that socialization activities have a positive influence on knowledge collecting (beta = 0.62, $p<0.05$) (H1a), externalization activities do not influence knowledge collecting (beta = 0.09, $p>0.05$) (H1b), combination activities have a positive influence on knowledge collecting (beta = 0.14, $p<0.05$) (H1c), and internalization activities do not influence knowledge collecting (beta = -0.02, $p>0.05$) (H1d). These results confirm that socialization and combination have a positive influence on knowledge collecting, but externalization and internalization do not. Thus, the data for externalization and internalization do not support the hypothesis. However, the hypothesis is confirmed for socialization and combination.

Table 1. The reliability and convergent validity testing results

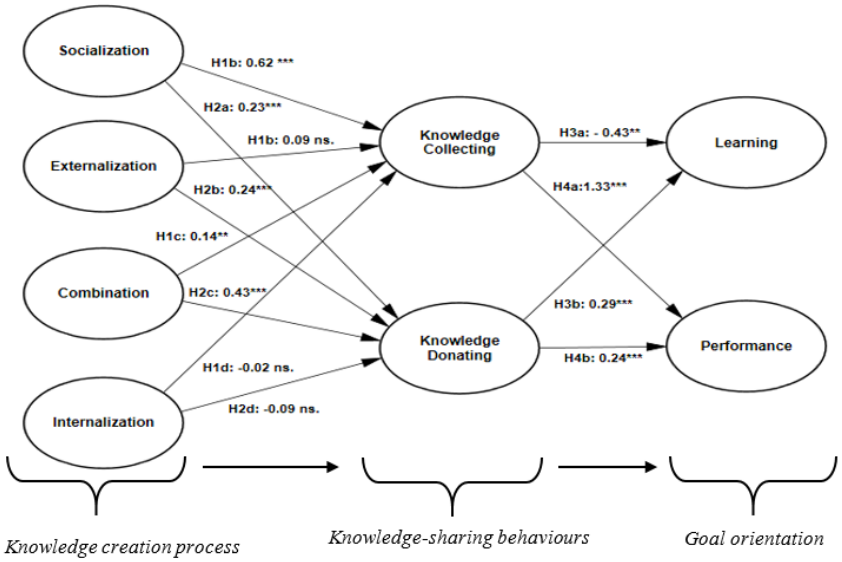
Constructs and Indicators	Factor Loading	Eigenvalue	CR	AVE	Cronbach's Alpha
Socialization					
SO1	.88				
SO2	.91	2.42	0.93	0.81	0.88
SO3	.90				
Externalization					
EX1	.80				
EX2	.86	2.03	0.86	0.68	0.80
EX3	.83				
Combination					
CO1	.89				
CO2	.88	2.34	0.92	0.80	0.86
CO3	.89				
Internalization					
IN1	.89				
IN2	.91	2.33	0.91	0.78	0.86
IN3	.85				
Knowledge collecting					
KC1	.90				
KC2	.74				
KC3	.73	3.25	0.90	0.65	0.86
KC4	.86				
KC5	.78				
Knowledge sharing					
KD1	.93				
KD2	.90				
KD3	.75				
KD4	.95	5.40	0.96	0.77	0.95
KD5	.91				
KD6	.94				
KD7	.72				
Learning Orientation					
LO1	.88				
LO2	.94	2.46	0.93	0.82	0.90
LO3	.90				
Performance Orientation					
PO1	.80				
PO2	.89	2.19	0.89	0.73	0.81
PO3	.87				

Table 2. The descriptive statistics, correlation, and discriminant testing results

Variables	1	2	3	4	5	6	7	8
1. Socialization	**0.806**							
2. Externalization	0.189**	**0.676**						
3. Combination	0.192**	0.202**	**0.781**					
4. Internalization	0.180**	0.293**	0.561**	**0.776**				
5. Knowledge Collecting	0.342**	0.441**	0.426**	0.324**	**0.650**			
6. Knowledge Donating	0.642**	0.327**	0.319**	0.291**	0.714**	**0.770**		
7. Learning Orientation	0.178**	0.236**	0.647**	0.630**	0.443**	0.373**	**0.821**	
8. Performance Orientation	0.710**	0.263**	0.226**	0.235**	0.490**	0.718**	0.204**	**0.730**
Mean	3.261	3.273	3.200	3.292	3.359	3.378	3.318	3.469
Standard deviation	0.947	0.812	0.922	0.911	0.842	0.770	0.945	0.837

*Note: The calculated values of the squared correlations among all the constructs are presented in the upper off-diagonal, and the average variances extracted are presented in boldface font along the diagonal. The correlation is significant at the 0.01 level. **p<0.01*

Figure 2. Path analysis



Chi-square = 668.279; DF = 252; CMIN/DF = 2.652; GFI = 0.907 AGFI = 0.828; NFI = 0.944; TLI = 0.938; RMSEA = 0.065

*Note: ***p< 0.000, ** p< 0.001, * p< 0.05; the significant hypothesized relationships are shown.*

Table 3. Model fit statistic

Model fit indices	Chi-square	DF	CMIN/DF	GFI	AGFI	NFI	TLI	RMSEA
	668.279	252	2.652	0.907	0.828	0.944	0.938	0.065

Degrees of Freedom (DF), CMIN/DF is the minimum discrepancy, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Tucker–Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA).

