

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE KNOWLEDGE SHARING BEHAVIOR: MEDIATING ROLE OF KNOWLEDGE SHARING INTENTION

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ABSTRACT

The purpose of this study is to investigate the influences of HRM practices on knowledge sharing behavior with the mediating effect of knowledge sharing intention in the hotel industry of Bangladesh. This study assumes that knowledge sharing would be the most useful especially in service sectors like hotels (tourism). The cross-sectional dataset comprises of hotel employees is used for empirical analysis. The hypotheses were tested using Partial Least Square Structural Equation Modeling (PLS-SEM-2). The results show that among the four dimensions of HRM practices only compensation has a significant and positive relationship with knowledge sharing behavior. Whereas, with knowledge sharing intention three dimensions of HRM such as recruitment & selection, participation & compensation show significant influence. For mediation analysis, only training & development showed an insignificant mediating effect between HRM practices and knowledge sharing behavior. Such findings suggest that, if the management of the organizations gives proper concentration on HRM practices the outcome will be significant both for knowledge sharing and its intention.

Contribution/ Originality

The theoretical contributions of this research would be knowledge sharing intention as a mediator or intervening factor in the atmosphere of the hotel sector in Bangladesh. The current research will additionally make an important contribution to fill up the gap of empirical exploration of this nature mostly concentrated on the South East Asian subcontinent.

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1. INTRODUCTION

Humans who have knowledge, skill, innovative capability, ability to solve the organizational problem are the human resources (Altarwneh *et al.*, 2019). It is the most sensitive, critical, and valuable resource for the success of a public, private, single owner, partnership, company, or any other format of the organization (Li *et al.*, 2019). It is the most effective source for maximum productivity and the achievement of a sustainable competitive advantage for the organization (Almarzooqi *et al.*, 2019). Studies like Donnelly (2019) and Li *et al.* (2019), revealed that for the accomplishment of organizational growth or expansion, the high market value of share, productive employee performance, and profitability, the organization need to utilize their workforce knowledge. Additionally, Shamsi and Ajmal (2019) argued that especially human resources can contribute to knowledge creation, innovation, and new idea generation. That is why organizations are focusing more on knowledge-intensive approaches by hiring more minds than hands. Furthermore, Li *et al.* (2019) claimed that bureaucratic control over resources of the organizations has been shifted from corporeal resources to knowledge based technologies and their use-skills.

An increasing number of studies such as Altarwneh *et al.* (2019) and Almarzooqi *et al.* (2019) focused on Knowledge sharing behavior, which has all potentials for maximum utilization of the human capital. And that will be beneficial for both the organization and the individual employee. In this regard, Victor and Shamila (2018) claimed that knowledge-intensive organization can be established only by creating a favorable environment for employee knowledge sharing behavioral practice. They also suggested that if an organization plans for knowledge management initiatives like knowledge sharing practices, initially they require ensuring employee intention to knowledge share and also a proper environment for that. This argument was also supported by researchers like Altarwneh *et al.* (2019).

Several researchers such as Sokolov and Zavyalova (2018) and Zaim *et al.* (2018) suggested that organizations need to concentrate more on HRM practices for facilitating employee knowledge sharing behavioral practices and for this practice HR managers should motivate employees for encouraging more intention to share. One of the driving forces behind HRM practices is to oversee personnel and their knowledge inside the organization. Additionally, scholars also reviewed nineteenth-century knowledge and human capital management researchers where they recommended that an increasing number of quantitative studies are required more in an attempt to comprehend the effective elements of knowledge sharing approaches (Bessen and Nuvolari, 2016). Despite being a growing trend, HR scholars also observed a gap in several empirical and pragmatic studies in the area of knowledge creation and sharing. Hence, the current research intends to conduct significant empirical participation in the perceptions of personnel behavior in knowledge sharing from the perspective of the hotel industry. Most of the workforce knowledge management based researches were conducted or explored in circumstances of developed countries or nations whereas, those prior studies suggested more investigation is required on the same area in the condition of developing countries (James *et al.*, 2016). Furthermore, lack of studies has identified incorporating HR activities and staff knowledge sharing behavior mediated by knowledge sharing intention from the context of Bangladesh.

