
**The Effect of Corporate Culture and Structure on Knowledge Sharing:
The Case of Health and Beauty Retail Sector in Ho Chi Minh City, Vietnam**

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Abstract. This research investigates the essence of the association between the three concepts, including corporate culture, corporate structure, and knowledge sharing. In this regard, more specifically, the goal of the paper is to determine the role that corporate culture and structure play in improving knowledge sharing in large health and beauty enterprises in Ho Chi Minh city, Vietnam. The quantitative research obtains data from 273 eligible respondents who currently are employees of large-sized enterprises in the sector in Ho Chi Minh City, Vietnam, such as Pharmacity, Guardian, Watsons, Hasaki, etc.; the collected data is then analyzed by the SPSS Statistics software. In findings, it is shown that factors such as ‘support and collaboration’, and ‘leadership commitment’ affect positively on knowledge sharing, yet ‘formalization’ and ‘centralization’ influence negatively on knowledge sharing. On a different note, it appears that the factor ‘learning and development’ does not impact knowledge sharing in this context.

Keywords: knowledge sharing, corporate culture, corporate structure, health and beauty sector

Introduction

Organizations in the modern era are changing into novel structures that depend on knowledge and systems in reaction to uncertain and complicated surroundings (Seufert & Schiefer, 2005). Knowledge sharing has the potential to boost inter-organizational competitiveness (Dyer and Singh, 1998). Moreover, knowledge sharing is crucial since it connects the level of individual knowledge employees, where knowledge exists, to the organizational level, where knowledge achieves its economic value as well as competitive value (Hendriks, 1999). In practice, the integration of personal knowledge into corporate knowledge confronts many obstacles deeply grounded in both the individual as well as the company. These barriers, which are relevant to both levels, involve shortage of time/trust to exchange knowledge; not enough capture, assessments, suggestion, interaction, and forgiveness of previous wrongdoings that could increase both personal and business learning effects, age/ gender/ cultural/ educational/ experience levels differences, insufficient support for sharing practices, absence of leadership and managerial orientation, lack of connection with others & social, extreme internal/external competitiveness within organization units (Riege, 2005). Therefore, it is critical to eliminate many restrictions. This specifically indicates that firms need to concentrate on what is known as human-related variables, business's corporate culture and structure, along with its decision-making practices, human resources regulations, performance evaluations, etc. (Cook & Cook, 2004).

In Vietnam, alongside a speedy economic recovery, the retail sector is undergoing numerous significant changes. Under the influence of Covid-19, current shifts in the sector of retail, including purchasing habits, technology, workforce models, and the integration of marketing and sales channels, as well as the creation of various business models, generate a new face for the retail sector that will provide consumers with new methods of shopping in the future. Vietnamese consumers are becoming more and more concerned with their physical well-being and health, resulting in a growing demand for cosmetics and skincare products.

According to Statista's analysis, the national growth rate of cosmetic stores increased by 40%, from 87% in 2021 to 124% in 2022, with a concentration in two main economic centers: Hanoi and Ho Chi Minh City. The emergence of new purchasing patterns for health and cosmetic products supports the popularity of the multi-product store system. This model will satisfy the desire and need of customers to sample products from numerous labels. The popular chains such as Watson, Pharmacy, Guardian, and Sociolla demonstrate this kind of model.

Therefore, this study aims to investigate how factors from corporate culture and organizational structure affect knowledge sharing. The paper will provide an overview of how these factors affect knowledge sharing in large-sized enterprises in health & beauty retail sector in the biggest city of Vietnam, Ho Chi Minh City. The research is expected to address the following objectives: determining factors from corporate culture and corporate structure that have influence on knowledge sharing; and analyzing the impact of these factors on knowledge sharing. The paper is carried out to answer these research questions: what factors impact knowledge sharing in large-sized health and beauty enterprises in Ho Chi Minh City? And how do these factors impact knowledge sharing in this field?

Literature Review

Knowledge sharing: Voelpet et al. (2005) highlighted the knowledge's value to businesses by indicating that the total knowledge obtained both internally as well as externally generates a long-lasting resource for sustaining competitive edge. Furthermore, organizational knowledge is essential for both performance as a whole and a business's competitiveness, according to Nilakanta et al. (2006). The term 'knowledge sharing' relates to the process of making knowledge accessible to other employees. Individual knowledge sharing is a procedure of turning knowledge that belongs to one individual into a form that many others can comprehend, take in, and utilize (Ipe, 2003). Ikujiro et al. (2006) described knowledge creation as an ongoing method of gaining insight by receiving an entirely novel setting, a fresh perspective of the world, and fresh understanding in dealing with one's own boundaries and limitations that arise from current information parameters. Everyone should engage in sharing implicit and explicit knowledge to expand their understanding and gain new knowledge. In this approach, people become more skilled in evaluating an issue or circumstance and using their knowledge to deal with it (Ikujiro et al., 2006). Additionally, despite the complexity of the work over the cognitive capacities of everyone involved, knowledge sharing enables participants to more fully comprehend the expertise required and skills of all members and prepares them to adapt to changing conditions (Shahla & D'Ambra, 2012). Therefore, it is crucial for corporations to share knowledge.