Table 4. Path analysis

Path			**Standardized Estimation (β)**	**t-value**	**P**	**Hypothesis**	**Supported**
KC	<---	SO	0.62	12.274	0.000*	H1a	Yes
KD	<---	SO	0.23	4.849	0.000*	H2a	Yes
KC	<---	EX	0.09	1.886	0.059	H1b	No
KD	<---	EX	0.24	4.623	0.000*	H2b	Yes
KC	<---	CO	0.14	2.237	0.025*	H1c	Yes
KD	<---	CO	0.43	6.254	0.000*	H2c	Yes
KC	<---	IN	-0.02	-0.252	0.801	H1d	No
KD	<---	IN	-0.09	-1.307	0.191	H2d	No
ELO	<---	KC	-0.43	-3.193	0.001*	H3a	Yes
ELO	<---	KD	0.29	3.351	0.000*	H3b	Yes
EPO	<---	KC	1.33	7.834	0.000*	H4a	Yes
EPO	<---	KD	0.24	4.154	0.000*	H4b	Yes

*SO = Socialization, Externalization = EX, Combination = CO, Internalization = IN, KC = Knowledge Collecting, KD = Knowledge Donating, ELO = Employee learning orientation, EPO = Employee performance orientation, *p < 0.05.*

4.4B. According to our hypothesis H2, socialization, externalization, combination, and internalization positively influence knowledge donating. The results show that socialization activities have a positive influence on knowledge donating (beta = 0.23, p<0.05) (H2a), externalization activities have a positive influence on knowledge donating (beta = 0.24, p<0.05) (H2b), combination activities have a positive influence on knowledge donating (beta = 0.43, p<0.05) (H2c), and internalization activities do not influence knowledge donating (beta = -0.09, p>0.05) (H2d). These results confirm that

socialization, externalization, and combination have an impact on knowledge donating but internalization does not. Therefore, the data for socialization, externalization, and combination support the hypothesis, but the data for internalization do not.

4.4C. According to our hypothesis H3, knowledge collecting and knowledge donating influence employee learning orientation in different directions. The findings show that knowledge collecting has a negative influence on employee learning orientation (beta = -0.43, $p<0.05$) (H3a), and knowledge donating has a positive influence on employee learning orientation (beta = 1.33, $P<0.05$) (H3b)

4.4D. According to our hypothesis H4, knowledge collecting and knowledge donating behaviour positively influence employee performance orientation. The findings show that knowledge collecting has a positive impact on employee performance orientation (beta = 0.29, $P<0.05$) (H4a), and knowledge donating has a positive influence on performance orientation (beta = 0.24, $p<0.05$) (H4b).

5. DISCUSSION

The SECI model plays an important role as an enabler of the process of adopting, updating, and reusing the knowledge of an organization. (Martinez, Navarro & Perez, 2015). The importance of the connection between knowledge sharing enablers, processes, and firm performance enhances knowledge management dynamics in group relationships and interpersonal relationships by feeling the pulse of employees' willingness to collect and donate knowledge to colleagues (Kim et al., 2013). To attain organizational success in the hospitality field, hotel managers should provide a framework to encourage their employees to process KM creation. They should value employee goal orientation consequences to increase organizational advantage (Shamim, Cang & Yu, 2017).