The reasons for selecting Bangladesh as a country context and hotel as an industry or sector for this study are like; the term 'knowledge sharing behavior' is relatively less known in Bangladesh especially in the service sectors. And, employees do not usually obtain an adequate amount of support or positive approaches from the organization and management about knowledge sharing. Additionally, as per the previous author's literature, an insignificant number of empirical studies in Bangladesh have highlighted the employees' perceptions to connect both HRM practices and knowledge sharing field-based research (Naem *et al.*, 2017). Therefore, this research hopes to contribute with existing literature to influence the HRM practices on knowledge sharing behavior in the Bangladeshi service-based hotel industry.

The current study hypothesized based on its' independent, mediating, and dependent variables conceptualized from the prior studies. In this pertinent, researchers like [Anderson et al. \(2000\)](#) and [Gliner et al. \(2002\)](#) explained the comparison between null and alternative hypothesis methods of testing the significance and their applications in research. Hence, the authors of the present research utilized alternative hypotheses after finding evidence from prior literature that constructs chosen for this study are having a significant effect on the dependent variable. Additionally, these hypothetical relationships have been explored from another context, culture, environment, or circumstances ([Toledo et al., 2011](#)). Therefore, this research aims at determining the influences of human resource management (HRM) practices on knowledge sharing behavior (KSB) from the Bangladeshi context.

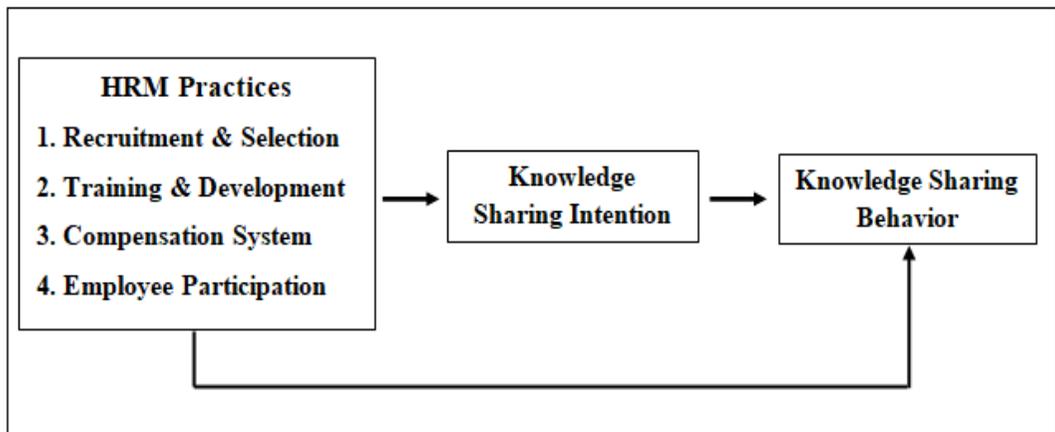


Figure 1: Conceptual framework of the study

2. LITERATURE REVIEW

2.1. Knowledge sharing behavior

Knowledge sharing behavior is the various approaches for successful accomplishment of knowledge transfer, communication, and mutual inter-exchange ([Busaidi and Olfman, 2017](#)).

Researches in this area have been empirically observed as the vital for attaining efficacy and higher metamorphosis both in individual level (e.g., [Dong et al., 2017](#); [Zhao et al., 2017](#)), group level ([Cummings, 2004](#)), and macro-level ([Erez and Gati, 2004](#); [Argote et al., 2000](#)). Knowledge sharing is not only necessary for individuals and/or businesses to achieve better results; it has also been increasingly recognized as a fundamental requirement in organizations ([Rice et al., 2019](#); [Tuan, 2017](#)). Prior scholars in the same area like, [Glaister et al. \(2017\)](#) also claimed that the attribute of knowledge will enrich the competency of employees only when it has been shared. This, in turn, increases the resources of the enterprise and can promote innovation. But, sharing knowledge means willful behavior on behalf of individuals. It depends on their will and disposition to share ([Islam and Khan, 2014](#)). But since this is not just a one-way operation, it often includes understanding and mutual benefits for both the involved parties ([Rahman et al., 2014](#)). As a result, knowledge sharing has turned out to be essential for an organization to prolong their competitive edge.