Zahidul et al. (2015) highlighted the significance of the corporate culture along with structure in knowledge sharing in corporations, and the moderating impact of technology. Learning and development, top management support, as well as centralization all have positive effects on knowledge sharing, with technology infrastructure serving as a moderator.

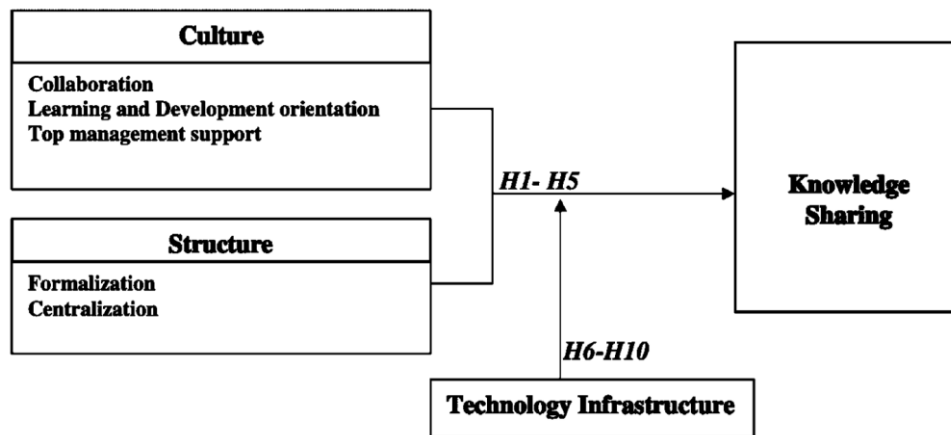


Figure 1. Zahidul et al. (2015)'s model

Source: Islam et al. (2015)

On a different note, Islam et al. (2012) also carried out the research to investigate how corporate culture and structure affect knowledge sharing. According to the findings, corporate culture and structural structures disseminate knowledge that include several critical aspects such as support & collaboration, learning & development, leadership commitment, formalization, and centralization.

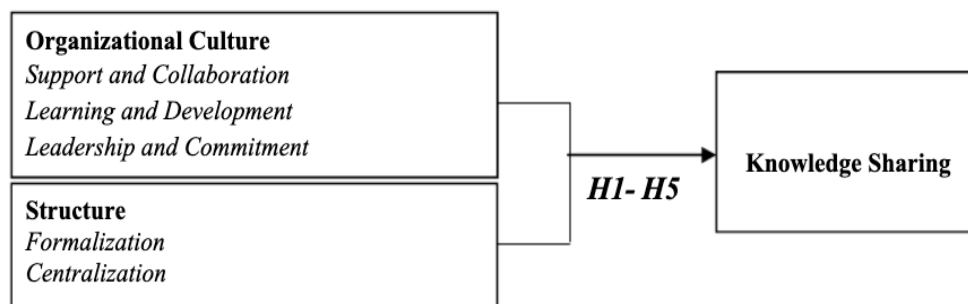


Figure 2. Islam et al. (2012)'s model

Source: (Islam et al., 2012)

Corporate Culture: Schein (2004) described the culture of an organization as a set of shared basic assumptions that a team gained as it addressed issues related to external changes and internal integration, which has proven valid and true to be taught to new employees as a proper method to view, believe, and behave with regard to those challenges. In an analogous way, Deshpande and Webster (1989) defined culture in the workplace as the system of shared principles and concepts which assist employees comprehend how the organization works and consequently supply them with guidelines for behavior at work. From constructivist point of view, the culture of a company is its ongoing effort to establish and maintain a unique identity; the company can thus sustain and promote interaction among individuals (Zahidul et al., 2015).

The research of Sung and Joo (2011) showed that corporate culture and sharing knowledge have a strong relationship. Zahidul et al. (2015)'s study stated that the development and transfer of knowledge require the presence of a suitable organizational culture. According to Davenport et al. (1998), corporate culture can impact how employees generate and share knowledge. However, McDermott et al. (2001) demonstrated culture as a significant impediment to successful knowledge sharing. The results of Sackmann and Friesl (2007) suggested that cultural diversity among colleagues due to differences in ethnic background,

sex, country's culture, or roles generates a setting of cultural complexity that may adversely impact the sharing of knowledge. Hurley and Hult (1998) displayed that support & collaboration, learning & development, participative decision-making, and power sharing positively influence the innovativeness of an organization. Cultural characteristics also encompass personnel reluctance to adapt, willingness in disseminating knowledge, as well as leadership commitment (Islam et al., 2012). Thus, support & collaboration, learning and Development, and leadership commitment will be the key factors to be analyzed in this study.