The first objective is to analyse the positive influence of SECI activities on knowledge-sharing behaviour. In examining the association of SECI activities as knowledge management enablers on knowledge-sharing behaviour, this study is partially consistent with Kim et al. (2013). Therefore, this study's findings on socialization and combination have a positive influence on knowledge collecting. For externalization and internalization insignificant effect on knowledge collecting. Also, this study's findings on socialization, externalization, and combination were found to have a positive influence on knowledge donating; however, externalization was not found to impact significantly on knowledge donating. Interestingly, SECI activities in knowledge management may be an organizational resource that enables the necessary employee knowledge-sharing behaviour as a capability of an organization from the resource-based view (Wernerfelt, 1984; Barney, 1991). As one of the essential theories in the KM field, this SECI theory emphasized a comprehensive perspective to visualize the whole knowledge creation process for all knowledge conversions to succeed (Nonaka, 1994). This study focused on the hospitality industry in terms of employees, similar to the Prompreing & Hu (2021) study, which studied the impact of the SECI model on goal orientation in the hospitality industry in the case of entrepreneurs. Therefore, the results of this study lend partial support to Prompreing & Hu's (2021) claim that the activities of some dimensions of the SECI model have a correlation with individual goal orientation in the case of entrepreneurs. The present study differed from Prompreing & Hu (2021) in that this study added the dimension of knowledge-sharing behaviour to investigate the relationships between the SECI activities and employee goal orientation. The SECI activities indicate knowledge that is created and shared from one individual to another and to the organization; thus, knowledge sharing is based on the individual features which represent knowledge and how to manage its circulation (Akiyoshi, 2008). Such findings lend partial support to Kim et al.'s (2013) claim that the knowledge creation process (KS enablers) promotes individual KSB that combines KC and KD.

Second, this study also aimed to investigate the influence of knowledge-sharing behaviour on employee goal orientation. The previous study by Kim & Lee (2013) examined the relationship between goal orientation and knowledge-sharing behaviour. They studied goal orientation effects on knowledge-sharing behaviour and employee service innovative behaviour for goal orientation, including two distinct forms, learning orientation and performance orientation, and two different types of knowledge-sharing behaviour, knowledge collecting and knowledge donating. The study results showed that knowledge collecting supported negative effects on employees' learning orientation and supported positive effects on employees' performance orientation. Furthermore, knowledge donating supported employee learning and performance orientation in the hospitality business. Consequently, the results of this study have confirmed Kim and Lee's (2013) finding that knowledge-sharing behaviour is correlated with individual goal orientation. Nevertheless, this study tested this in a different way by employing the SECI model in a KS enablers-sharing-outcomes framework, assuming that some KS enablers (SECI) lead to KSB (KC and KD), which, in turn, promotes employee goal orientation outcomes (learning and performance). Furthermore, the results of this study partially confirm those found by Kim et al. (2013), who showed that knowledge-sharing behaviour had a significant impact on organizational performance; here, the knowledge collecting effect had a greater impact on

organizational performance than knowledge donating. This study's results are also linked to the study by Prompreing & Hu (2021), which found that there is more than one complex dimension (SECI model), which is the knowledge-sharing behaviour dimension, which can promote individual goal orientation in an organization. In addition, these findings imply that the hospitality industry should enhance KM practices among employees by promoting knowledge management enablers and knowledge-sharing behaviour (Shamim, Cang & Yu, 2017).

Furthermore, the organization can encourage employees to use KM methods, such as applying, acquiring, storing, and transferring knowledge for the organization's gains (Shamim, Cang & Yu, 2017). Accordingly, knowledge management needs individual willingness and contribution (Shariq et al., 2019). The link between knowledge-sharing behaviour and goal orientation can be found at both the individual and organizational level, and for both knowledge collecting and donating. Therefore, there is a need for employee goal orientation in the organization in order to foster the learning and performance orientation of employees. This implies a need for an appropriate knowledge creation process for employees, thereby promoting the outcomes of employees' knowledge-sharing behaviour and enhancing goal orientation. Specifically, in the hospitality industry, inimitable and valuable products and services from employees and knowledge management-achieving competitors have placed a great deal of pressure on the hospitality businesses. Organizations need to enhance employee collaboration in KCP activities to increase knowledge-sharing behaviour and goal orientation, which is a fundamental need for the intellectual advantage of an organization.

5.1 This study's contribution to knowledge management

This study also contributes to the empirical and theoretical research into knowledge management and employee goal orientation in the hospitality industry by establishing linkages between three separate streams of the knowledge management literature, specifically the examination of the influence of SECI activities on employee goal orientation through the role of knowledge-sharing behaviour. Regarding the relationships among these three research topics in the hospitality business, the authors documented how these connections linked knowledge management, particularly regarding SECI activities, which are not widely discussed in the hospitality business. In short, this research demonstrates that the hospitality business may practise knowledge management among employees by influencing employee goal orientation. The apparent evidence provided by this research has crucial implications for both entrepreneurs and researchers in this field.

