

# Evaluating the Relationship of Employee Engagement and Knowledge Sharing Behavior: A Study on the Tourism Sector of Bangladesh

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## Abstract

*The purpose of this study is to investigate the contributions of employee engagement including its components on employee knowledge sharing behavior. Workforce of an organization has relatively great importance because of their opportunities in diversified contributions. In this sense, it has been a notable concern for the sustainable organizations to utilize their intellectual resources i.e. sharing employee knowledge. Likewise, prior contemporary researches also indicated supportive directions on this present relationship and its positive outcomes especially in service oriented industries. Moreover, for providing the best service, employee knowledge development and sharing has great importance which actually stimulate the current research to select the most emerging service sector of Bangladesh like, Tourism. Based on the concepts of previous literatures, a theoretical framework is proposed and hypotheses are also formulated. This study collected responses from purposively selected 400 sample respondents who are working as full time employees in tourism organizations of Bangladesh. For input and incorporation of sample data, SPSS version 20 has been used whereas, for testing the CFA, reliability, validity of items and hypothesis testing PLS-SEM (version-2) has been utilized. The result showed that all components of employee engagement i.e. satisfaction, identification, commitment, loyalty, and performance have significant contributions in employee knowledge sharing behavior. The study aims to investigate insights of the current scenario and provide relevant recommendations for further study to foster organizational sustainability. This research will be beneficial for researchers, practitioners, scholars, managers, and employees. It will also be helpful for those who are interested in organizational development and knowledge sharing in context of South East Asian region.*

**Key words:** Knowledge sharing behavior, Employee engagement, Tourism sector, Bangladesh.

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## Introduction

Knowledge sharing is treated as the greatest tool for achieving competitive advantage by developing human capital and value creation (Pascual et al., 2020). Additionally, knowledge sharing behavior (KSB) represents the approaches that practices sharing of learned and achieved knowledge by any group or individual with each other or concerned others. In this sense, knowledge represents the experiences, skills, abilities, thoughtfulness of a person about a specific job that he gains through his effort (Limeri et al., 2020). Besides that, Perman et al., (2020) also focused specially employee knowledge which is useful for the organization. The reasons why employee retention is considered as a great factor from organizational point of view because, when an employee leave an organization, he also take away his gained knowledge along with him (Wulansari et al., 2020). As a result, the organization losses human capital that creates competitiveness. On the other hand, the concept of employee engagement has been given a great importance by the researchers and the managers in the last two decades (Nguyen & Pham, 2020). In that case, the overview of literatures in this area mostly focused on talent capitalization of workers. Therefore, theories recommend that if organizations want to retain intellectual capital, employee engagement should be given most importance. Moreover, Darko (2020) claimed employee engagement as a positive approach for employees toward their performance and interpersonal relationships. Previous research like Taris et al., (2020) also revealed the effect of high workers engagement and the outcomes would be innovative, productive, and profitable performance. In line with this, Setiyani et al., (2019) claimed employee engagement as the maximum priority for employee motivation, value, and inspiration in work.

A numerous number of researches evidence that employee engagement has a significant impact on the employee KSB (Butt et al., 2019). KSB is treated as a self-motivated behavior and employees would be agreed to share it only because of their dedication for work and organization (Gagné et al., 2019). In this regard, Sopiah et al., (2020) claimed employee engagement as the factor which improves innovation in work and develop organizational performance. Moreover, Juana et al. (2018) claimed that employee engagement can be the most powerful tools for the intrinsic motivation of employees KSB. According to Lee et al., (2019) organizational climate for knowledge sharing is also positively linked with employee engagement. Perhaps, Kayani et al. (2019) found a strong positive relationship between knowledge management policies with employee engagement. Above all, studies like, Ilyasa et al. (2018); Chai et al., (2020) and Ahmed et al., (2020) considered knowledge sharing behavior as a strong related variable with employee engagement. Nevertheless, based on literatures in the same field, an insignificant amount of attentions was given on studying the relationship between employee engagement and knowledge sharing behavior (Kuang et al., 2019).

