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Factors affecting knowledge sharing behavior of employees at Vietnam veterinary drug manufacturing and trading enterprises

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ABSTRACT:
An organization's competitiveness and adaptability in environmental challenges depend on its knowledge competence. Having the technology-enabled infrastructure and skilled employees is insufficient to achieve organizational efficiency. Instead, it is crucial to effectively utilize these resources and foster knowledge and experience sharing among employees. Knowledge sharing is vital in transferring knowledge from individuals to the organizational level. This behavior involves disseminating information, data, skills, expertise, and experiences to other entities, such as individuals or organizations.The study aimed to examine the influence of individual, organizational, and technological factors on employee knowledge-sharing behavior in the context of veterinary drug manufacturing and trading enterprises in Vietnam. The research employed a mixed methods approach, combining qualitative and quantitative investigations. Data collection involved surveys and focus group interviews conducted with 475 enterprise employees. The results revealed that knowledge-sharing behavior significantly impacts individual motivation, team group activities, confidence, organizational culture, manager's support, reward system, and information technology. The study discusses theoretical and managerial implications to assist policymakers in promoting knowledge-sharing behavior in the workplace.

Keywords: Knowledge sharing behavior, individual motivation, Organizational culture,

I. INTRODUCTION

The competitiveness and adaptability of an organization depend on its knowledge and competence in addressing environmental challenges. Having the technology-enabled infrastructure and skilled employees is insufficient for achieving organizational efficiency. The effective utilization of these resources and enabling employees to share their knowledge and experiences is crucial. Knowledge sharing is vital in transferring knowledge from individuals to the organizational level. This behavior ensures the dissemination of information, data, skills, expertise, and experiences to other entities, which can be individuals or organizations. However, many organizations have recognized that sharing knowledge is rare. In today's business landscape, there has been a significant increase in intangible and intellectual capital within organizations. Knowledge is widely regarded as the intellectual capital of any organization. Consequently, numerous firms encourage their employees to share knowledge; some have implemented motivational schemes to facilitate this process.

According to Lin H. (2007), knowledge transfer is closely tied to employees' intrinsic and extrinsic motivations. Knowledge sharing refers to the mutual exchange of implicit and explicit ability between employees to generate new knowledge, as Nonaka (2007) described. Knowledge sharing can be integrated with knowledge flow, transfer, learning, distributed cooperation, and creation (Foss et al., 2010). Chow and Chan (2008) define knowledge sharing as behaviors facilitating the exchange of acquired knowledge.

Organizations must support employee motivation and trust to facilitate effective knowledge sharing and create a work environment encourages individuals to share their knowledge. Therefore, organizational culture and perceived organizational support are crucial in shaping employee knowledge-sharing behavior (Jo & Joo, 2011; Chang et al., 2015). While several researchers have explored the factors that influence knowledge-sharing intentions (Seba et al., 2012; Jolaee et al., 2014), there is a gap in the literature

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regarding the connection between trust in the technological platform and its impact on knowledge-sharing behavior.

II. LITERATURE REVIEW

Knowledge sharing is a universal human behavior that can occur in various life situations. However, this paper focuses explicitly on knowledge sharing within the workplace. In the workplace, knowledge sharing refers to exchanging knowledge among individuals, teams, units, or organizations (Paulin & Suneson, 2011; Wasko & Faraj, 2017). Previous studies, such as those conducted by Wasko and Faraj (2005), Ma and Chan (2014), Hung et al. (2011), and Chennamaneni, Teng, and Raja (2012), have emphasized the importance of individuals perceiving their contributions as valuable to the organization to contribute knowledge actively. Consequently, knowledge sharing is considered a critical component of knowledge management.

Knowledge sharing is widely recognized as a crucial factor impacting individual and organizational performance (Henttonen et al., 2016) and job satisfaction (Fischer & Döring, 2018; Henttonen et al., 2016). According to De Vries, Van Den Hooff, and De Ridder (2006), knowledge sharing generates both the supply and demand for new knowledge. They also argue that this process of creating new knowledge is influenced by various factors within the organizational culture and external to the organization, leading to potential obstacles. Furthermore, some authors distinguish between knowledge sharing and knowledge transfer, highlighting that when knowledge is already codified and only consumed, it is considered transfer rather than sharing (Tangaraja et al., 2016). Multiple determinants influence knowledge sharing.

Bartol and Srivastava (2002) state that organizational meetings and seminars allow employees to share their expertise and experiences, leading to rewards and recognition. Therefore, employee brainstorming sessions, meeting participation, and seminar attendance often support knowledge-sharing behavior. Additionally, personal interactions are crucial in supporting this behavior, as informal social interactions provide a platform to surface tacit knowledge. Employees feel motivated when they engage in personal interactions, and knowledge sharing becomes a self-determined aspect of their behavior (Kaser & Miles, 2001).