Furthermore, this study focused on the role of knowledge-sharing behaviour (KC and KD) as the motivational force of employee goal orientation (LO and PO). The findings confirm why the difference between the process of sharing their intellectual capital with colleagues (KC) and the process of individuals communicating their intellectual capital to others (KD) has been a crucial issue (Kim et al., 2013; Van den Hooff and De Ridder, 2004). This study also contributes to the knowledge-sharing behaviour research by indicating which knowledge-sharing behaviour has the most impact on encouraging employee goal orientation (learning and performance) as the hospitality business's output. Lastly, this study provides a better description of how knowledge-sharing behaviour may enhance human resource management in the hospitality business by investigating and supporting the entire cycle of the knowledge creation process and knowledge-sharing behaviour among hospitality employees. The knowledge creation process of employees—the transfer of knowledge, skills, information, and individual employees' experiences—has evolved into a valuable asset of the organization (Engstrom et al., 2003; Kim et al., 2013). Simultaneously sharing behaviour, such as collecting and donating knowledge, is emerging among employees and positively is influencing their learning and performance. This approach can guide managers and organizations in supporting employees to become valuable and desirable members of the organization.

6. CONCLUSION

This study has filled the research gaps by investigating the influence of four dimensions (SECI) of the knowledge creation process on both knowledge-sharing behaviour (collecting and donating) and also the knowledge-sharing behaviour influence on employee goal orientation (learning and performance). Based on the applied theory and the literature review, the authors formulated the conceptual framework and four main hypotheses. They adopted a survey method to collect data and an applied analysis utilizing a structural equation model to test the proposed hypotheses. The findings suggest that both socialization and combination have a positive influence on knowledge collecting and knowledge donating, and that externalization does not support knowledge collecting but supports knowledge donating, and that internalization supports neither knowledge collecting nor knowledge donating. Also, knowledge-sharing behaviour was found to have a significantly positive effect on employee goal orientation. In line with the study's findings, the research implications are twofold:

6.1 Practical implications

The relationships between the knowledge creation process, knowledge-sharing behaviours, and employee goal orientation offer a glimpse of how the hospitality industry could enhance knowledge-sharing behaviours among its employees. This can be accomplished by emphasizing the knowledge creation process and interpersonal relationships among groups to support employee learning and performance orientation. Such management techniques will foster the best practices and reinforce a sharing culture and engagement within the organization by ensuring employees' willingness to collect and share knowledge with colleagues. The research findings can provide a framework for managers and owners in the hospitality business to encourage the employees' goal orientation, by affecting their knowledge-sharing behaviour through the knowledge creation process. Managers or owners should formulate policies to encourage employees to create and share knowledge with the organization's team, individuals, and systems. The organization should incorporate comments or suggestions acquired from colleagues and customers into its services, product sales, and business processes in the hospitality industry. Finally, the owners or managers need to conduct regular assessments of employees' KM activities and establish a reward system to encourage positive feedback.

6.2 Theoretical implications

This study involves several theoretical implications. First, this study examined the role of knowledge-sharing behaviours with two distinctive types, namely knowledge collecting and knowledge donating (Kim & Lee, 2013; Tohidinia & Mosakhani, 2010; Lin, 2007), and answered the critical concerns expressed by Matzler and Mueller (2011) and Kim and Lee (2013). This study also acknowledged the individual knowledge-sharing behaviours between the knowledge creation process and the consequences of employee goal orientation in the organization. This study is the first to examine the two distinctive forms of knowledge-sharing behaviours as the determinants of employee goal orientation.

Second, we explored the role of knowledge creation processes in influencing knowledge-sharing behaviours of hospitality employees, an issue that has been left largely undiscussed. Moreover, this paper shifted to a consideration of personal determinants as influencing factors for the individual's engagement in knowledge-sharing behaviour. The Knowledge-Based View - KBV has therefore evolved into Resource-Based View Theory as strategic knowledge management within the organization and its main goal is to use the knowledge and skills available within the organization to produce products and services that give the organization a competitive advantage through its ability to invent new products and processes or improve the existing ones (Grant, 2001; Theriou et al., 2009). These findings contribute to a theoretical framework that can have explanatory power in studying organizational knowledge-sharing behaviour. Further, this research contributes to the conceptual understanding of the knowledge creation process, which influences employees' knowledge-sharing behaviours in the hospitality business and contributes to the knowledge creation process and knowledge-sharing behaviours by clarifying which processes in knowledge creation activities are essential for knowledge-sharing behaviours.

Finally, our model investigates hospitality employee knowledge-sharing behaviours in the relationship between knowledge creation and goal orientation. This fills the research gap by exploring the activities and determinants of knowledge-sharing behaviour and the consequences of employee goal orientation. The framework of this study may serve further research on knowledge sharing and contribute to the literature on the knowledge creation process, knowledge-sharing behaviours, and employee goal orientation in other industries.