## **Tourism in Bangladesh**

Despite having a mediocre profile, small area, overpopulation; because of its almighty gifted pure unfiltered natural wealth, comfortable climate, diversified culture, distinctive cultural patrimony, and global position, Bangladesh has some attractive collection of tourism services offerings to the world (Biswas et al., 2020). Moreover, this nation has various historical and archeological areas, the longest uninterrupted sea beach on the planet with five world legacy locales (Hossain et al., 2020). Proper upkeep of natural beauty always attracts people from all over the world. Tourism provides unparalleled potential regarding job creation, poverty relief, ecological stability, and ultimate contribution in our GDP. It is relatively a phenomenon that performs an incredibly vital role in any nation's economic progress still projected to be one of the fastest-growing sectors in worldwide. In comparison among last five years tourism's direct contribution to GDP is projected to be BDT 339.2 billion (2.3%) in 2021 whereas it was BDT 184.4bn (2.3% of total GDP) in 2017, which indicates a rise of 6.3% per annum (Sharmin et al., 2020). To maintain continued and robust growth in tourism, its present impact and future outlook could be investigated.

## **Role of Knowledge Sharing Behavior in Tourism Sector**

Various prior scholars revealed the contributions of knowledge sharing behavior (KSB) in tourism sector. For instance Kim & Shim (2018) claimed the sector of tourism as an example of KSB. In that study knowledge is operational and geared to improve the performance of existing organizations. The study examined the characteristics of tourism and how workers are facing difficulties in sharing of knowledge because of some corporate tradition, culture, and managerial strain. Similarly, Idrees et al. (2018) advocated that tourism services mostly depend on its quality which can be created by trust and sharing of knowledge by the service providers. In addition, Ahmed et al., (2019) represented knowledge as the power and KSB as a social process. Besides, Abukhait et al., (2019) examined the KSB and management within a state tourism office. That research focused the development of strategy as a function of knowledge sharing and KSB was treated as a process that integrates people, technology and organizational processes in the course of organizing, refining and distributing knowledge throughout the organization. On the other hand, Jovicic (2019) demonstrated the importance of creating and sharing relevant knowledge to enhance the effectiveness of employees who are selling services to the tourists. Additionally, Frolova et al., (2019) also argued the need of KSB in tourism because this sector particularly at the destination level which involves collaboration and simultaneous competition between the member organizations. Including that Aboelmaged (2018) suggested the KSB of employees to be considered as this industry always expand internationally more than any other sector.

## Research Objectives

### Broader Objective:

The broader objective of this study is to investigate the relationship between employee engagement and employee knowledge sharing behavior.

### Specific Objectives:

1. To identify the components of employee engagement based on the prior literatures;
2. To predict the contributions of employee satisfaction, identification, commitment, loyalty, and performance on knowledge sharing behavior;
3. To provide certain recommendations based on the current findings for improving employee engagement and knowledge sharing behavior in Tourism sector.

## Literature Review

Knowledge sharing behavior (KSB) 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 (Dong et al., 2016), group level (Zhao et al., 2016), and macro-level (Tuan, 2017). 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). 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, KSB means willful behavior on behalf of individuals. It depends on their will and disposition to share (Hao et al., 2019). But since this is not just a one-way operation, it often includes understanding and mutual benefits for both the involved parties (Cram & Marabelli, 2018). As a result, KSB has turned out to be essential for an organization to prolong their competitive edge. Moreover, the summery of the recent researches on KSB are represented in the following Table 1:

**Table 1: Literature review summary of knowledge sharing behavior (KSB)**

Author(s)	Objective of the study	Major Findings
Obrenovic et al. (2020)	To explain the interaction mechanisms between personality and KSB including the mediating effects of willingness to share knowledge and subjective norm	Findings showed that personality traits relying on social capital, such as altruism, have more influence on KSB compared to personality traits that have accentuated intrinsic components
Thuan & Thanh (2020)	To investigate the impact of leader knowledge sharing behavior on followers' creative performance	The results showed that leader KSB had a positive impact on follower creativity. Moreover, follower-acquired knowledge partially mediated this relationship.
Kmieciak (2020)	The purpose of this paper is to assess the effects of trust on KSB and the impact of KSB on innovative work behavior.	The results showed that both vertical trust and horizontal trust are positively related to knowledge donating and knowledge collecting.
Qian et al. (2020)	To investigate the antecedents of KSB and examine the relationship between coaching and KSB	Results show that the team psychological safety climate can strengthen the effect of psychological availability on employees' KSB, as well as the indirect effect of leaders' coaching behavior on employees' KSB via psychological availability.
Hafni et al. (2020)	To examine the influence of Leadership Spirituality and Workplace Spirituality on KSB	The results showed that Leadership Spirituality did not significantly influence KSB or Performance whereas, Workplace Spirituality did.
Rehman et al. (2020)	The main purpose of this research project was to investigate the impact of Strategic HRM practices on KSB.	The findings revealed that Strategic HRM practices are the vital in creating KSB perhaps, organizational commitment partially mediates the relationship among the aforementioned variables.