According to Taminiau, Smit, and de Lange (2009), knowledge sharing can occur through formal means, such as sharing resources and services or engaging in specific activities, and informal means, such as meetings and friendly discussions. However, the primary goal of knowledge sharing is to improve organizational efficiency. It is important that knowledge can be acquired by all employees with minimal effort. The author identifies five dimensions that encompass knowledge-sharing behavior in the workplace: written contribution, organizational communication, personal interaction, and communities of practice.

III. RESEARCH METHODOLOGY

1.1. Research Model

Based on the research analysis and the enterprise's operating characteristics, the study introduces the analytical model as shown in Figure 1. 07 hypotheses are proposed, including H1, H2, H3, H4, H5, H6, and H7.

Figure 1: Theoretical framework

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Hypothesis H1: Individual motivation factors positively affect the employee to share their knowledge in Vietnam veterinary drug manufacturing and trading enterprises.
Hypothesis H2: Team Group Activities factors positively affect the employee to share their knowledge in Vietnam veterinary drug manufacturing and trading enterprises.
Hypothesis H3: Confidence factors positively affect the employee to share their knowledge in Vietnam veterinary drug manufacturing and trading enterprises.
Hypothesis H4: Organizational Culture factors positively affect the employee to share their knowledge in Vietnam veterinary drug manufacturing and trading enterprises.
Hypothesis H5: Manager's Support factors positively affect employee sharing knowledge in Vietnam veterinary drug manufacturing and trading enterprises.
Hypothesis H6: Reward System factors positively affect the employee to share their knowledge in Vietnam veterinary drug manufacturing and trading enterprises.
Hypothesis H7: Information Technology factors positively affect employee sharing knowledge in Vietnam veterinary drug manufacturing and trading enterprises.

1.2. Questionnaire and Data Collection

The topic studies the factors affecting the knowledge-sharing behavior of employees at Vietnam veterinary drug manufacturing and trading enterprises through 2 phases: preliminary research and official research.

The first stage of preliminary research is the qualitative method through group discussion techniques to discover more components and correct the scales of the research model. The second phase uses quantitative methods to test research hypotheses based on data collected through questionnaires.

The tool to conduct data collection is a quantitative survey questionnaire. The author built a scale in the questionnaire based on the results of qualitative research, including 07 independent variables on factors affecting knowledge-sharing behavior. Dependent variable on knowledge-sharing behavior. Research question to measure the factors affecting knowledge-sharing behavior.

The questionnaire used a Likert scale (1. Strongly disagree; 2. Disagree; 3. Normal; 4. Agree; 5. Strongly agree). The total number of questionnaires was issued to 500 employees working at Vietnam veterinary drug manufacturing and trading enterprises, and after removing the inappropriate answers, the research team obtained 475 questionnaires.

1.3. Data Analysis

The information collected from the questionnaire will be encrypted and analyzed using SPSS 22.0 software. First, the author conducted Cronbach's Alpha analysis to measure the reliability. At the same time, the authors used Exploratory Factor Analysis (EFA) to test the unidirectional scales. Finally, the authors use multivariate regression to examine the correlation relationship between the independent and dependent variables and the multicollinearity between the independent variables and the independent variable.

IV. RESEARCH RESULTS

1.4. Verify the Reliability of the Scale

To use the survey results in subsequent evaluations, the author has tested the reliability of the data using the Cronbach-alpha coefficient test, as in the theory of the method. According to the analysis method, the scale only ensures reliability when Cronbach's Alpha coefficient > 0.6 and variable-total correlation coefficient > 0.3. The test results are shown below.

Table 1: Check the reliability of the scale

Variables	Corrected item-total correlation	Cronbach's alpha if the item deleted	Cronbach-alpha
Independent variable: Individual motivation (IM)			
IM1	.562	.867	0.866
IM2	.706	.834	
IM3	.722	.830	
IM4	.743	.824	
IM5	.710	.833	
Independent variable: TeamGroup Activities (TA)			
TA1	.701	.852	0.876
TA2	.731	.847	