6.3 Limitations and future research

This study has several limitations, which suggest some directions for future research. First, this study emphasized hospitality employees in Chiang Mai, Thailand. Therefore, further studies could focus on a different industry, in other areas, or in other countries in Southeast Asia to validate the findings and propose further generalizations. Second, this study has collected data from the hospitality business through a structured questionnaire, and is a cross-sectional study employing quantitative techniques for data analysis. Future research could be conducted with a longitudinal design to further validate the findings and apply the proposed model of this study. Third, the role of employee demographics as moderators should also be examined as they potentially influence employee goal orientation and knowledge management. Fourth, the common method bias of this study was not a critical problem. However, future research may adopt and develop techniques to examine the possibility that common method bias may emerge. As suggested by Podsakoff et al. (2003), acquiring more data from different sources would tremendously mitigate this potential bias. Finally, this research

can be investigated in more detail by discussing each element of employee goal orientation separately in terms of the outcomes of the knowledge creation process and knowledge-sharing behaviour.

REFERENCES

Allal-Chérif, O., & Makhlouf, M. (2016). Using serious games to manage knowledge: The SECI model perspective. Journal of Business Research, 69(5), 1539-1543. https://doi.org/10.1016/j.jbusres.2015.10.013

Akiyoshi, M. (2008). Knowledge sharing over the network. Thin Solid Films, 517(4), 1512-1514. https://doi.org/10.1016/j.tsf.2008.09.042

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99-120. https://doi.org/10.1177/014920639101700108

Bandera, C., Keshtkar, F., Bartolacci, M.R., Neerudu, S. and Passerini, K., (2017). Knowledge management and the entrepreneur: Insights from Ikujiro Nonaka's Dynamic Knowledge Creation model (SECI). International Journal of Innovation Studies, 1(3), 163-174. https://doi.org/10.1016/j.ijis.2017.10.005

Bartol, K.M., & Srivastava, A. (2002). Encouraging knowledge sharing: The role of organizational reward systems. Journal of Leadership &Organizational Studies, 9(1), 64-76. https://doi.org/10.1177/107179190200900105

Bock, G.W., &Kim, Y.G. (2002). Breaking the myths of rewards: an exploratory study of attitudes about knowledge sharing. Information Resource Management Journal, 15(2), 14–21.

Booth, P., Chaperon, S. A., Kennell, J. S., & Morrison, A. M. (2020). Entrepreneurship in island contexts: A systematic review of the tourism and hospitality literature. International Journal of Hospitality Management, 85, 102438. https://doi.org/10.1016/j.ijhm.2019.102438

Brown, K.G. (2001). Using computers to deliver training: Which employees learn and why?. Personnel Psychology, 54(2), 271-296.

https://doi.org/10.1111/j.1744-6570.2001.tb00093.x

Button, S.B., Mathieu, J.E., & Zajac, D.M. (1996). Goal orientation in organizational research: A conceptual and empirical foundation. Organizational Behavior and Human Decision Processes, 67(1), 26-48. https://doi.org/10.1006/obhd.1996.0063

Brett, J.F. & Vande Walle, D. (1999). Goal orientation and goal content as predictors of performance in a training program. Journal of Applied Psychology, 84(6), 863.

https://doi.org/10.1037/0021-9010.84.6.863

Colquitt, J. A., & Simmering, M. J. (1998). Conscientiousness, goal orientation, and motivation to learn during the learning process: A longitudinal study. Journal of Applied Psychology, 83(4), 654. https://doi.org/10.1037/0021-9010.83.4.654

Chau, P.Y., & Hu, P.J.H. (2001). Information technology acceptance by individual professionals: A model comparison approach. Decision Sciences, 32(4), 699-719.

https://doi.org/10.1111/j.1540-5915.2001.tb00978.x

Choi, D., Cheong, M., & Lee, J. (2018). To Share or Not To Share: Interplay of Employee Goal Orientation and Coworker Exchange Ideology on Knowledge Sharing Behavior. Seoul Journal of Industrial Relations, 29.

Davenport, T.H. and Prusak, L. (1998), Working Knowledge: How Organizations Manage What They Know, Harvard Business School Press, Boston, MA.

Desouza, K.C., & Awazu, Y. (2006). Knowledge management at SMEs: five peculiarities", Journal of Knowledge Management, 10(1), 32-43. https://doi.org/10.1108/13673270610650085

Donate, M. J., & de Pablo, J. D. S. (2015). The role of knowledge-oriented leadership in knowledge managementpractices and innovation. Journal of Business Research, 68(2), 360-370. https://doi.org/10.1016/j.jbusres.2014.06.022

Dweck, C. S. (1986). Motivational processes affecting learning. American Psychologist, 41(10), 1040. https://doi.org/10.1037/0003-066X.41.10.1040

Eisenhardt, K.M., & Santos, F.M. (2002).Knowledge-based view: A new theory of strategy, Handbook of strategy and management, 1(1), 139-164.

