

Knowledge Sharing and Innovative Work Behavior: An Empirical Study of Hospitality Sector in Punjab and Haryana

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ABSTRACT

The study aims to assess the relationship between innovative work behavior (IWB) and knowledge sharing (KS) within the hospitality industry in Punjab and Haryana, India. Adopting a quantitative approach, data was collected from 150 respondents through questionnaires grounded in prior research. The data analysis was conducted using Smart-Partial Least Squares (PLS-4). The results revealed a strong positive correlation between IWB and KS. The findings indicate that knowledge sharing enhances employee competencies, fostering greater creativity and precision. The study concludes that innovative practices in organizations are driven not only by employees' skills, experiences, and abilities but also by the interdepartmental knowledge they exchange. Knowledge sharing empowers employees to contribute creativity, innovation, and excellence, significantly influencing productivity, profitability, and customer satisfaction. These factors are crucial for ensuring businesses' long-term sustainability in highly competitive markets.

Keywords: Knowledge collection, Innovative work behavior, Knowledge donation and Knowledge sharing

1. INTRODUCTION

The significance of innovation activities to the achievement of business organizations has been widely recognized in the last ten years (Yasir et al., 2023). Innovation has become necessity for organizations to achieve developmental goals (Pian et al., 2019) and develop performance (Ullah et al., 2021a, 2021b) that leads to industry growth (Liu et al., 2020). 'Innovative work behaviour' is an essential element in helping businesses gains a competitive frame, which consequently guarantees their long-term survival in the highly cut-throat business sector' (Almulhim 2020). Employee innovation at work has thus gained significant attention across all industries and nations. 'Innovation is recognized as a vital activity in the production processes and business development that is crucial for growth, service provision, and, most importantly, increased business value' (Almulhim 2020). Innovative behavior is essential in the existing atmosphere if the organization is to continue achieving sustainable development. Additionally, it plays a key function in gaining a competitive edge and better management outcomes (Gomes & Wojahn, 2017). Knowledge sharing successfully encourages creative work practices, according to organizational learning theory (Crossan, 1996). 'Knowledge sharing' is now recognized as a process where workers share information and knowledge through conversations in order to come up with fresh concepts and foster creativity at work (Van & Ridder, 2004). Additionally, it fosters personal recognition within the department and aids in the employees' deeper understanding of their careers (Cheng, 2002). Not only does knowledge sharing benefit the individuals working for the companies, but it also boosts overall business performance and profitability (Muafi, 2020). Numerous studies have looked into the real

connection between KS and creative work practices. These earlier studies, however, have certain shortcomings. For instance, they did not fully reveal the various facets and modes of KS on workers' IWB. The conclusions of the aforementioned research works have not established a convincing, trustworthy termination point. For instance, some scholars believed that KS had a negative effect on innovation (Haas & Hansen, 2007), while other researchers argued that knowledge sharing had a positive impact on employees' IWB. A small number of academics have addressed the aforementioned conundrum by elucidating knowledge sharing from a behavior-oriented perspective. To deal with the shortcomings of earlier studies, the present study formulated the subsequent research inquiries, the responses to which have facilitated the achievement of the goals.

RQ: Is there a connection between sharing knowledge and creative work practices?

2. CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

2.1 Knowledge Sharing

'Knowledge sharing' is defined as a communication technique whereby multiple parties collaborate to develop information from a source (one party) and receive knowledge from the receiver (another party) (Usoro et al, 2007). The definition of KS as "a mutual discourse among organizational members that allows them to receive knowledge from other members" is given by Ibrahim and Heng (2015). Sharing knowledge has become a fundamental aspect of economic growth and production processes. Several proponents of 'knowledge-based view's (KBV) contend that it is an intangible resource that establishes the foundation for competitive advantage and