Support and collaboration: A study by Hurley and Hult (1998) indicated that support and collaboration is the degree to which individuals in a team openly assist and encourage each other with their activities. According to Indra et al. (2021), collaboration is an efficient way which can improve the sharing of ideas and information among individuals in the team. When participants in a team collaborate productively, they create a synergy that assists everyone learn something new. Lin (2008) stated that knowledge-sharing activities benefit from the existence of a corporate culture that is both innovative and supportive. Abdullah (2015) addressed how a collaborative culture impacts sharing of knowledge. It was also discovered in the paper that establishing a teamwork spirit plays a prerequisite role for the effective implementation of knowledge sharing. Moreover, Hurley and Hult (1998) identified a positive relationship between support and collaboration and knowledge sharing. Conversely, Suppiah and Sandhu, (2011) suggest that a competitive and accomplishment-driven culture will negatively influence knowledge sharing in organizations.

Learning and development: In the opinion of Maurer (2002), while the definition of learning is a growth or change in one's understanding or abilities that comes as a consequence of some experience; the term 'development' refers to a changing process or evolution as a result of numerous experiences with learning, which happens continuously over a longer period. Besides, London (1983) summarized a development orientation as a desire to improve a person's abilities or knowledge. Learning orientation affects the firm's proclivity to generate and apply different sorts of knowledge; it more crucially impacts the likelihood of organizations fostering generative learning as an essential proficiency (Baker & Sinkula, 1999). Research by Aizpurúa et al. (2011) analyzed the hospitality industry about the relationship between knowledge sharing and corporate learning. The study used a sample size of 244 Spanish hospitality enterprises and found a favorable correlation between them. The findings of Yoon and Park (2023) also revealed that the learning culture of a corporate positively contributes to employees' willingness to share knowledge.

Leadership commitment: The study of Gibson et al. (2012) indicated that since the leader is so vital to the organization's successful outcome, leadership serves as an essential organizational characteristic. The leader of the team has some power over people who are part of the group. As described by Zahidul et al. (2015), leaders first foster employees to learn through their own experiences; next, encourage people to share their understanding so as to acquire new knowledge; and lastly, leaders have an impact on how decisions are made on the basis of useful knowledge shared among individuals. According to Søndergaard et al. (2007), leadership has an important function in affecting corporate knowledge sharing. Abhishek et al. (2006) also showed that empowering leadership favorably impacts knowledge sharing across colleagues. Vazquez et al. (2009) discovered a relatively positive linear connection between commitment from management and personnel responsiveness to knowledge sharing.

Corporate Structure: According to Gibson et al. (2012), corporate structure is the formal framework of operations as well as interrelationships within organization's numerous subdivisions. There are four main managerial decisions that lead to the structure of an organization: allocating work, distributing authority, departmentalizing tasks into groups, and establishing spans of control. Different corporate structures exist depending on the decisions made by managers.

The two models: Mechanistic organizational structure is a more efficient business structure that uses highly specialized work, homogeneous departments, minor spans of control, along with comparatively centralized authority to distinguish. Organic design, on the other hand, provides an improved structure with somewhat despecialized jobs, heterogeneous departments, broad spans of control, and decentralized authority. Such organizational systems attain not just outstanding levels of output and efficiency, but also satisfaction, adaptability, and growth. The degree of formalization and centralization are the fundamental attributes that distinguish these two extremes. Therefore, centralization and formalization are the key focus of this study's analysis of the knowledge-sharing practices in large-sized business in the health and beauty retail sector in Ho Chi Minh City, Vietnam.

Formalization: Pugh et al. (1968) defined formalization as the degree of written down rules, operations, guidelines, and interactions. Another definition of 'formalization' from De Clercq et al. (2013) is the degree to which a company's decision-making depends on formally clarified and recorded procedures, strategies, and regulations, rather than on informal ones. Willem and Buelens (2009) discovered that formalization restricts flexibility in sharing knowledge and fosters an environment of control. In other words, less formalization results in a less formal atmosphere in the company, which leads to increased organizational knowledge. Lin (2008) additionally figured out that the lower the formalization of a structure of a business, the more widespread various departments share knowledge.