Engström, T.E.J., Westnes, P., & FurdalWestnes, S. (2003), Evaluating intellectual capital in the hotel industry.Journal of Intellectual Capital, 4(3), 287-303. https://doi.org/10.1108/14691930310487761

Ferry, S.M. (2005). Butlers & Household Managers: 21st Century Professionals. Book Surge Publishers.

Fornell, C., &Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39-50. https://doi.org/10.1177/002224378101800104

Foss, N.J., Husted, K., & Michailova, S. (2010). Governing knowledge sharing in organizations: Levels of analysis, governance mechanisms, and research directions, Journal of Management Studies, 47(3), 455-482. https://doi.org/10.1111/j.1467-6486.2009.00870.x

Fulk, J., Heino, R., Flanagin, A.J., Monge, P.R. and Bar, F.O. (2004). A test of the individual action model for organizational information commons. Organization Science. 15. (5). 569-85.

Grant, R. M. (2001). Contemporary Strategy Analysis. Oxford: Blackwell Publishers Inc

Gaviria-Marin, M., Merigó, J.M.,& Baier-Fuentes, H. (2019). Knowledge management: A global examination based on bibliometric analysis. Technological Forecasting and Social Change, 140, 194-220. https://doi.org/10.1016/j.techfore.2018.07.006

George, D. (2011), SPSS for windows step by step: A simple study guide and reference, Vol. 17.0 update, 10/e. Pearson Education India.

Garg, S., & Dhar, R.L. (2014). Effects of stress, LMX and perceived organizational support on service quality: Mediating effects of organizational commitment. Journal of Hospitality and Tourism Management, 21, 64-75. https://doi.org/10.1016/j.jhtm.2014.07.002

Hair Jr, J. F., Sarstedt, M., Hopkins, L., &Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). European Business Review. https://doi.org/10.1108/EBR-10-2013-0128

Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. International Journal of Multivariate Data Analysis, 1(2), 107-123. https://doi.org/10.1504/IJMDA.2017.087624

Harrington, R.J.,& , M.C. (2011). Strategic management: An analysis of its representation and focus in recent hospitality research, International Journal of Contemporary Hospitality Management, 23(4), 439-462. https://doi.org/10.1108/09596111111129977

Hashim, K. F., & Tan, F. B. (2015). The mediating role of trust and commitment on members' continuous knowledge sharing intention: A commitment-trust theory perspective. International Journal of Information Management, 35(2), 145-151. https://doi.org/10.1016/j.ijinfomgt.2014.11.001

Hunt, S. D., & Arnett, D. B. (2006). Does marketing success lead to market success?. Journal of Business Research, 59(7), 820-828.https://doi.org/10.1016/j.jbusres.2006.01.019

Ihrig, M., & MacMillan, I. (2015). Managing your mission-critical knowledge. Harvard business review, 93(1), 17.

Kim, T., & Lee, G. (2012). A modified and extended Triandis model for the enablers–process–outcomes relationship in hotel employees' knowledge sharing. The Service Industries Journal, 32(13), 2059-2090. https://doi.org/10.1080/02642069.2011.574276

Kim, T. T., & Lee, G. (2013). Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behaviour. International Journal of Hospitality Management, 34, 324-337. https://doi.org/10.1016/j.ijhm.2013.04.009

Kim, T. T., Lee, G., Paek, S., & Lee, S. (2013). Social capital, knowledge sharing and organizational performance: What structural relationship do they have in hotels?. International Journal of Contemporary Hospitality Management, 25(5), 683-704. https://doi.org/10.1108/IJCHM-Jan-2012-0010

Kohli, A. K., Shervani, T. A., & Challagalla, G. N. (1998). Learning and performance orientation of salespeople: The role of supervisors. Journal of Marketing Research, 35(2), 263-274. https://doi.org/10.1177/002224379803500211

Kogut, B., & Zander, U. (2003). Knowledge of the firm and the evolutionary theory of the multinational corporation. Journal of International Business Studies, 34(6), 516-529.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. Educational and Psychological Measurement, 39(3), 607-610. https://doi.org/10.1177/001316447003000308

Kuo, N. T., Chang, K. C., Chen, M. C., & Hsu, C. L. (2012). Investigating the effect of service quality on customer post-purchasing behaviors in the hotel sector: The moderating role of service convenience. Journal of Quality Assurance in Hospitality & Tourism, 13(3), 212-234.https://doi.org/10.1080/1528008X.2012.645200

Ladkin, A., & Weber, K. (2011). Leadership issues and challenges in the tourism industry: A Hong Kong perspective. Asia Pacific Journal of Tourism Research, 16(3), 273-288. https://doi.org/10.1080/10941665.2011.572662

Lee, H., & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. Journal of Management Information Systems, 20(1), 179-228. https://doi.org/10.1080/07421222.2003.11045756