boosts organizational and worker efficiency in the production environment (Ferlie et al., 2015; Alguezaui & Filieri, 2014). Any organization has two types of employees: experienced and new. The success and profitability of the organization is largely dependent on the cooperation and teamwork of its workforce. Conversely, sharing of knowledge is referred to as the “provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas or implementing policies or procedures” (Cummings, 2004). Sharing knowledge is a two-way process that involves both the giver and the taker of knowledge. As a result, it involves both gathering knowledge and imparting it to others. The definition of knowledge sharing in this study involves knowledge donation and knowledge gathering. Knowledge donating is defined as “the communication based upon a person’s own wish to transfer his/her intellectual capital”, whereas, knowledge collecting is known as “an attempt to persuade other individuals to share their intellectual capital or what they know” (Van den Hooff & De Ridder, 2004). While knowledge gathering involves consulting others to persuade them to give their intellectual capital, knowledge donation involves actively communicating with others in order to transmit knowledge. These two procedures are different and active in nature (Alhady, Idris, Sawal, Azmi, & Zakaria, 2011; Yesil & Dereli, 2013). Sharing knowledge is a great way to help employees or partners solve problems, carry out policies, or develop creative ideas. Knowledge sharing can lead to an advanced working strategy, which is the foundation for an individual's or company's creativity and successes (Li & Sandino, 2018). Employee job satisfaction is effectively increased by knowledge sharing, which also encourages innovation in the workplace (Hoa, Thanh, Mai, Le Van, & Quyen, 2020). In order to complete the various tasks within an institution, the employees share the knowledge they have acquired. The less experienced workers can put their knowledge to good use with this activity (Ryu, Ho, & Han, 2003). Knowledge assets can be leveraged and utilized by organizational personnel through KS (Cabrera & Cabrera 2005). The present study examines KS as a practice that involves exchanging knowledge and expertise possessed by members of an organization and disseminating crucial information for optimal utilization and reciprocal advantages.

2.2 Innovative Work Behavior

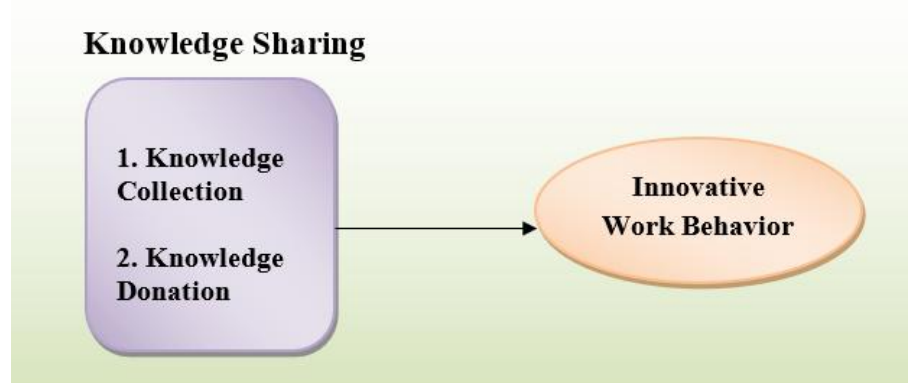
“IWB is the process of recognizing, promoting, actualizing, and putting into practice an idea within a specific organizational operation that offers the advantages of enhanced performance at the individual, cluster, and organizational levels” (West & Farr 1990). Put differently, the act of being innovative can also be defined as recognizing and utilizing new technologies or methodologies to improve current responsibilities (Yuan & Woodman, 2021). According to Liu, Du, and Ai (2016), innovation is a crucial component for an organization to achieve sustainable growth and market success. A company needs constant innovation in both its management and production processes to remain viable in this volatile market (Li, Du, Tang, Boadu, & Xue, 2019). Innovative work behavior, on the other hand, is defined as