## **Employee Engagement**

Scholars explored different concepts and definitions of employee engagement over the last few decades (Kim and Park, 2017). Amongst them some researchers focused it as an effective solution for workers burnout (Juan et al., 2016), and some went more than burnout and claimed as basic needs in job place (Kumar and Pansari, 2015). Schaufeli (2017) characterized this concept as vigor, devotion, and adaptation. Maximum possible employee engagement creates high levels of enthusiasm, mental health, and dedication in work (Boyd & Nowell, 2020). Some other researchers explained it as individual emotional attachment with group, team, management, and also in performance oriented organizational activities (Collier et al., 2019 and Jill et al., 2019). On the other hand Al-dalameh et al., (2018) in their study found employee engagement as the direct influences factor for the organizational success whereas, Sivapragasam & Raya (2018) revealed that for the well-being of employees, positivity and sense of achievement as the three major dimensions of appropriate employee engagement practices.

## **Components of Employee Engagement**

Researchers found different components of employee engagement based on area, activities, management techniques, and diversifications of work (Kumar and Pansari, 2015). Previously, Bedarkar & Pandita (2014) explained the dimensions of employee engagement based on organizational culture, financial position, and decision making practices. But, in South Asian context Irudayaraj (2019) observed that the level of employee engagement differs based on work diversity and individual attitude. In this sense, Gera et al. (2019) identified three major dimensions of employee engagement based on organizational culture which are vigor, dedication, and absorption. According to Darko (2020) dimensions of employee engagement are linked with factors like employee knowledge, education, efficiency, and capabilities. Darko (2020) suggested that well-being of employees, positivity and sense of achievement are the three major dimensions of employee engagement whereas, Kumar and Pansari (2015) declared five components of employee engagement such as, satisfaction, identification, commitment, loyalty, and performance. Therefore, the present study assumed that the components indicated by Kumar and Pansari (2015) would be effective for this research and adopted for the investigation.

## **Employee satisfaction**

Employee satisfaction involves the affirmative judgment of employees towards their job circumstances and facilities, supervision of supervisors, payment and relation with coworkers (Madan, 2017). Statistical research proves that if employees get satisfaction in workplace they become more committed to their work and the tendency of absenteeism decreased. And those devotions towards work have positive impact on increasing quality of production and services (Huang et al., 2016). Satisfied employees

generate organization's values and directly lead to achieve ultimate goals and accept the organization as own liability (Octaviannand et al., 2017). In addition, satisfied employees are more likely to be self-motivated and willing to work hard and show positive behavior toward their organization than the dis-satisfied ones (Ilea et al., 2020).

### **Employee identification**

Employee identification refers to the rational state in which employees are considered as the main part and important factor for the organization (Kumar and Pansari, 2015). Employees, who identify themselves as a part of the organization will always feel direct liability and responsibility for company's success and failure. Identified employees will take the organizational complements as their own compliments (Buil et al., 2019). When employees feel full relation and connection of identity with the organization, they will guide their behavior with internal environment in the organization, and will think about the organization's interests only (Mohanty & Arunprasad, 2020). In a service oriented like hotel industry, managers expect that employees will perform their best by delivering utmost customer service in all means.

### **Employee commitment**

Employee commitment drives the employee to give more efforts than their job descriptions. And this possession is the outcome of shared experiences with others. Employees with commitment maintain organizational confidentiality and perform their best for overall interests (Teo et al., 2020). Previous studies demonstrated that employees with strong commitment for their organization will not leave, will maintain regularly, try their best for company productivity, and express belonging behavior (Huhtala & Feldt, 2016). However, commitments create more attachment, involvement, and further superior benefits like convincing customers as the service based organizations (Monga, 2019).