2.2. HRM practices

Over time, an extensive number of qualitative and empirical researches explored to investigate the direct outcomes of HRM practices. For instance, the initial argument put forward from those scholars was that HRM practices positively contribute among employees which ultimately resulted in superior service performance ([Rubel et al., 2018](#); [Rubel et al., 2017](#); [Flinchbaugh et al., 2016](#)), employee's innovative behavior ([Lu and Li, 2010](#)), and knowledge sharing ([Bavik et al., 2018](#)). As a consequence, organizations ought to endeavor to enforce suitable HRM practices for extreme output from their workers and staff ([Gile et al., 2018](#)). Furthermore, professionals all over the world have

utilized several dimensions HRM practices for reaching the organizational goal (Zakaria *et al.*, 2018). However, the current study emphasized employee behavior on knowledge sharing based on the four core dimensions of HRM practice such as, 'recruitment and selection', 'training and development', 'compensation', and 'employee participation'.

2.3. Knowledge sharing intention

The willingness of any individuals for creating and sharing knowledge of his or her with others would be conceptualized as knowledge sharing intention. And, this intention can lead to or influence the approaches of sharing knowledge by the individuals (Wipawayangkool and Teng, 2016). In line with the previous concept, scholars advocated that this influencer (knowledge sharing intension) may substantially be augmented by a firm for establishing a proper environment of practice for sharing knowledge among staff (Hung *et al.*, 2015). Abdillah *et al.* (2018) argued that the ultimate result of a high level of willingness for sharing an individual's knowledge would be the exchange of knowledge which may be evident or silent. Lee and Hong (2014) are of the view that knowledge sharing intention of a person increases if a firm initiates several activities at various layers of an organization to confirm that knowledge is exchanged amid all organizational members. Hence, firms ought to plan and execute knowledge sharing actions, for example, encouraging interactive communications among organizational employees and staff which have the potential to bring about substantial exchanging of knowledge and experience (Zhang and Ng, 2013; Tsai *et al.*, 2011).

3. DEVELOPMENT OF HYPOTHESIS

3.1. HRM Practices and knowledge sharing behavior (KSB)

A significant number of previous researchers have elucidated several constructs with the association between HRM practices and worker's knowledge sharing behavior (KSB) (Aybas and Acar, 2017; Nkogbu, 2015). Those studies have been carried out from different contexts, for instance, Taiwan high-tech industry (Lin, 2008), American NGOs (Choi, 2016), service providers of Malaysia (Dutta *et al.*, 2015) and commercial banks of Netherlands (Ergazakis *et al.*, 2004) but, the notable concern found was the connectivity between HRM activities i.e. recruiting, rewarding, training, participating, and knowledge sharing behavior. The studies like Tiwari and Tiwari (2018) and Busaidi and Olfman (2017) claimed that the HR managers are well concerned about the best uses of workforce knowledge into the operational processes in their organizations like knowledge sharing practices. Another study conducted from the perspective of the oil industry relied upon HRM practices, for instance, rewarding, recruitment, and appraisal in addition to the concept of planned behavior for explaining and predicting the approaches of knowledge exchange (Aslani *et al.*, 2012). In this way, prior studies found that careful selection, extensive training, vigorous employee involvement, and offering incentives for better performance, can make a significant contribution to the advancement and enthusiasm of employee knowledge sharing behavior (Jiang and Hu, 2016). Hence, hypothesis 1 including HRM dimensions would be formulated as follows:

- Hypothesis 1a: Recruitment and selection have a significant influence on KSB.
- Hypothesis 1b: Training and development have a significant influence on KSB.
- Hypothesis 1c: The compensation system has a significant influence on KSB.
- Hypothesis 1d: Employee participation has a significant influence on KSB.