Centralization: Corporate centralization is the extent to which authority in a business primarily concentrates at the highest levels of a corporate structure. According to theory, the greatest degree of centralization could happen if only one person determined all significant choices. Conversely, the smallest degree could occur if everyone in the organization has equal authority regarding these decision-makings, whatever their position or status (Marsh, 1992). Study by Willem and Buelensa (2009) and Gentile-Lüdecke et al. (2020) observed that higher levels of centralization in businesses limit knowledge sharing and creation, as well as may impede or prolong the resolution of specific issues. On the other hand, analysis of Sheng and Noe (2010) showed that a less centralized organizational structure can enhance sharing of knowledge. The findings of the study stated that firms should deemphasize employees' status, position in the hierarchy of the business, and seniority, and ought to promote personnel to engage with one another.

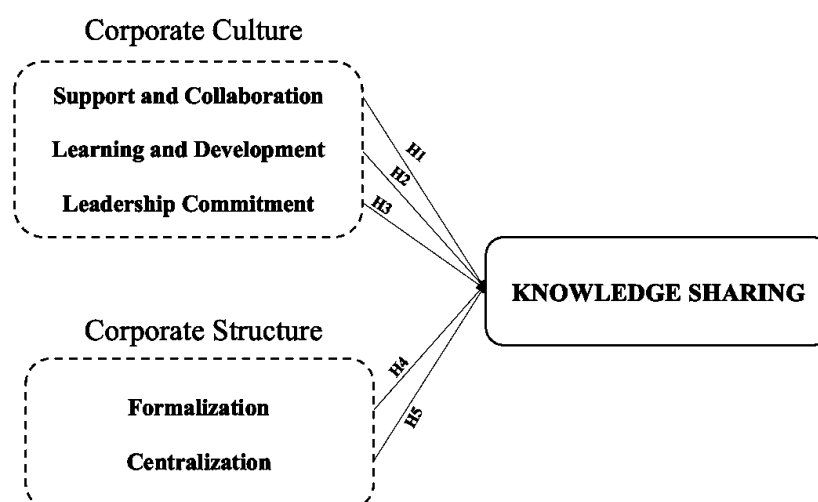


Figure 2. Conceptual Model

Source: Islam et al. (2012)

Proposed hypothesis:

H1: Support & Collaboration impacts positively on Knowledge Sharing

H2: Learning & Development impacts positively on Knowledge Sharing

H3: Leadership Commitment impacts positively on Knowledge Sharing

H4: Formalization impacts negatively on Knowledge Sharing

H5: Centralization impacts negatively on Knowledge Sharing

Research Methodology

This study's approach is quantitative, with a questionnaire established as the survey instrument to collect the opinions of a considerable number of respondents who are now working in the health and beauty retail industry in Ho Chi Minh City, Vietnam. According to survey data, statistical tools were then applied to assess relationships between proposed variables.

Table 1. Measurement scale adapted from (Islam et al., 2012)

Variables	Code	Measurement items
Personal information		Gender, Age, Current position, Average Income (per month), Company
Support and Collaboration	SC1	Employees are supportive and helpful
	SC2	Adequate organizational resources are available to the employees
	SC3	There is willingness to collaborate across organizational unit
	SC4	Employees are encouraged by their superiors to express and exchange their opinions and ideas regarding work related matters
	SC5	Employees are encouraged by their work group to express and exchange their opinions and ideas regarding work
Learning and Development	LD1	Opportunities are provided for individual development, other than formal training (e.g. work assignments and job rotation)
	LD2	Employee are encouraged to attend formal development activities (e.g. training, professional seminars, symposium)
	LD3	There are people who provide guidance and counsel regarding one's career
	LD4	Employees are rewarded for ideas on improvement
	LD5	Employees are encouraged to analyze mistakes made and learn from them
	LC1	Supports the role of knowledge in the firms' success

Leadership Commitment	LC2	Provides adequate budgeting to support knowledge exchange or knowledge management projects
	LC3	Reformulates any rules (e.g. personnel policies) that obstruct the knowledge sharing
	LC4	Encourages team members to experiment in order to improve work processes
	LC5	Rewards innovative ideas that work
	LC6	Does not treat new ideas from employees seriously
Formalization	F1	The employee feels that “I am my own boss” in most matters
	F2	How things are done is left to the person doing the work
	F3	Most people make their own rules on the job
	F4	The employees are constantly being checked for rule violations
Centralization	C1	Commitment of resources into new products
	C2	Commitment of resources into new markets
	C3	Initiating changes in the strategic direction of the firm
	C4	Approving entry into new markets/businesses
	C5	Strategic planning
Knowledge Sharing	KS1	There are processes for exchanging knowledge between individuals
	KS2	There are processes for distributing knowledge throughout the organization
	KS3	There are processes for exchanging knowledge with my business partners
	KS4	Knowledge is made accessible to all who need it
	KS5	Interdepartmental knowledge sharing occurs as a matter of course
	KS6	Employees fear that sharing their knowledge with others might reduce their influence within the firm

Sampling selection and data collection: The chosen respondents of this survey are employees working in the health and beauty retail sector in Ho Chi Minh City, Vietnam. The target enterprises are large-sized ones such as Pharmacity, Guardian, Watsons, Hasaki, and others. Because these are retail chains with large scale, the author assumes that the management of these businesses are formalized and centralized. This paper employed an appropriate sampling methodology, with respondents reached via an online survey. The survey is published in Google-Doc Form with a questionnaire and is shared with numerous workers via social networks in Ho Chi Minh City. The expected sample size for this study is 300 responses.