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TA3	.681	.855	
TA4	.710	.850	
TA5	.708	.851	
TA6	.562	.874	
Independent variable: Confidence (CF)			
CF1	.568	.935	0.921
CF2	.839	.899	
CF3	.782	.905	
CF4	.838	.899	
CF5	.768	.907	
CF6	.880	.891	
Independent variable: Organizational Culture(OC)			
OC1	.783	.951	0.952
OC2	.872	.940	
OC3	.894	.938	
OC4	.824	.946	
OC5	.875	.940	
OC6	.863	.941	
Independent variable: Manager's Support(MS)			
MS1	.625	.829	0.851
MS2	.627	.828	
MS3	.530	.846	
MS4	.652	.823	
MS5	.681	.817	
MS6	.706	.813	
Independent variable: Reward System (RS)			
RS1	.648	.737	0.793
RS2	.519	.768	
RS3	.566	.756	
RS4	.567	.756	
RS5	.445	.784	
RS6	.530	.765	
Independent variable: Information Technology (IT)			
IT1	.618	.810	0.837
IT2	.505	.832	
IT3	.567	.820	
IT4	.680	.796	
IT5	.629	.807	
IT6	.680	.797	
Dependent variable: Sharing knowledge (SK)			
KS1	.885	.935	0.949
KS2	.851	.939	
KS3	.827	.942	
KS4	.786	.947	
KS5	.894	.934	
KS6	.826	.942	

Evaluate the reliability of the factor scales with Cronbach's Alpha coefficient > 0.6. All observed variables have a total correlation coefficient > 0.3. The coefficients of Cronbach alpha, if the variable type includes only variable CF1, have a higher coefficient than the Cronbach alpha coefficient of the Confidence scale. However, the difference is insignificant, so the author decided to keep the variable NT1. All subscales are reliable,

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and the observed variables are useable for further EFA analysis.

The knowledge sharing scale with Cronbach's Alpha coefficient = 0.949 > 0.6, this coefficient is reliable. All observed variables have a total correlation coefficient > 0.3. If removed, it will not increase Cronbach's Alpha coefficient, so the scale is reliable, and the observed variables are useable for further EFA analysis. Thus, for the general assessment of the scales, the reliability of the survey data for these scales is guaranteed. The observed variables are useable in the EFA analysis.

1.5. Results of EFA analysis

The results of the first EFA analysis of independent variables with KMO= 0.821>0.6 show that the EFA analysis is appropriate. Bartlett's Test has the coefficient Sig= 0.000 < 0.5, showing that the observed variables have a close relationship. With Eigenvalues = 2,089 > 1, the results of rotating the extracted data factors into 07 factors. The extracted variance = 64.034% proves that these 07 factors explain 64.034% of the variation of the data. The results of the EFA analysis of independent variables have extracted 07 factors as follows:

Table 2: Factor analysis with independent variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.821
Bartlett's Test of Sphericity	Approx. Chi-Square	14097.460
	df	820
	Sig.	.000

Total Variance Explained

	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	5.464	13.327	13.327	5.464	13.327	13.327	4.892	11.933	11.933
2	5.230	12.756	26.083	5.230	12.756	26.083	4.412	10.762	22.694
3	4.481	10.929	37.011	4.481	10.929	37.011	3.778	9.216	31.910
4	3.642	8.883	45.894	3.642	8.883	45.894	3.509	8.558	40.468
5	2.925	7.135	53.029	2.925	7.135	53.029	3.381	8.247	48.715
6	2.423	5.909	58.938	2.423	5.909	58.938	3.277	7.993	56.708
7	2.089	5.095	64.034	2.089	5.095	64.034	3.004	7.326	64.034
8	.900	2.195	66.229						
9	.859	2.095	68.323						
10	.787	1.918	70.242						
11	.746	1.820	72.062						
12	.724	1.765	73.827						
13	.689	1.680	75.507						
14	.678	1.653	77.160						
15	.634	1.547	78.708						
16	.598	1.458	80.166						
17	.579	1.412	81.577						
18	.544	1.328	82.905						
19	.531	1.296	84.201						
20	.509	1.242	85.443						
21	.473	1.155	86.597						
22	.460	1.121	87.719						
23	.439	1.072	88.790						
24	.432	1.053	89.844						
25	.407	.992	90.835						
26	.387	.945	91.780						
27	.380	.927	92.707						
28	.356	.868	93.575						
29	.351	.857	94.431						
30	.337	.823	95.254						

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31	.312	.762	96.016
32	.289	.704	96.720
33	.283	.691	97.411
34	.281	.685	98.097
35	.252	.614	98.710
36	.228	.555	99.265
37	.117	.286	99.552
38	.080	.196	99.747
39	.064	.155	99.903
40	.039	.095	99.997
41	.001	.003	100.000

Extraction Method: Principal Component Analysis.

Thus, the results have shown that 07 factors were extracted from survey data to ensure the reliability of factor tests. The obtained factors will act as independent variables in the research model.