3.2. HRM practices and knowledge sharing intention (KSI)

Earlier researchers in the domain of knowledge sharing have highlighted the fact that disposition towards HRM activities is the most required antecedents for capitalizing employee intention to share knowledge (Hambly, 2016). In another similar research by Scarbrough (2003) found close correlations among HRM practices, explorative learning, innovation, risk managing, and more relaxed control which can influence knowledge sharing intension of employees. Therefore, studies like Hwang *et al.* (2018) and Nkogbu (2015) suggested significant emphasis in providing the flexibility of investment in facilitating the creation, motivation, or development of eagerness to share their knowledge. On the contrary, knowledge sharing is frequently embraced by firms in unstructured

multifaceted HRM activities like, volatile organizational environments, outdated recruitment and selection processes, appraisal, a less attractive reward which resulted in a lack of intension to share workforce knowledge. Whereas, [Aybas and Acar \(2017\)](#) investigated knowledge sharing intension concentrating on human capital management by which ‘people keenly engaged in the discussion and exchange of their knowledge regarding the products or procedures. Furthermore, [Dong et al. \(2016\)](#) have established a positive correlation between HR management towards organizational information and employee intension to share knowledge. Therefore, based on the prior literature concept this study proposing hypotheses like:

- Hypothesis 2a: Recruitment and Selection have a significant influence on KSI.
Hypothesis 2b: Training and Development has a significant influence on KSI.
Hypothesis 2c: Compensation system has a significant influence on KSI.
Hypothesis 2d: Employee participation has a significant influence on KSI.

3.3. Knowledge sharing intention and knowledge sharing behavior (KSB)

However, even though many studies in the past found a positive intention-behavior link, the outcomes of many of those studies have indicated a weak degree of association ([Fullwood et al., 2013](#); [Chatzoglou and Vraimaki, 2009](#)). Supporting the same, [Busaidi \(2013\)](#) ascertains that individuals with an adequate amount of knowledge and experience regarding any particular issue tend to possess extensive intentions to disseminate knowledge and have the ability to come up with pragmatic advice for colleagues on concentrated topics. Whereas, [Moahi and Bwalya \(2018\)](#) argued that doctors are more experts on exchanging their knowledge which ultimately stimulates willingness to share their knowledge among the same professionals. Based on personnel capabilities on accomplishing particular objectives for disseminating knowledge, along with individual skills and abilities, he or she may exhibit a significant tendency for sharing his knowledge which may lead to knowledge sharing behavior ([Goh and Sandhu, 2013](#)). Using one of the forms of planned behavior model theory, [Jain et al. \(2015\)](#) believed that propensity for exchanging knowledge can be altogether influenced by moral behavior. [Hwang et al. \(2018\)](#) advocated that if workers take the approaches of sharing their knowledge positively, the outcome would be a strong desire to share it. In line with the previous argument, this research can postulate the hypothesis likewise:

- Hypothesis 3: Knowledge Sharing Intention has a significant influence on KSB.

3.4. KSI Mediates the relationships between HRM practices and KSB

As per the concept of planned behavior, a person's social propensity can be represented by their demeanor toward that approach, emotional standard, and perceived behavioral control; and intention to behave ultimately influences actual behavior ([Jeung et al., 2017](#)). This concept also supported that the intention to exchange knowledge plays a mediating role among the constructs like approaches, abstract standards, perceived attitudinal control, and the manner of sharing knowledge. Therefore, behavioral intention is considered as the mediator or mechanism which may affect the actual behavior ([Hau et al., 2013](#)). [Park et al. \(2014\)](#) employed knowledge sharing intention as a mediator between openness to change and knowledge sharing practices. Similarly, another study conducted from the perspective of health care for workers by [Lee and Hong \(2014\)](#) focused upon the mediating role of eagerness to share knowledge on the association of KSB and its' various factors.

These days, several firms all around the world have come up with novel HRM practices for personnel aimed at intensifying knowledge sharing intention and enhancing the ability to perform work. [Thompson et al. \(2004\)](#) argued that merely executing HR activities, an organization will not be able to convince its workers about the knowledge sharing behavior. Therefore, [Cho and Poister \(2013\)](#) explored the mediating role of knowledge sharing intention on the impact of HRM practices i.e. ‘staffing’, ‘training’, ‘rewarding’, with participating in employee positive attitudes. In addition, [Jeung et al. \(2017\)](#) claimed the mediation of intention to share knowledge on the relationship between human resource practices and skill development. In line with the previous study, [Han et al. \(2016\)](#) also found the similar mediating effect between medical practitioners' favorable positive

approaches with knowledge sharing behavior, whereas, [Glaister et al. \(2017\)](#) demonstrated this mediation between talent management and perceptions of employees on their behavior to exchange knowledge. According to the above literature discussion, the current research puts forward hypotheses like:

- Hypothesis 4a: KSI mediates the relationship between Recruitment and Selection, and KSB.
- Hypothesis 4b: KSI mediates the relationship between Training and Development, and KSB.
- Hypothesis 4c: KSI mediates the relationship between the Compensation System and KSB.
- Hypothesis 4d: KSI mediates the relationship between Employee Participation and KSB.

4. RESEARCH METHODOLOGY

This is a cross-sectional descriptive study that includes full-time employees working in three/four/five-star hotels in Bangladesh which was obtained in 2019. According to the criteria of service quality, management efficiency, and rating of customer's demand [Bangladesh Tourism Corporation \(2020\)](#) and also [Bangladesh Tourism Board \(2020\)](#) recommended the list of best three, four, and five-star hotels and resorts. All the hotels were approached to carry out the study, but at best 20 hotels consented to participate in the study. In addition, there is no list available for total employees who are working in hotels all over Bangladesh. Hence, [Sekaran and Bougie \(2010\)](#) suggested that in the case of an unlisted population nonprobability sampling method should be used. Therefore, the Judgmental sampling technique was utilized for choosing the respondents for the current study. The most important advantages of this sampling technique are to collect data from the individuals who can provide only which the analysts are looking for, either because they are the main people who possess it or only they can fulfill the requirements set by the researchers ([Sekaran and Bougie, 2010](#)). The researchers in this study utilized judgmental sampling in an attempt to purposely accumulate information from the staff only whose tenure was at least one year in his/her company. From that point onward, with the voluntary contribution of the head of the HR division of the particular hotels, the survey was administered. The current study took two months to distribute and recollect the survey questionnaires from the respective organization. An aggregate of 800 self-controlled surveys was distributed and 395 were given back. Of the 395 polls, 40 were dismissed as a result of inadequate answers. In total, for data analysis, 355 questionnaires were considered complete, indicating a response rate of 44.37%. Prior scholars found a reaction rate of 29 percent in the context of Bangladesh ([Rubel and Kee, 2015](#)).

5. MEASUREMENT

A total of 18 items from previously established scales were employed including 'recruitment and selection', 'training and development', 'compensation', and 'employee participation'. These four dimensions of human resource management processes are accessible both globally and locally in preceding studies ([Rubel et al., 2018](#); [Seeck and Diehl, 2017](#)). Individual indicators required to estimate constructs namely 'recruitment and selection', and 'training and development' were derived from the scale developed by [Yang et al. \(2015\)](#). To assess the constructs namely 'compensation' and 'employee participation', three items for each were identified and modified from [Allen et al. \(2003\)](#). Both the constructs had an alpha value of greater than 0.70.

To test employee knowledge sharing intension the mediating variable, six elements were adapted from [Seba et al. \(2012\)](#), and the alpha value of the Cronbach was found to be 0.87. In addition, in this research paper, knowledge sharing behavior has been considered to be an endogenous variable and was estimated using five indicators, extracted from [Yi \(2009\)](#). Indicators used for estimating exogenous variables and mediators were measured using 5 points Likert scale where 1 indicates highly disagree and 5 indicates highly agree. Indicators of endogenous variable, knowledge sharing behavior, were evaluated with the help of a 7 point Likert scale stretching from 1 = highly disagree to 7 = highly agree.