### **Employee loyalty**

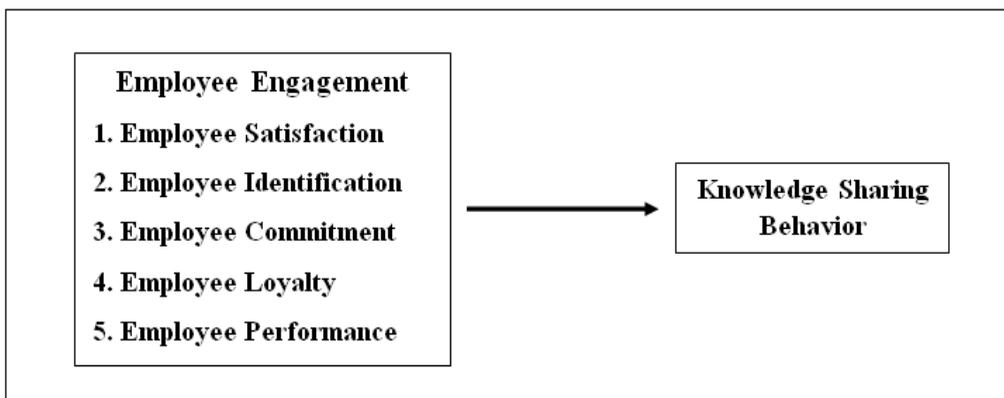
Employee loyalty refers positive attitude toward organization which motivate employees for better performance than expectation. Researchers like Basheer et al. (2019) argued that it has indirect impacts on achieving maximum customer satisfaction whereas, Abbas (2017) claimed a strong relationship between employee loyalty and job satisfaction. On the other hand, Ahmed & Singh (2020) defined loyalty as a mental attachment, psychological response and strong relationship with organizational goal and values, whereas, Puspita et al. (2020) explained loyalty as a cherished desire to be connected with organization for high level of performance, wellbeing, and achievement of organizational goal. Loyalty can be measured by strong commitment, group activities, and positive outcomes for the organization (Book et al., 2019).

## Employee performance

Employee performance is defined as the accomplishment of targets by the employees at work while, Cesário & Chambel (2017) considered organizational success as the outcome of employee performance. In this sense, prior studies revealed that the outcomes of employee performance can be productivity, organizational betterment, employee well-being, employee satisfaction, organizational satisfaction towards employees, and knowledge sharing (Parke et al., 2018). In this sense, researches like Silic & Back (2017) discovered that employee performance has a strong connection with their positive approaches like sharing knowledge.

## Conceptual Framework

Social exchange theory (SET) is one of the most widely used frameworks in organizational research (Blau, 1964). The current study used SET to explain the relationship among the construct variables of the study. It is an effective concept that helps to understand employee behavior in an organization and the motivating factor behind that behavior (Mahmood et al., 2016). Social exchanges refer to the reciprocal relationship between parties through mutual exchange of resources (Razak et al., 2016). The adaptation of SET for this research explains that if organizations can ensure employee engagement i.e., employee satisfaction, identification, commitment, loyalty and performance employee will be agree to show their positive behavior such as, KSB. Therefore, based on the concept of SET and previous literatures support the present study proposed the following conceptual framework:



*Figure 1: Conceptual Framework for the study*

## **Hypothesis Development:**

### **Employee Satisfaction and Knowledge sharing behavior (KSB)**

Researchers found employee satisfaction, KSB and other related constructs in their studies. For instance, Tang et al. (2020) conducted research on an electric company in China and found a positive relationship between employee satisfaction and KSB. The same result was found in Indian telecommunication industry (Tiwari & Lenka, 2016). On the other hand, Sánchez et al. (2015) discussed the relationship between knowledge sharing and employee job satisfaction. However, Hanaysha (2016) conducted an empirical study on luxury hotels in Turkey and didn't find any association between knowledge sharing and employee satisfaction. Besides, knowledge sharing develops a work environment that improves job enrichment and increase employee satisfaction (Chaudhry et al., 2017). Precisely, knowledge sharing develops employee satisfaction by ensuring ease access in new knowledge and improves efficiency in tasks. This argument can be hypothesized as follows:

H<sub>1</sub>. Employee satisfaction has significant relationship with employee KSB

### **Employee Identification and Knowledge sharing behavior (KSB)**

Previous studies in the area of employee identification such as, Ford et al. (2015) found that this construct has huge impact on effectiveness and cohesiveness of organizational activities. Besides, Schaufeli (2013) found that learning behavior of employees depend on collaborative KSB; whereas, Chiu et al. (2006) emphasized on employee identification as a driven factor for employee KSB within organizational culture. On the other hand, Albrecht et al. (2015) explained that intrinsic motivation and identification plays a vital role for KSB. Similarly, Gowri & Mariammal (2012) also followed the social exchange theory and revealed that knowledge sharing relies much on strategic management and employee identification process. Another similar study, Ilyasa et al. (2018) revealed that trust and employees' work identification is related with KSB. Throughout the explanation of the overhead reviewed studies, the hypothesis can be developed as follows:

H<sub>2</sub>. Employee identification has significant relationship with employee KSB

### **Employee Commitment and Knowledge sharing behavior**

A number of prior empirical evidences explained the association of employee commitment and KSB. For example, Cook et al. (2017) conducted a study on IT based firms where the company created a knowledge sharing environment by ensuring employee commitment. Including that, Anitha (2014) also supported this evidence and revealed that trust, motivation and commitment is crucial for employee KSB. In a study

on consultancy firms Juan et al. (2016) found that highly committed employees tend to accept and share knowledge among other employees and managers. In this regard, Monga (2019) claimed commitment as a tool for connecting individuals and groups which leads to discretionary actions aligned with the organizational interest, employee KSB and higher quality of services. Employees having high level of commitment tend to have a good quality of relationships as well as greater degree of innovation through knowledge sharing (Kroll et al., 2019). From the overall discussion it can be concluded hypothesized that:

H<sub>3</sub>. Employee commitment has significant relationship with employee KSB

### **Employee Loyalty and Knowledge sharing behavior**

Employee loyalty provides an operational concern toward the organization, which explains a lot that can enhance KSB as a means of motivation (Thompson & Heron, 2014)). In line with this, Turkyilmaz et al. (2011) indicated that KSB and employee loyalty are connected positively. Some other researches steadily exposed a strong relationship between these two variables (For example, Kim and Park, 2017). In another study, Yee et al. (2010) explained that limited KSB can develop lack of loyalty and morale of employees which in turn amplifies employee turnover of the organization. Similarly, Abbas (2017) included that employees having the opportunity to exist in a knowledge sharing environment disposed to be loyal to their organization. The research result of Puspita et al. (2020) also supported the similar argument. Hence, from the overall discussion the following hypothesis can be developed:

H<sub>4</sub>. Employee loyalty has significant relationship with employee KSB

### **Employee Performance and Knowledge Sharing Behavior**

Researchers like Buil et al. (2019) advocated that knowledge sharing can bring a vast level of benefits to the organization by developing human capital of the organization. In addition, KSB contributes to develop the workforce to enhance employee performance (Nazir & Islam, 2017). The study of Guan & Frenkel (2018) in Xi'an, China found the connection between KSB and employee performance in a quantitative approach. In another similar kind of research Sendawula et al. (2018) deliberated the impact of KSB in two different positioned of employee performance, namely individual and team level. Therefore, based on the previous literature supports, the study proposes the following hypothesis:

H<sub>5</sub>. Employee performance has significant relationship with employee KSB

## Research Methodology

### Research design

This study uses appropriate and relevant data to analyze the hypothetical relationship among the variables. This study has collected data for this purpose at once and carried out a cross-sectional analysis (Sekaran and Bougie, 2016). Data are collected from the respondents who are working as full time employees in tourism organization of Bangladesh. A structured questionnaire was designed to collect this primary data. This questionnaire survey method is appropriate while examining the hypothetical relationship among the proposed variables and constructs (Salkind, 2012).

### Measurement

The five components of employee engagement conceptualized from Kumar and Pansari (2015) evaluated as the independent constructs in this study. The measurement items of these constructs were adapted from prior similar study such as, 'employee satisfaction' five items (Matzler and Renzl, 2006), 'identification' five items (Kumar and Pansari, 2015), 'commitment' five items (Hanaysha, 2016), 'loyalty' five items (Yee et al., 2010), and 'performance' five items (Sadikoglu and Zehir, 2010). The dependent variable KSB was assessed with a six-item measurement developed from Bock et al., (2005). All the independent and dependent constructs were measured using a 5-point Likert scale i.e. from 'strongly agree' to 'strongly disagree'.

### Reliability and validity of the Items

Reliability of the items of this study was measured on the basis of composite reliability (CR) and Cronbach's Alpha whereas, validity by item loadings and the test of average variance extracted (AVE) following the parameter of Chin (2010). Furthermore, for testing the validation of constructs discriminant validity was also measured based on Fornell-Larcker criterion suggested by Hair et al. (2013).