Research Findings and Discussion

Sample Demographics:

Table 2. Sample Demographics

	Detail	Frequency	Percentage
Gender	Male	181	66%
	Female	92	34%
Age	20 - 24 years old	224	82%
	25 - 29 years old	40	15%
	30 - 34 years old	8	3%
	Above 35 years old	1	0%
Work Experience	Under 1 year	182	66%
	1 – under 3 years	73	27%
	3 – under 5 years	14	5%
	Above 5 years	4	1%
Current Position	Director	3	1%
	Manager	16	6%
	Employee	251	92%
	Others	3	1%
Current Monthly Income	Under 7,000,000 VND	162	59%
	7,000,000 VND – under 15,000,000 VND	86	31%
	15,000,000 VND – under 20,000,000 VND	16	6%
	Above 20,000,000 VND	9	3%

Source: Authors

The research was conducted at various large-sized enterprises in the health & beauty retail sector in Ho Chi Minh City (273 samples). Survey participants' characteristics are gathered, researched, and profiled using the demographic questions that are asked. It is easier to compare and evaluate various viewpoints within these sets of opinions when they have been divided into groups. It is also possible to comprehend the attitudes and behaviors of respondents when they share knowledge through the collection and analysis of these demographic factors.

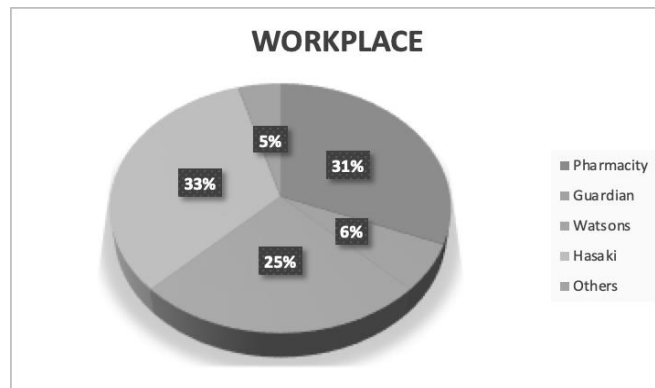


Figure 3. Percentage of Workplace

Source: Authors

As shown in Figure 6, quite popular brands in the health and beauty retail industry participated in the survey such as Pharmacy, Guardian, Watson, Hasaki and others. With up to 33% of the surveys, Hasaki was the most prevalent. Pharmacy, Watson, and Guardian brands are next (31%, 25%, and 6%, respectively). The remaining 13 poll participants (5%) represent other brands.

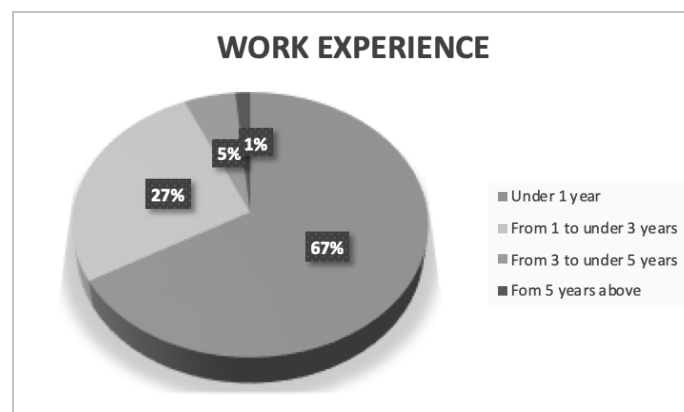


Figure 4. Percentage of Work Experience

Source: Authors

More than half (67%) of participants responding to the survey have worked less than one year. Those who have worked for 1-3 years account for 27%. Then 5% of participants who have worked for 3 to 5 years come next, and only 1% have worked for more than 5 years.