6. RESULTS

6.1. Sample profile

The following table outlines the demographic information of the respondents:

Table 1: Profile of the sample respondents

Demographic Variable	Percentage	Demographic Variable	Percentage
Gender		Educational Qualification	
Male	70	Primary	0
Female	30	Secondary	0
		Higher Secondary	7
Age Groups		MBA	38
30-35	20.6	General Masters	32
35-40	44.4	BBA	15
40-45	20	General Bachelors	8
45-50	10		
55-55	5	Marital Status	
		Married	79
Experience		Unmarried	21
1-5 Years	47		
5-10 Years	34	Religion	
10-15 Years	10	Muslim	74
15-20 Years	5	Non-Muslim	26
Above 20 Years	4		

6.2. Measurement model

In the initial phase of data analysis, a CFA was performed to ascertain the validity and reliability of the scales used in this study. While evaluating the convergent validity, the authors examined the item loadings, average variance extracted [AVE as well as composite reliability (CR)]. It is evident from Table 2 that all individual indicator loadings had a score that is beyond 0.60 as proposed by [Chin \(2010\)](#). The researchers had to delete indicators such as RS3 (0.547) and TD5 (0.529) as the loading was below 0.60. In addition, the AVE and CR scores of all the constructs were found to be reasonable since they were greater than the threshold levels of 0.5 and 0.7, correspondingly ([Chin, 2010](#)). Therefore, it may very well be said that the proposed measurement model of this study successfully achieved convergent validity.

Table 2: Output of the measurement model

Constructs	Items	Item Loading	AVE	CR
Recruitment and Selection	RS 1	0.788	0.623	0.700
	RS 2	0.768		
	RS 4	0.811		
Training and Development	TD 1	0.775	0.575	0.826
	TD 2	0.778		
	TD 3	0.804		
	TD 4	0.860		
	TD 5	0.529		
Compensation and Benefits	CB 1	0.748	0.573	0.813
	CB 2	0.833		
	CB 3	0.781		
	CB 4	0.740		
	CB 5	0.674		
Employee Participation	EP 1	0.710	0.522	0.774

	EP 2	0.719		
	EP 3	0.753		
	EP 4	0.770		
	EP 5	0.656		
Knowledge Sharing Intention	KSI 1	0.838	0.562	0.808
	KSI 2	0.765		
	KSI 3	0.728		
	KSI 4	0.697		
	KSI 6	0.712		
Knowledge Sharing Behavior	KSB 1	0.635	0.618	0.842
	KSB 2	0.876		
	KSB 3	0.760		
	KSB 4	0.803		
	KSB 5	0.836		

Furthermore, following the recommendation of Fornell-Larcker (Hair *et al.*, 2013) criterion has been used by the authors to evaluate discriminant validity. Fornell-Larcker criteria suggest that the square root of AVE has to be greater than the connections of the latent variables of the respective off-diagonal ones. This study fulfilled this criterion successfully which is indicative of acceptable discriminant validity. Moreover, 'Stone-Geisser Q2' was assessed to compute the predictive relevance of the measurement model. As per Chin (2010), the score of construct cross-validated redundancy (Red) in Q2 ought to fall above zero. The present study obtained satisfactory results about this criterion as well; for instance, TM (Red, 0.213). Moreover, the composite reliability scores of the unobserved variables were above the cut-off level of .70.

Table 3: Output of discriminant validity

	CB	EP	KSB	KSI	RS	TD
CB	0.757					
EP	0.503	0.723				
KSB	0.324	0.293	0.786			
KSI	0.465	0.370	0.442	0.750		
RS	0.241	0.089	0.033	0.230	0.789	
TD	0.201	0.155	0.115	0.167	0.075	0.758
Mean	3.78	3.82	3.71	3.69	3.92	3.94
S.D.	0.68	0.72	0.64	0.66	0.75	0.79

Note: Diagonals (in bold) signify the square root of the AVE whereas the rest of the values symbolize the correlations

CB = Compensation and benefits, EP = Employee Participation, KSB = Knowledge Sharing Behavior, RS= Recruitment and Selection, T&D = Training and development, KSI = Knowledge Sharing Intention.

After assessing the reliability and validity of the scales, the researchers formulated a structural model where four constructs of HRM activities were treated as an exogenous variable, knowledge sharing intention was considered as an intervening variable, and knowledge sharing behavior was deemed as an endogenous variable.