Lin, H. (2007). Knowledge sharing and firm innovation capability: An empirical study, International Journal of Manpower, 28(3/4), 315- 332.

https://doi.org/10.1108/01437720710755272

Li, Y. H., Huang, J. W., & Tsai, M. T. (2009). Entrepreneurial orientation and firm performance: The role of knowledge creation process. Industrial Marketing Management, 38(4), 440-449.https://doi.org/10.1016/j.indmarman.2008.02.004

Liu, C. H. S., & Huang, C. E. (2020). Discovering differences in the relationship among social entrepreneurial orientation, extensions to market orientation and value co-creation–The moderating role of social entrepreneurial self-efficacy. Journal of Hospitality and Tourism Management, 42, 97-106. https://doi.org/10.1016/j.jhtm.2019.12.002

Lubit, R. (2001). Tacit knowledge and knowledge management: The keys to sustainable competitive advantage. Organizational Dynamics, 29(4), 164–178. https://doi.org/10.1016/S0090-2616(01)00026-2

Matzler, K., & Mueller, J. (2011). Antecedents of knowledge sharing–Examining the influence of learning and performance orientation. Journal of Economic Psychology, 32(3), 317-329. https://doi.org/10.1016/j.joep.2010.12.006

Martínez-Martínez, A., Cegarra-Navarro, J. G., & García-Pérez, A. (2015). Environmental knowledge management: A long-term enabler of tourism development. Tourism Management, 50, 281-291. https://doi.org/10.1016/j.tourman.2015.03.006

Masa'deh, R. E., Gharaibeh, E., Tarhini, A., Obeidat, D., & Yousef, B. (2015). Knowledge sharing capability: A literature review. In Conference Proceedings (COES&RJ-CP2-5), ISBN (E), 978-969. http://dx.doi.org/10.2139/ssrn.2696924

Nicholls, J. G. (1989). The competitive ethos and democratic education, Harvard University Press.

Nonaka, I., & Konno, N. (1998). The concept of "Ba": Building a foundation for knowledge creation. California Management Review, 40(3), 40-54. https://doi.org/10.2307/41165942

Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. Organization science, 5, 14-37. https://doi.org/10.1287/orsc.5.1.14

Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation, Oxford university press.

Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, Ba and leadership: a unified model of dynamic knowledge creation. Long range planning, 33(1), 5-34. https://doi.org/10.1016/S0024-6301(99)00115-6

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. Journal of applied psychology, 88(5), 879.

Prompreing, K., & Hu, C. (2021). Knowledge Management in Hospitality Business in terms of Entrepreneur Goal Orientation. Review of Integrative Business and Economics Research, 10(3), 18-38.

Rynes, S., & Gerhart, B. (1990). Interviewer assessments of applicant "fit": An exploratory investigation. Personnel Psychology, 43(1), 13-35.https://doi.org/10.1111/j.1744-6570.1990.tb02004.x

Roberson, L., &Alsua, C. J. (2002). Moderating effects of goal orientation on the negative consequences of gender-based preferential selection. Organizational Behavior and Human Decision Processes, 87(1), 103-135. https://doi.org/10.1006/obhd.2001.2960

Robins, R. W., & Pals, J. L. (2002). Implicit self-theories in the academic domain: Implications for goal orientation, attributions, affect, and self-esteem change. Self and Identity, 1(1), 313-336. https://doi.org/10.1080/15298860290106805.

Santana-Gallego, M., Ledesma-Rodríguez, F., & Pérez-Rodríguez, J. V. (2011). Tourism and trade in small island regions: The case of the Canary Islands. Tourism Economics, 17(1), 107-125.https://doi.org/10.5367/te.2011.0029

Saragih, S. P. T. I., & Harisno, H. (2015). Influence of knowledge sharing and information technology innovationon employees performance at Batamindo Industrial Park. Comm IT (Communication and Information Technology) Journal, 9(2), 45-49. https://doi.org/10.21512/commit.v9i2.1657

Shariq, S. M., Mukhtar, U., & Anwar, S. (2019). Mediating and moderating impact of goal orientation and emotional intelligence on the relationship of knowledge oriented leadership and knowledge sharing. Journal of Knowledge Management.