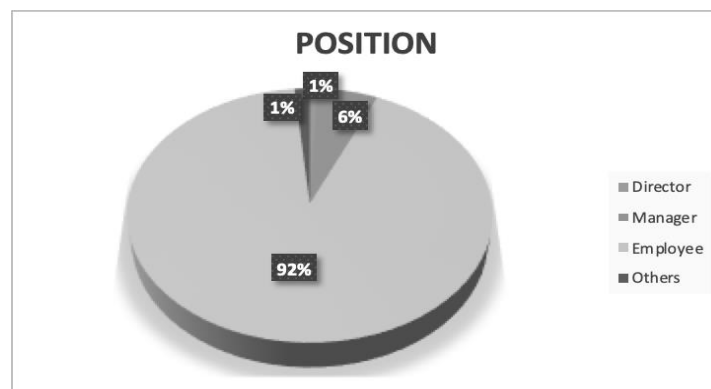


Figure 5. Percentage of Position

Source: Authors

Ninety-two percent of the subjects the survey reached were held as employees. Only 6% of people in their current position are managers. Equal amounts of the remaining 2% are allocated to the Director post and other roles.

Descriptive Statistics: Participants rated each item of five variables (support & collaboration, learning and development, leadership commitment, formalization, knowledge sharing) on a five-point Likert scale from 1 to 5, which stands for "strongly disagree", "disagree", "neutral", "agree" and "strongly agree". Furthermore, the items of factor 'centralization' are evaluated on the scale, including: 1 - top executive, 2 - senior or corporate management, 3 - division managers or functional managers if there is no divisional structure, 4 - functional managers if there is divisional structure, 5 - middle level manager.

Table 3. Total average mean

Items	Total Average Mean
Support & Collaboration	4.06
Learning & Development	3.97
Leadership Commitment	3.94
Formalization	3.95
Centralization	3.76
Knowledge Sharing	3.97

Source: Authors

The overall average means of support & collaboration (4.06), learning & development (3.97), leadership commitment (3.94), formalization (3.95) represent that most participants agree with the idea of the influence of the four variables on knowledge sharing. The total mean average for the knowledge sharing dimension is 3.97. This finding reveals that users tend to agree with all the factor's 6 questions.

Table 4. Descriptive Statistics of Centralization
Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic
C1	273	1	5	4.04	.068	1.119
C2	273	1	5	3.70	.057	.935
C3	273	1	5	3.70	.067	1.114
C4	273	1	5	3.68	.063	1.038
C5	273	1	5	3.68	.067	1.104
Valid N (listwise)	273					

Source: Authors

The mean value of C1 is 4.04, illustrating that functional managers if there is divisional structure & middle level manager are assumed to be responsible for this commitment. Besides, the least values are C4 and C5 refers to the duty of division managers or functional managers if there are no divisional structure & Functional managers if there is divisional structure.

Reliability Testing: The study included 6 items of dependent variable and 25 items of independent variable. The finding of the reliability testing is shown below in Table 6.

Table 5. Cronbach Alpha values

Variables	Cronbach's Alpha	N of Items
Support & Collaboration	.831	5
Learning & Development	.862	5
Leadership & Commitment	.797	6
Formalization	.782	4
Centralization	.908	5
Knowledge Sharing	.825	6

Source: Authors

The Cronbach Alpha of both dependent and independent variables are high and greater than 0.7. All 'Corrected Item-Total Correlation' are bigger than 0.3 demonstrating that all elements are internally consistent and well constructed. Therefore, the sample data is reliable.

Exploratory Factor Analysis (EFA):

EFA for Independent Variables

Table 6. KMO & Bartlett's Test – Final Round

KMO and Bartlett's Test

Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	3461.810
	df	231
	Sig.	.000

Source: Authors

Table 7. Total Variance Explained– Final Round

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.282	37.644	37.644	8.282	37.644	37.644	4.648	21.125	21.125
2	3.371	15.323	52.967	3.371	15.323	52.967	4.094	18.609	39.735
3	1.247	5.668	58.636	1.247	5.668	58.636	3.544	16.109	55.843
4	1.160	5.273	63.909	1.160	5.273	63.909	1.775	8.066	63.909
5	.938	4.266	68.175						
6	.741	3.367	71.542						
7	.731	3.321	74.862						
8	.626	2.844	77.706						
9	.584	2.655	80.361						
10	.564	2.566	82.926						
11	.475	2.161	85.088						
12	.438	1.993	87.081						
13	.414	1.880	88.960						
14	.368	1.674	90.634						
15	.364	1.654	92.288						
16	.315	1.433	93.721						
17	.292	1.329	95.050						
18	.261	1.186	96.236						
19	.256	1.162	97.398						
20	.235	1.069	98.467						
21	.179	.812	99.279						
22	.159	.721	100.000						

Extraction Method: Principal Component Analysis.

Source: Authors

The author runs four rounds of EFA test for independent variables and eliminates item LC2, LC4, LC5. To conclude, after leaving out 3 items, the other 22 items are categorized into

4 components, which are: support & collaboration, centralization, formalization and leadership commitment.