In the immediate connection between four elements of HRM practices and workers' KSB, one latent construct was discovered to have a noteworthy positive contribution to employees' KSB, for example, CB ($\beta = 0.121$, $p < 0.05$) while, other three exogenous variables such as RS, T&D and EP were discovered non-significant. Besides, in the association of HRM activities and workers' KSI, three components of HRM activities, for example, RS, ($\beta = 0.129$, $p < 0.05$), COM, ($\beta = 0.329$, $p < 0.05$), and EP ($\beta = 0.183$, $p < 0.05$), were discovered to have direct effect on KSI. Then again, just

T&D was discovered to have an insignificant contribution to KSI. Besides, the way from KSI to KSB was additionally discovered to be positive and statistically substantial ($\beta = 0.121$, $p < 0.05$).

Moreover, this paper likewise evaluated the interceding impact of KSI on the connection between HRM practices and KSB based on the idea of [Preacher and Hayes \(2008\)](#). Among the four interceding assumptions, KSI was discovered significant with three components of HRM practices and KSB while KSI was discovered statistically irrelevant as a mediator in the association of T&D with and KSB. The results of the indirect effects are demonstrated in Table 4.

Table 4: Results of the structural model

Direct Hypothesis					
Path	Coefficient	Std. Err	t-value	Decision	
Compensation → KSB	0.121	0.07	1.72**	S	
Compensation → KSI	0.329	0.064	5.12**	S	
Employee Participation → KSB	0.101	0.066	1.53	NS	
Employee Participation → KSI	0.183	0.057	3.21**	S	
Knowledge sharing Intention → KSB	0.366	0.052	7.10**	S	
Recruitment and Selection → KSB	- 0.091	0.06	1.52	NS	
Recruitment and Selection → KSI	0.129	0.057	2.28**	S	
Training and Development → KSB	0.020	0.058	0.35	NS	
Training and Development → KSI	0.063	0.048	1.31	NS	

Note: * $p < 0.05$, ** $P < 0.01$ (based on one-tailed test with 1000 bootstrapping);

Mediating Hypothesis					
Path	Coefficient	Std. Err	t-value	Decision	
Compensation → KSI → KSB	0.12	0.028	4.36	S	
Employee Participation → KSI → KSB	0.067	0.025	2.68	S	
Recruitment and Selection → KSI → KSB	0.047	0.023	2.04	S	
Training and Development → KSI → KSB	0.023	0.019	1.24	NS	

Note: * $p < 0.05$, ** $p < 0.01$ (based on two-tailed test with 1000 bootstrapping) S = Supported, NS = Not-supported; KSB = Knowledge Sharing Behavior, KSI = Knowledge Sharing Intention.

7. DISCUSSION

This study determined to investigate the influences of HRM practices through the intervention of knowledge sharing intention (KSI) on knowledge sharing behavior (KSB) with special reference to the tourism sector of Bangladesh. Some of the outcomes of this study are in congruence with several studies conducted in the past. The present study revealed that compensation and benefits contribute substantially to the KSI of employees as well as to their ultimate KSB. Previously, [Wang and Hou \(2015\)](#) found the link between employee benefits and KSB. Therefore, researchers like [Ansary and Barua \(2015\)](#), [Andrews and Delahaye \(2000\)](#) suggested that HR managers at hotels should attempt to provide attractive benefits and remuneration packages to the employees to motivate them for exchanging their knowledge, innovation, and work experiences with co-workers which will certainly assist the hotel employees to improve service experiences for the tourists.