“intentional development, introduction and application of new ideas inside a job role, group or organization for suitable role of the group or organizational performance (Momeni, Ebrahimpour, & Ajirloo, 2014). Another definition of innovative work behavior is provided as “an intentional generation, promotion and realization of novel ideas in the workplace” (Janssen, 2000; Scott & Bruce, 1994; West & Farr, 1989). This definition presents three basic functional elements of innovative work behavior namely creation, promotion and implementation of novel ideas that benefit the organizations (Janssen, 2000, 2004; Scott & Bruce, 1994; Yuan & Woodman, 2010). Idea generation stage may include all those considerations that aimed at refining new products, organizational practices provide strength to those generated ideas and strives to remove organizational resistance and barriers to bring change (Shane, 1994). This stage requires stronger organizational support and collaboration. Finally, the idea realization stage helps in bringing the generated and promoted ideas into practical reality and results into the development of new products, services and job procedures (Janssen, 2000). Individual creativity leads to organizational innovation (Hughes et al., 2018; Spauth and Wald, 2017). As a result, creative work practices are highly valued as the foundation of successful organizations (Janssen, 2000). As a result, over time, creative work behavior has emerged as a key means of fostering the organization's sustainable growth. It also contributes significantly to the introduction of new production techniques, enhanced managerial effectiveness, and competitive advantage (Gomes & Wojahn, 2017; Phong, Hui, & Son, 2018).

2.3 The relationship between Knowledge Sharing and Innovative work behaviour

‘KS is described as a means by which organization members exchange important knowledge and skills with one another’ (Gonzalez and Martins, 2017). IWB is defined “as employees' planned actions toward the development, generation, and implementation of original ideas in order to carry out tasks at work more effectively” (Janssen, 2000). The basis of an employee's IWB is their ability to produce and apply fresh ideas to address challenges arising from job-related tasks (Prieto & Perez-Santana, 2014). Van Esch and colleagues (2018) assert that Knowledge Sharing (KS) provides a means of enhancing employee knowledge creation and exchange, which is essential for individual-level improvement. In this regard, KS is an effective tool for enhancing employees' knowledge bases and creative capacities (Kushwaha & Rao, 2015). An organization's ability to innovate primarily depends on its employees' inventiveness and the actions that follow (Martinez-Conesa et al., 2017). The review of the literature demonstrates that knowledge sharing plays a significant role in improving innovativeness at the individual and organizational levels (cf. Anser et al., 2020; Kim and Park, 2017; Mura et al., 2013; Radaelli et al., 2014; Rao Jada et al., 2019). Michna, 2018; Pittino et al., 2018; Zhao et al., 2020). In the paper, we hypothesize that knowledge sharing (KS) among employees can assist them in developing and implementing creative work idea

Conceptual Framework



Hypo1: Knowledge collection is positive associated with innovative work behavior.

Hypo2: Knowledge donation is positive associated with innovative work behavior.

3. METHODOLOGY

3.1 Participants

This paper was used cross-section method for data collection. By using convenient sampling and snowball sampling, the target is to focus on the hospitality industry operating in Punjab and Haryana. Data was collected through the questionnaire. There were two sections on the questionnaire. Participants were asked about their demographics (gender, education, age, and employment history, among other things) in the first part, and they were asked to their answers on a 'five-point Likert scale' in the second. 150 questionnaires were returned from 162 questionnaires to the targeted respondents. Most from the participants were male (n=105) and (N=45) of female. Aged between 26 and 30 years (N = 70), between 20 and 25 years (N=40), between years 31-35 years (N=25) and above 35 years (N=15), holding graduate degree (N = 80), Master degree holders (N=60) and others degree holders (N=10). With the (0-2) years of work experience (N = 57) 3 to 5 years work experience (N=67) more than 5 years (N=26).

3.2 Research measure

Using six items for "innovative work behavior," this paper employed a contextualized version of Scott and Bruce's (1994) questionnaire. (De Vries et al., 2006) and (Tohidinia & Mosakhani., 2010) describe to measure

'knowledge sharing' using two processes: knowledge collection (4 items) and knowledge donation (4 items). '5-point Likert scale' is used to measure all of the instruments '1 strongly agree and 5 strongly disagree'.