EFA for Dependent Variable:

Table 8. KMO & Bartlett's Test - Dependent Variable

KMO and Bartlett's Test		
Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		.852
Bartlett's Test of Sphericity	Approx. Chi-Square	585.527
	df	15
	Sig.	.000

Source: Authors

Table 9. Total Variance Explained - Dependent Variable

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.367	56.115	56.115	3.367	56.115	56.115
2	.743	12.388	68.503			
3	.613	10.212	78.715			
4	.526	8.764	87.479			
5	.391	6.520	94.000			
6	.360	6.000	100.000			

Extraction Method: Principal Component Analysis.

Source: Authors

Table 10. Component Matrix - Dependent Variable

Component Matrix^a	
	Component 1
KS5	.815
KS4	.770
KS3	.768
KS2	.749
KS1	.747
KS6	.633
Extraction Method: Principal Component Analysis.	

a. 1
components
extracted.

Source: Authors

The Factor Loadings all get significantly larger than 0.5. The KMO value of 0.852 is additionally approved. The Sig. Barlett's Test, which is stated at 0.000 is greater than the confidence interval of 0.05. There is only one factor whose eigenvalue is larger than 1 and it is

the variable that will be kept in the model. Besides, the Total Variance Explained number exceeds the lowest possible value of 50%, reaching 56.115%.

Correlation Test: The degree and direction of a linear correlation between 2 variables can be determined via correlation analysis. The Pearson correlation coefficient (r) was applied in this paper to assess the link between the independent variables of support & collaboration, centralization, formalization, leadership commitment, and the dependent variable - knowledge sharing. The result is shown in Table 13.

Table 11. Correlation test

		Correlations				
		Support & Collaboration	Centralization	Formalization	Leadership & Commitment	Knowledge Sharing
Support & Collaboration	Pearson Correlation	1	.260**	.707**	.430**	.518**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	273	273	273	273	273
Centralization	Pearson Correlation	.260**	1	.397**	.453**	.424**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	273	273	273	273	273
Formalization	Pearson Correlation	.707**	.397**	1	.481**	.583**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	273	273	273	273	273
Leadership & Commitment	Pearson Correlation	.430**	.453**	.481**	1	.525**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	273	273	273	273	273
Knowledge Sharing	Pearson Correlation	.518**	.424**	.583**	.525**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	273	273	273	273	273

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Authors

Table 13 shows that all Sig values are below 0.05 so there is a linear relationship between these independent variables and the dependent variable. The strength of Pearson's correlation between the dependent variable (knowledge sharing) and other independent variables are shown in Table 14. The relationship between knowledge sharing and Formalization is the strongest (0.583). Next, the relationship between knowledge sharing with leadership commitment and support & collaboration are less strong (0.525 and 0.518, respectively). Lastly, the relationship between knowledge sharing and centralization is medium (0.424).

Table 12. Strength of relationship

Correlation	r	The strength of the relationship
Knowledge Sharing vs. Support & Collaboration	.518	Large
Knowledge Sharing vs. Centralization	.424	Medium
Knowledge Sharing vs. Formalization	.583	Large
Knowledge Sharing vs. Leadership Commitment	.525	Large

Source: Authors

Multiple Regression Test: The Model Summary and ANOVA test are displayed below.

Table 13. Model Summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.669 ^a	.448	.439	.36387	2.085

a. Predictors: (Constant), Leadership & Commitment, Support & Collaboration, Centralization, Formalization

b. Dependent Variable: Knowledge Sharing

Source: Authors

Table 14. ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.762	4	7.190	54.307	.000 ^b
	Residual	35.484	268	.132		
	Total	64.246	272			

a. Dependent Variable: Knowledge Sharing

b. Predictors: (Constant), Leadership & Commitment, Support & Collaboration, Centralization, Formalization

Source: Authors

The R Square value is 0.448 and Adjusted R Square is 0.439. This value demonstrates independent variables (support & collaboration, centralization, formalization, leadership commitment) involved in the regression analysis influence 43.9% of the variation of the dependent variable (knowledge sharing). Moreover, F value is 54.307 and Significance is 0.000 < 0.05. The auto-correlation issue is not present, as indicated by the Durbin-Watson statistic of 2.085. Therefore, the model represents statistically significant.

Table 15. Coefficients

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.276	.206		6.185	.000		
	Support & Collaboration	.188	.070	.174	2.669	.008	.486	2.057
	Centralization	.084	.028	.157	2.987	.003	.747	1.338
	Formalization	.269	.066	.280	4.083	.000	.437	2.287
	Leadership & Commitment	.148	.034	.244	4.392	.000	.668	1.496

a. Dependent Variable: Knowledge Sharing

Source: Authors

The Tolerance and VIF values are within the allowed range, implying that there are no multicollinearity concerns. Table 16 also shows the largest Beta Coefficient is formalization, which is 0.280. This ensures the strongest importance of this variable leading to a stronger effect on the dependent variable - knowledge sharing. Significance value of support and collaboration, centralization, formalization and leadership commitment with the Significance value respectively: 0.008, 0.003, 0.00, 0.000, indicates that the four variables all have significant effect on the prediction of knowledge sharing. The Beta Coefficient value of 4 factors are positive so that all of these 4 hypotheses (H1, H3, H4, H5) are accepted.