Steele-Johnson, D., Beauregard, R. S., Hoover, P. B., & Schmidt, A. M. (2000). Goal orientation and task demand effects on motivation, affect, and performance. Journal of Applied Psychology, 85(5), 724-738. https://doi.org/10.1037/0021-9010.85.5.724

Stevens, C. K., & Gist, M. E. (1997), Effects of self‐efficacy and goal‐orientation training on negotiation skill maintenance: What are the mechanisms?. Personnel psychology, 50(4), 955-978.https://doi.org/10.1111/j.1744-6570.1997.tb01490.x

Shamim, S., Cang, S., & Yu, H. (2017). Supervisory orientation, employee goal orientation, and knowledge management among front line hotel employees. International Journal of Hospitality Management, 62, 21-32. https://doi.org/10.1016/j.ijhm.2016.11.013

Strong, B., Davenport, T. H., &Prusak, L. (2008). Organizational governance of knowledge and learning. Knowledge and Process Management, 15(2), 150-157. https://doi.org/10.1002/kpm.306

Swift, M., Balkin, D. B., &Matusik, S. F. (2010). Goal orientations and the motivation to share knowledge. Journal of knowledge management,14(3), 378-393 https://doi.org/10.1108/13673271011050111

Teece, D. J. (1998). Capturing value from knowledge assets: The new economy, markets for know-how, and intangible assets. California management review, 40(3), 55-79. https://doi.org/10.2307/41165943

Theriou, N. G., Aggelidis, V., & Theriou, G. N. (2009). A Theoretical Framework Contrasting the Resource-Based Perspective and the Knowledge-Based View. European Research Studies, 12(3), 177-190

Tohidinia, Z., Mosakhani, M., 2010. Knowledge sharing behaviour and its predictors. Industrial Management &DataSystems, 110(4), 611–631. https://doi.org/10.1108/02635571011039052

Tsaur, S. H., & Yen, C. H. (2018). Work–leisure conflict and its consequences: Do generational differences matter?.Tourism Management, 69, 121-131. https://doi.org/10.1016/j.tourman.2018.05.011

Thailand - Employment by economic sector, viewed 24 June 2019, https://www.statista.com/statistics/332341/employment-by-economic-sector-in- thailand/.

Usoro, A., Sharratt, M. W., Tsui, E., & Shekhar, S. (2007). Trust as an antecedent to knowledge sharing in virtual communities of practice, Knowledge Management Research & Practice, 5(3), 199-212. https://doi.org/10.1057/palgrave.kmrp.8500143

VandeWalle, D. (1997). Development and validation of a work domain goal orientation instrument. Educational and psychological measurement, 57(6), 995-1015. https://doi.org/10.1177/0013164497057006009

VandeWalle, D., Brown, S. P., Cron, W. L., & Slocum Jr, J. W. (1999). The influence of goal orientation and self-regulation tactics on sales performance: A longitudinal field test. Journal of Applied Psychology, 84(2), 249–259. https://doi.org/10.1037/0021-9010.84.2.249

VandeWalle, D. (2003). A goal orientation model of feedback-seeking behavior. Human Resource Management Review, 13(4), 581-604.

Van den Hooff, B. and de Ridder, J.A. (2004). Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. Journal of Knowledge Management,8(6), 117-130. https://doi.org/10.1108/13673270410567675

Wang, W.-T., & Hou, Y.-P. (2015). Motivations of employees knowledge sharing behaviors: A self-determination perspective. Information and Organization, 25(1), 1-26.

Wernerfelt, B. (1984). A resource‐based view of the firm. Strategic management journal, 5(2), 171-180. https://doi.org/10.1002/smj.4250050207

Wipawayangkool, K., & Teng, J. T. (2016). Assessing tacit knowledge and sharing intention: A knowledge internalization perspective. Knowledge and Process Management, 23(3), 194-206. https://doi.org/10.1002/kpm.1505

Wipawayangkool, K., & Teng, J. T. (2019). Profiling knowledge workers' knowledge sharing behavior via knowledge internalization. Knowledge Management Research & Practice, 17(1), 70-82. https://doi.org/10.1080/14778238.2018.1557798

Yang, J. T., & Wan, C. S. (2004). Advancing organizational effectiveness and knowledge management implementation. Tourism Management, 25(5), 593-601. https://doi.org/10.1016/j.tourman.2003.08.002

Yang, J. (2004). Job‐related knowledge sharing: comparative case studies. Journal of Knowledge Management,8(3), 118-126. https://doi.org/10.1108/13673270410541088

Yang, J. T. (2010). Antecedents and consequences of knowledge sharing in international tourist hotels. International Journal of Hospitality Management, 29(1), 42-52. https://doi.org/10.1016/j.ijhm.2009.05.004

Zack, M. (1999). Developing a knowledge strategy, California Management Review. vol, 41, 125-145.

Zheng, N., Wei, Y., Zhang, Y., & Yang, J. (2016). In search of strategic assets through cross-border merger and acquisitions: Evidence from Chinese multinational enterprises in developed economies. International Business Review, 25(1), 177-186. https://doi.org/10.1016/j.ibusrev.2014.11.009