4. ANALYSIS AND FINDINGS

4.1 Measurement Model

The measurement model assessment was examined through Smart PLS 4.0. Consequently, the present study has analyzed the measurement validity and reliability by investigating 'convergent' and 'discriminant validity'. The alpha value is referred to as measures of construct internal consistency and assumes that the measurements or statements measure a single construct, and that observations are independent of each other. Commonly the criterion used to check the discriminant and convergent validity was suggested by '(Fornell-Larcker 1981)'. The convergent validity of a variable can be assessed by the 'AVE' and 'the satisfactory score of 'CR' is more than 0.7 (Hair et al., 2014). The alpha score is (> 0.7) and the CR score for each latent variable range between (.909 to .946) that are also maintain the rule of thumb suggested by (Hair et al., 2014). AVE value for the latent variables should be (>.5) Chin (1998). (Table1) confirmed the score range between (.710 to .744) that is above the threshold score.

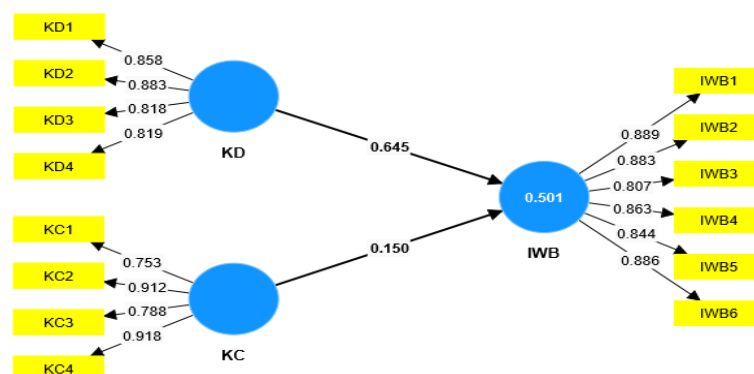


Figure 2 PLS Algorithm

Table 1. Measurement Model Result

Construct	Items	Type	Loading	Cronbach's Alpha	CR (Rho_A0	CR(rh0_c)	AVE
Innovative Work Behaviour	IWB1	Reflective	0.889	0.946	0.946	0.946	0.744
	IWB2		0.883				
	IWB3		0.807				
	IWB4		0.863				
	IWB5		0.844				
	IWB6		0.886				
Knowledge Sharing							
Knowledge Collection	KC11	Reflective	0.753	0.909	0.916	0.909	0.716
	KC2		0.912				
	KC3		0.788				
	KC4		0.918				
Knowledge Donation	KD1	Reflective	0.858	0.908	0.91	0.909	0.710
	KD2		0.883				
	KD3		0.818				
	KD4		0.819				

Discriminant Validity

Discriminant validity shows that constructs/concepts that are not believed to be interrelated are in fact, unrelated. According to Fornell-Larker (1981) criterion, when a construct's 'AVE square root' is more than its bi-variate relations with other constructs, the construct is said to

have discriminant validity. All of the latent variable in this paper are different from one another, as demonstrated by Table 2, where the AVE square root of the entire latent construct in the diagonal side is more than the correlation score of each latent construct with other study construct.

Table 2. Fornell-Larker (1981) criterion

Construct	IWB	KC	KD
IWB	0.863		
KC	0.359	0.846	
KD	0.693	0.323	0.845

4.3 Result of 'Structural Model'

Assessing the structural model the bootstrapping method was to inspect the association among independent and dependent variables. As showed (figure 2), the effect of KS constructs on IWB . The value of R square, obtained from the PLS output, indicates that the independent

variable has tendency of influencing 50% in dependent construct. The results of study indicated that all the independent knowledge collection (beta = 0.063, $t = 2.374$, $p < 0.01$ and knowledge donation (beta = 0.071, $t = 9.122$, $p < 0.01$) had a significantly associations with IWB. Therefore, Hypotheses H1 and H2 are supported. All the hypothesized associations (See Table 3).