A prediction equation is created as follows for the purpose of evaluating the variation in the Knowledge Sharing when Support & Collaboration, Centralization, Formalization and Leadership Commitment factors vary: $KS = 0.174SC + 0.157C + 0.280F + 0.244LC$

Where:

- KS = Knowledge Sharing
- SC = Support & Collaboration
- LC = Leadership Commitment
- F = Formalization
- C = Centralization

Model results:

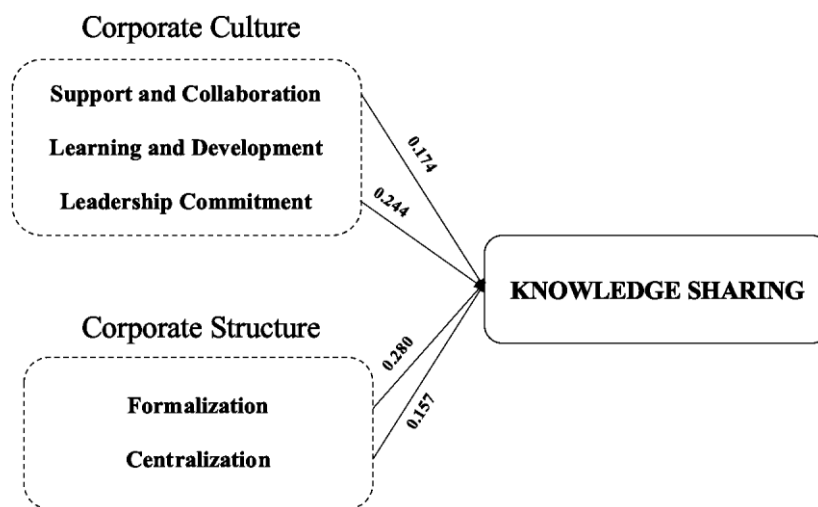


Figure 6. Results

Source: Authors

The findings of hypothesis testing are described below:

Table 16. Results of Hypothesis

Relationship	Hypothesis	Results
Support & Collaboration impacts positively on Knowledge Sharing	H1	Accept
Learning & Development impacts positively on Knowledge Sharing	H2	Reject
Leadership Commitment impacts positively on Knowledge Sharing	H3	Accept
Formalization impacts negatively on Knowledge Sharing	H4	Accept
Centralization impacts negatively on Knowledge Sharing	H5	Accept

Source: Authors

Conclusion and Recommendations

In conclusion, the data analysis revealed some key findings as follows: The variable learning & development is rejected from the EFA results. Among factors influencing knowledge sharing, formalization performed the most critical impact. Leadership commitment is the second major influence on the dependent element. Based on the degree of influence on knowledge sharing, the two remaining orders respectively are: support and collaboration, and centralization. The impact of support and collaboration, and leadership commitment on knowledge sharing are found to be positive, while the two elements, formalization and centralization, have negative influence on the dependent variable.

Based on abovementioned findings, the authors would like to propose some recommendations for the improvements of sharing knowledge in enterprises. Firstly, because of the greatest influence of formalization on knowledge sharing, enterprises should concentrate mostly on managing this factor. Numerous regulations may impede innovation, imagination, and personal growth of employees. Therefore, to boost knowledge-sharing activity, management should lessen the degree of formalization; the business's formal structure should be constrained at an acceptable degree and not adversely affect the discipline of the enterprise.

Secondly, to boost knowledge-sharing behaviors, leadership commitment is the next significant elements should be enhanced. Managers should give employees permission to explore fresh ways to enhance the workflow. They also ought to emphasize the important role of knowledge sharing in a business. Besides, superiors should express the view that creative and innovative ideas will be valued and rewarded worthily.

Finally, employees always receiving adequate resources and assets of the company as well as having the ability to speak up and voice their opinions, will be more likely to support and work together throughout the enterprise. This results in the enhancement of knowledge-sharing process. Thus, top management in the company should generate and develop an environment which is balanced, mutually beneficial, harmonious, and synchronized working among employees. When a business's culture enables employees to share, trust, and respect other people, they will become more acquainted with one another and avoid many disputes. On a different note, centralization is the last element that needs to be focused. Enterprises should decrease the extent of centralized management if they want to raise the knowledge sharing. Lower-level management and subordinates should be given opportunities to participate in the decision-making activities within the enterprise.

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