### Target population, Sample, and Unit:

**(a) Sampling frame:** The target population is the employees who are working in residential hotels, resorts, and other tourism organizations in Bangladesh. In this regard, there is no list of this target population i.e. sampling frame found available according to *Bangladesh Parjatan Corporation (2020)* and *Bangladesh Tourism Board (2020)*.

**(b) Sampling Unit:** Employees who are working for at least more than one year in any tourism organization of Bangladesh.

**(c) Extent:** Thirty selected three/four/five star hotels and resorts from three divisions namely Dhaka, Chattagram and Sylhet in Bangladesh.

**(c) Time:** Data has been collected within October 2019 to November 2019.

### **Sampling technique and sample size**

**(a) Sampling Technique:** Purposive sampling technique was utilized for choosing the respondents for the current study. In this sense, as purposive sampling is a non-probability sampling technique, Malhotra and Dash (2016) suggested that in case of unlisted population non probability sampling method should be used. Moreover, this sampling technique is used to collect data from the individuals who can provide only which the researchers are looking for, either only they can fulfill the requirements set by the researchers (Sekaran and Bougie, 2016). The reasons for using non-probability sampling technique in this study include:

- i. It is less costly, easy to access and quick (Malhotra and Das, 2016);
- ii. Circumspect use of non-probability sampling leads to dependable results (Cooper and Schindler, 2011);
- iii. It is desirable to use non-probability sampling when the authors aim to predict the relationships in a theoretical model (Hulland et al., 2017).

**(c) Sample Size:** Initially the researchers distributed 600 questionnaires, among them 468 returned and 400 questionnaires found fully filled and correct perhaps, rests of them were not found valid. Therefore, the current study finalized the total sample size as 400. In line with this, researcher like Sekaran and Bougie (2016) suggested that sample size of any typical research can be at least 200 to 414. In total, for data analysis 400 questionnaires which indicated a response rate of 66.67% were considered complete because, prior scholars found a reaction rate of 29% in context of Bangladesh (Rubel and Kee, 2015). In this regard, Malhotra and Dash (2016) advocated that minimum 200 sample size is good enough for any empirical research. Therefore, the sample size 400 for this current research is appropriate based on the previous research support.

### **Data analysis technique**

Two software techniques are used for data analyzing. Statistical package for social sciences (SPSS) is used to make the data ready for analysis by data input and to get the descriptive statistics. Partial least square (SMART-PLS) is used to investigate the confirmatory factor analysis (CFA), composite reliability, validity of items; discriminant validity for constructs; and also the hypothesis test to get the result (Hair et al., 2013).

### **Analysis and Findings**

#### **Demographic profile of the respondents**

The current study found some demographic variables from the samples of the tourism sector in Bangladesh. Table 2 of the study represents the frequency and percentage of the demographic scenario.

**Table 2: Demographic presentation**

<b>Demographics</b>		<b>Frequency</b>	<b>Percentage</b>
Hotels	Dhaka	14	46.67
	Chittagong	10	33.33
	Sylhet	06	20
Age	18-25 years	92	23
	26-35 years	164	41
	36-45 years	64	16
	46-55 years	68	17
	56 years and above	12	3
Gender	Male	254	63.5
	Female	146	36.5
Educational Level	SSC or Equivalent	24	6
	HSC or Equivalent	206	51.5
	Bachelor degree	32	8
	Master degree	58	14.5
	Professional or other degrees	80	20
Income	Below 15,000	34	8.5
	15,000 – 25,000	208	52
	25,000 – 35,000	44	11
	35,000 and above	114	28.5
Job Experiences	01 – 05 Years	228	57
	05 – 10 years	108	27
	10 – 15 Years	40	10
	More than 15 years	24	6

## 7.2 Measurement Model

According to the parameter of Chin (2010), for evaluating the confirmatory factor analysis, reliability, and validity of the items, the minimum criteria for each item loadings should be greater than 0.60; AVE > 0.50; and CR > 0.70. Based on this, Table 2 of this study showed that except EP2 (0.688), KSB5 (0.590), and KSB6 (0.443), all items has greater or bigger score than the required value and fulfilled the requirements suggested by Chin (2010). That is why, in this analysis those items have been removed because of their poor loading score. Hence, the measurement model resulted from the analysis of the present study has successfully completed the criteria of convergent validity (CR). Therefore, the following table 3 is given with the results from the measurement model:

**Table 3: Results from the measurement model**

Constructs	Item Code	Item Loadings	AVE	CR	Cronbach's Alpha
Employee Commitment (EC)	EC1	0.896	0.729	0.930	0.906
	EC2	0.928			
	EC3	0.856			
	EC4	0.815			
	EC5	0.763			
Employee Identification (EI)	EI1	0.886	0.736	0.933	0.910
	EI2	0.916			
	EI3	0.871			
	EI4	0.835			
	EI5	0.774			
Employee Loyalty (EL)	EL1	0.862	0.777	0.946	0.928
	EL2	0.842			
	EL3	0.868			
	EL4	0.927			
	EL5	0.905			

Employee Performance (EP)	EP1	0.753	0.630	0.871	0.806
	EP3	0.704			
	EP4	0.856			
	EP5	0.851			
Employee Satisfaction (ES)	ES1	0.892	0.739	0.934	0.910
	ES2	0.917			
	ES3	0.849			
	ES4	0.898			
	ES5	0.730			
Knowledge Sharing Behavior (KSB)	KSB1	0.801	0.685	0.896	0.845
	KSB2	0.903			
	KSB3	0.850			
	KSB4	0.748			

*Note: The items like, EP2 (0.688), KSB5 (0.590), and KSB6 (0.443) had to be removed from the final output of the result from the measurement model because of poor loading (item score < 0.60).*

### Structural Model

The present study used the Fornell-Larcker's guideline (Hair et al., 2013) to determine the discriminant validity of the constructs. In this sense, Fornell-Larcker parameters suggest that the square root of the values of AVE would be greater than the connectivity of the latent constructs of the actual non-diagonal variables. This research successfully meets the requirements of the test that demonstrates discriminant validity which can be accepted according to the recommendation of Hair et al. (2013). Furthermore, the composite reliability (CR) of the unnoticed variables was higher than the cut-off value (CR > 0.70). Therefore, in Table 4 the results from the discriminant validity are given below:

**Table 4: Results from the discriminant validity**

	<b>EI</b>	<b>EL</b>	<b>EP</b>	<b>ES</b>	<b>FC</b>	<b>KSB</b>
<b>EI</b>	<b>0.858</b>					
<b>EL</b>	0.563	<b>0.881</b>				
<b>EP</b>	0.004	0.049	<b>0.794</b>			
<b>ES</b>	0.250	0.038	-0.041	<b>0.860</b>		
<b>EC</b>	0.791	0.411	0.033	0.198	<b>0.854</b>	
<b>KSB</b>	0.554	0.506	0.239	0.376	0.520	<b>0.827</b>

*Note: The bold lettered values represented 'the square root' of the AVE; and the other values signified the correlation between the constructs.*

EI = Employee Identification, EL = Employee Loyalty, EP = Employee Performance, ES = Employee Satisfaction, EC = Employee Commitment, KSB = Knowledge Sharing Behavior

After measuring the 'reliability' and 'validity' scale of the items, the study formulated the structural model with five constructs of employee engagement acted as the independent variables, and KSB treated as dependent variable. The result shows that all constructs or components of employee engagement significantly contribute on employee KSB, for instance, EI → KSB ( $\beta = 0.113$ ,  $p < 0.05$ ), EL → KSB ( $\beta = 0.326$ ,  $p < 0.05$ ), EP → KSB ( $\beta = 0.231$ ,  $p < 0.05$ ), ES → KSB ( $\beta = 0.299$ ,  $p < 0.05$ ), and EC → KSB ( $\beta = 0.230$ ,  $p < 0.05$ ) which found supported result with the assumption. Therefore, the following Table 5 showed the result of hypotheses tests from the structural model:

According to Chin (2010) if the T statistics value of the hypothetical relationship shows more than 1.96 i.e.  $T > 1.96$  represents significant direct effect or relationship of independent and dependent constructs in 95% confidence level. In explain to that, the employees of tourism sector in Bangladesh believe that all factors of employee engagement can accelerate their KSB.