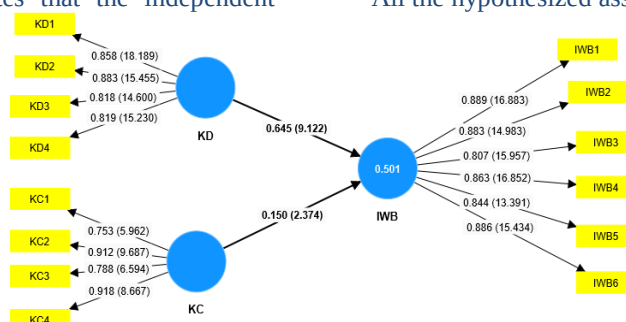


Figure 3. Bootstrapping

Table3. Hypotheses Tested Result

Hypotheses	Path Relationships	Std. Beta	(M)	t-values	P - values	Decisions
H1	KC -> IWB	0.063	0.151	2.374	0.018	Supported
H2	KD -> IWB	0.071	0.645	9.122	0.000	Supported

5. DISCUSSION

This study aims to determine how much KS influences the IWB of workers in the hospitality industry. We have created and tested a model in this study that shows KS has a positive relationship with IWB. The idea of this paper was to ascertain whether or not employee IWB is impacted by KSB, including 'knowledge donation' and 'knowledge collection', among hospitality employees. First, we postulated that innovative work practices would be positively and significantly correlated with knowledge sharing donation. According to Kmiecik (2021), knowledge donation facilitates idea generation more than knowledge collection because it necessitates innovation. Employees can be more innovative by using knowledge sharing to get ideas, solutions information and opinions, from their social group (Xie et al., 2016). Second, we postulated that innovative work practices would be positively and significantly correlated with knowledge sharing donation. The findings demonstrated that IWB is primarily dependent on KS, or the sharing of information and experience among members of the organization. SMEs can guarantee workers' IWB by helping employees develop their KS. This is the first study that goes beyond the basic connection between KS and performance or innovation to present distinctive findings and expand on the brilliant harmony of KS. The research findings showed that the results of KS are closely related to IWB (Dong et al., 2017) as well as innovation (Van Esch et al., 2018; Kushwaha and Rao, 2015). Thus, the findings demonstrate that employees can obtain IWB through KS and amply demonstrate the novelty, significance, and difference from earlier findings (Prieto and Perez-Santana, 2014). Previously studied the positive association between KSB and IWB (Asurakkody, & Kim, 2020; Hu & Zhao, 2016).

There are various theoretical ramifications for this study. First, by examining managerial innovation in the context of KS in Punjab's hospitality industry, this study provides novel insight. Individually creative behavior contributes to the considerate of organizational innovation in the face of the fierce competition that exists in the hospitality industry. Additionally, this study has applications for managers and staff in the hospitality industry. Since they typically work in teams and have interrelated tasks, employees in the hospitality sector are eager to learn and share new ideas. Sharing knowledge makes it possible for people to think differently and learn more, which fosters innovation. It is therefore advised that management encourage staff members to impart their knowledge and gain knowledge from the shared experiences of others. This can be accomplished by fostering a positive job atmosphere and giving workers' suggestions significant weight.

6. LIMITATIONS AND FUTURE DIRECTION

There exist certain limitations to the paper. Initially, a cross-section research design was used in this paper to gather data from a single source. However, it is still advised that further studies use a longitudinal research design to gather data from employees and their supervisors. Second, since IWBs for employees are crucial for all organizations, it is advised that future research gather information from a range of organizations to improve generalizability. The kind of business and the industry may have an influence on KS practices (Chaudhary et al., 2021). Third, the connection between IWB and KS was the main focus of this paper. It is recommended that more research be done on the mediating impact of knowledge-based culture, self-efficacy and POS.

CONCLUSION

This study maps out to find the link between knowledge sharing and innovative work behaviour. This study has selected the hospitality sector of Haryana for the analysis. The finding of the study elaborates the positive and significant link between knowledge sharing and innovative work behaviour in the hospitality industry. This study answers research questions that there is a positive and significant link between knowledge sharing and innovative work behavior.

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