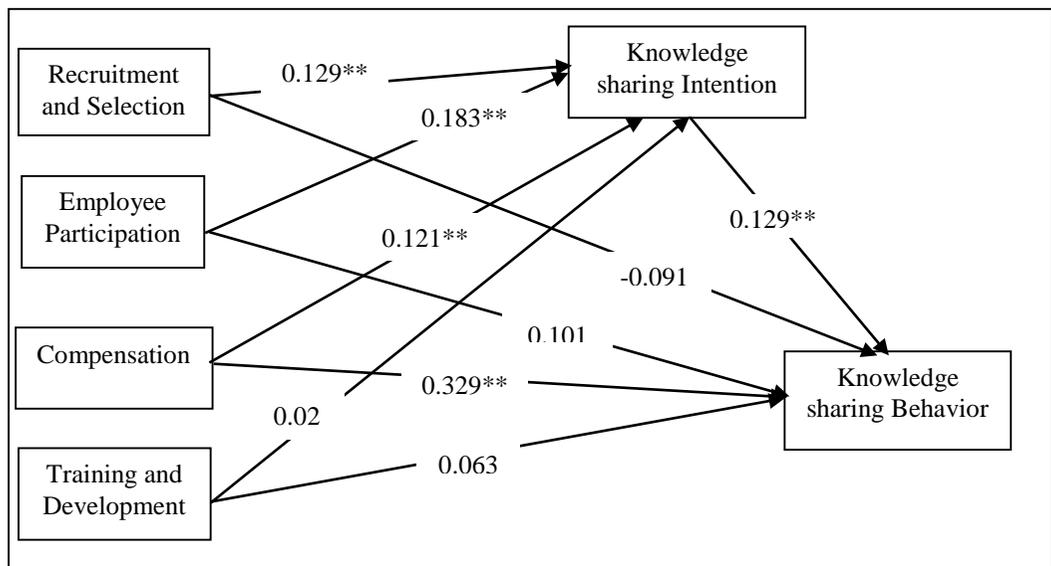


Figure 2: Structural model

Furthermore, this study found that dimensions such as ‘employee participation’, ‘training and development’ are more related to KSI than KSB. Prior research confirms the connection between ‘recruitment and selection’, ‘training and development’, and KSI (Aybas and Acar, 2017). However, the association between employee participation and KSB was also explored by Dutta *et al.* (2015). Based on the current scenario, the argument may arise on an unfavorable attitude of others; perceived insecurity, as well as certain situational factors (safety, time, and energy), may deter the participative and well-trained employees from engaging in KSB despite having KSI.

However, the study found out that ‘training and development’ lead to positive relations with KSI not with KSB. Supporting researchers believe the specific type of knowledge hoarding may take place when hotel employees’ drive is affected by outside forces. At times, when hotel personnel is forced to exchange information with others, it might go wrong. Some well-trained employees fear that they will lose competitive advantages if they share knowledge. Hence, if HR professionals at hotels or any other organization do not make employees realize the significance of knowledge distribution with others to accomplish the firms’ goals and objectives, those staff will be unlikely to share their knowledge even after receiving significant training.

In the present study, KSI has been revealed as a significant mediating variable with ‘employee participation’, ‘training and development’, ‘recruitment and selection’. Hence, hotel administrators and managers should identify, develop and implement their human resource activities efficiently and effectively with a tremendous level of fairness to enhance the hotel employees’ level of behavioral KSI which in turn would be the result of desirable KSB.

8. CONCLUSION

Based on empirical evidence, the connectivity of HRM practices with KSB was outlined in this study. Furthermore, there is an indirect effect of all the exogenous constructs (recruitment, training, compensation, employee participation) on KSB through KSI was also evaluated. The present study has far-reaching implications for the managers as the study administers some important instruments that may be applied by hotel managers to evaluate and improve the hotel workers’ KSI and behavior. As KSB is one of the key behaviors required for the accomplishment of organizational goals and objectives in the short and long run, hotel management must undertake favorable human resource activities and policies to influence the hotel employees’ participation in the conduction of knowledge

sharing. If hotel workers believe that they have been recruited fairly, their performance is well compensated, they will show their eagerness to exchange their knowledge with colleagues and guests. Additionally, the authors tried to make a reference point for potential scholars who want to research knowledge management in the hospitality sector. The findings and suggestions demonstrated in the study will persuade the concerned authorities of hotel sectors to influence the KSB of the workers.

9. LIMITATIONS OF THE STUDY

The present study bears limitations especially in respect of sampling. The sampling frame of the study, although representative of the target population, represents only a defined stratum of the tourism sector of Bangladesh. Furthermore, this study did not check the moderating effect of employees' demographics in the intention and behavior link. Therefore, the authors suggest the inclusion of moderating variables and several other constructs such as, management support, technical support, organizational citizenship behavior, high-performance HRM practices to better predict the employees' knowledge sharing willingness and actual behavior. Arguments from the previous literature also claimed that in certain cases, knowledge is not exchanged even after receiving training because of some workers' lack of confidence. Hence, hotel authorities might arrange several motivational programs to boost the confidence of the workers.

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