**Table 5: Results of the hypotheses tests from the structural model**

<b>Paths</b>	<b>Path Coefficient</b>	<b>T Statistics</b>	<b>Decision</b>
<b>Employee Identification → KSB</b>	0.113	2.040	Supported
<b>Employee Loyalty → KSB</b>	0.326	7.106	Supported
<b>Employee Performance → KSB</b>	0.231	7.241	Supported
<b>Employee Satisfaction → KSB</b>	0.299	7.071	Supported
<b>Employee Commitment → KSB</b>	0.230	4.314	Supported

*Note: [ → ] = direct effect or relationship between constructs*

## **Discussion**

The outcomes of this study suggest that the components of employee engagement i.e. employee satisfaction, identification, commitment, loyalty and performance are significantly and strongly related to knowledge sharing behavior (KSB). This study exemplifies a positive insight about KSB that the relevant variables can play significant impact on KSB in tourism sectors of Bangladesh. So, the result explains that if hotel administrations take necessary steps to ensure satisfaction, loyalty, commitment, and performance of their staffs, they will be agreed to share their knowledge. The authors advocated that the reason for this current result may be the positive perception of employees of tourism sector in Bangladesh. The prior researcher like Cabrera et al. (2006) conducted research on multinational organizations and found similar result like the current study. Additionally, the arguments of Zaqout & Abbas (2012) also showed supportive outcome as the current research. Similarly, Chen et al. (2011) found that employee engagement and KSB has positive connection which leads to reducing of organizational conflicts. On the other hand, Ahmed et al. (2020) revealed contradictory result than the current research. The study showed insignificant association between employee engagement and KSB because of focusing on work performance. So, previous literature explains that result of the study varies based on the diversity of sector, country, and culture. The current research may found different result in other circumstances and context. Moreover, the result of the study mostly depends on the category, knowledge, and mindsets of the respondents. Furthermore, the present

research revealed that the tourism personnel expect favorable working environment, fair employee engagement opportunities, knowledge sharing culture and appreciation for well performance. Besides, employee engagement is one of the effective non-monetary reward and practical motivation for the best performances and sense of belongingness toward the organization. To sum up, satisfied, committed, proud and well-performed employees of hotel or any other organization will certainly be willing and able to share their valuable knowledge and experiences with their fellow workers in the hotel setting which will ultimately resulted in a positive vibe in the organization.

### **Recommendations**

- a) The research findings indicated that employee engagement has the biggest effect on knowledge sharing behavior in tourism organizations. Researchers in this field may conduct further investigation to improve or strengthen employee engagement opportunities in organizations.
- b) The company decision makers need to formulate policies for facilitating employee engagement based on their limited capabilities.
- c) To encourage knowledge sharing behavior the authority should offer some more motivating factors including engagement.
- d) Both the authority and employees should be well informed and clarified about the insights and positive outcomes of knowledge sharing and their engagement.

### **Limitations**

The analytical model of this paper primarily dealt with employees' perceptions toward their KSB, whereas, the perceptions of decision makers, directors, regulator, HR analysts, and concerned researchers can add some diversified dimensions of insights. Secondly, it has been tested in context of Bangladesh, perhaps result based on some more South Asian or Asian countries may be make differences. Thirdly, this study has some limitations regarding sampling. Non-probability sampling used in this study which lacks representativeness, and there is a possibility of selection bias. Fourthly, the samples chosen for this study belong only to a particular stratum of the population. Hence, the outcomes should not be generalized in another context without providing the utmost care. Finally, this study does not take into account whether or not knowledge sharing behavior varies based on demographic variables. Therefore, the researcher encourages other academicians to work on these issues which have not been covered in the present study.

## Conclusion

In this present knowledge-based environment, KSB is a need, not a choice, for the organizations to cope up with the advancing technology, changing economic and organizational structures and policies, overcoming innovative competitors and changing clients' requirements. That is why managers need to take the benefit of innovative behaviors of their workers. This research can open the mind of managers and scholars to recognize ways in which these requirements can be met. The insight of this research is highly relevant to the tourism business especially in this global competitive environment. Tourism managers should strive to engage employees in a goal setting and encourage spontaneous KSB for pursuing the new horizons of maximum utilization of this intellectual resource. Lack of opportunities to utilize their achieved knowledge, employee may be demotivated and feel less valuable for the company. This can result in high rate of brain-drain and turnover in this service oriented industry. Such employees always expect to provide quality services and act as role models among other who are not motivated to share knowledge and engaged in the organizational activities. In line with this, the perception of employees in tourism sector of Bangladesh in this research showed very positive approaches on KSB and opportunities for this engagement. To acquire employees high on hope, KSB and engagement, management should take advantage of this perception of employees.

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