The results of factor analysis EFA dependent variable knowledge sharing behavior have the following results:

Table 3:Result of factor analysis for the dependent variable

Variables	Factor loadings	Test	Values
KS1	.855	KMO	0.832
KS2	.807	Sig	.000
KS3	.774	Eigenvalues	4.800
KS4	.725	Average Variance Extracted	79.992%
KS5	.866		
KS6	.772		

- KMO coefficient in the analysis = 0.832>0.5, showing that the results are reliable.
- Bartlett's Test has the coefficient Sig = 0.000 < 0.05, showing that the results ensure statistical significance.
- Average Variance Extracted = 79.992%, showing that the variation of the analyzed factors can explain 79.992% of the survey data, ensuring statistical significance.
- The Eigenvalues coefficient of the 1st factor = 4,800>1, showing the convergence of the analysis stopping at the 1st factor, or the analysis results showing that there is 1 factor extracted from the survey data.
- The factor loading coefficient of each observed variable shows all factors > 0.5, showing that the observed variables all show the influence of the factors that these variables represent.

Thus, the results of factor analysis with the dependent variable also show high reliability, one factor given from the observed variables of the knowledge-sharing scale represents the dependent variable.

From the above factor analysis results, the factors, in turn, are calculated as the average value of the score of the observed variables representing the scale to identify a factor representing the important variables used in regression and correlation analysis.

1.6. Regression Analysis

Correlation analysis aims to check the correlation between independent variables and dependent variables to ensure the results of regression analysis. Correlation analysis also tests the correlation between independent variables. If the independent variables are closely correlated, multicollinearity will occur. The method applied in this study is the analysis of Person correlation.

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Table 4: Correlation analysis results

Correlations

		KS	IM	TA	CF	OC	MS	RS	IT
Pearson Correlation	KS	1.000	.608	.738	.569	.923	.821	.686	.300
	IM	.608	1.000	.604	.388	.542	.531	.427	.140
	TA	.738	.604	1.000	.454	.682	.667	.548	.217
	CF	.569	.388	.454	1.000	.541	.463	.368	.109
	OC	.923	.542	.682	.541	1.000	.757	.627	.230
	MS	.821	.531	.667	.463	.757	1.000	.558	.358
	RS	.686	.427	.548	.368	.627	.558	1.000	.176
	IT	.300	.140	.217	.109	.230	.358	.176	1.000
Sig. (2-tailed)	KS	.	.000	.000	.000	.000	.000	.000	.000
	IM	.000	.	.000	.000	.000	.000	.000	.001
	TA	.000	.000	.	.000	.000	.000	.000	.000
	CF	.000	.000	.000	.	.000	.000	.000	.001
	OC	.000	.000	.000	.000	.	.000	.000	.000
	MS	.000	.000	.000	.000	.000	.	.000	.000
	RS	.000	.000	.000	.000	.000	.000	.	.000
	IT	.000	.001	.000	.001	.000	.000	.000	.
N	KS	475	475	475	475	475	475	475	475
	IM	475	475	475	475	475	475	475	475
	TA	475	475	475	475	475	475	475	475
	CF	475	475	475	475	475	475	475	475
	OC	475	475	475	475	475	475	475	475
	MS	475	475	475	475	475	475	475	475
	RS	475	475	475	475	475	475	475	475
	IT	475	475	475	475	475	475	475	475

The results of the correlation analysis between the independent and dependent variables show a correlation with a high correlation coefficient and guaranteed significance level. The independent variables correlated with the dependent variable, which is the condition to use the independent and dependent variables in the regression analysis. Among the independent variables, there are also variables showing a high level of correlation. However, the correlation coefficient is low, so in the analysis process, it is necessary to check the phenomenon of multicollinearity. The method is to check the VIF coefficients of the independent variables in the model.

The coefficient of determination R2 = 0.912 and adjusted R2adj = 0.911 shows that 07 independent variables explain 91.1% of the variation of the dependent variable on employee knowledge sharing. This proves that these 07 independent variables have a close relationship with the dependent variable of knowledge-sharing behavior and can be a regression analysis of the influence of 7 independent variables on knowledge-sharing behavior.

Table 5:The correlation coefficient of the regression model

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.955[a]	.912	.911	1.449

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In the ANOVA analysis, Sig = 0.000 < 0.05, so the ANOVA analysis has ensured the statistical significance level, showing that the regression model is suitable in general. Concluded that these 07 independent variables affect knowledge-sharing behavior, and the confidence level is over 95%.

Table 6: ANOVA analysis

ANOVA				
	Sum of Squares	Mean Square	F	Sig.
Regression	181.306	7	25.901	693.559
Residual	17.440	467	.037	
Total	198.746	474		

The Durbin-Watson coefficient in the analysis = 2, showing non-autocorrelation between the independent variables in the regression model.

The VIF coefficient in the analysis of each factor is less than 2, which shows no multicollinearity between the independent variables in the model.

The Normal distribution plot of the residuals shown below shows that the residuals show a normal distribution when the mean is close to = 0 (2.53E*10-15), and the standard deviation of 0.993 is close to 1.

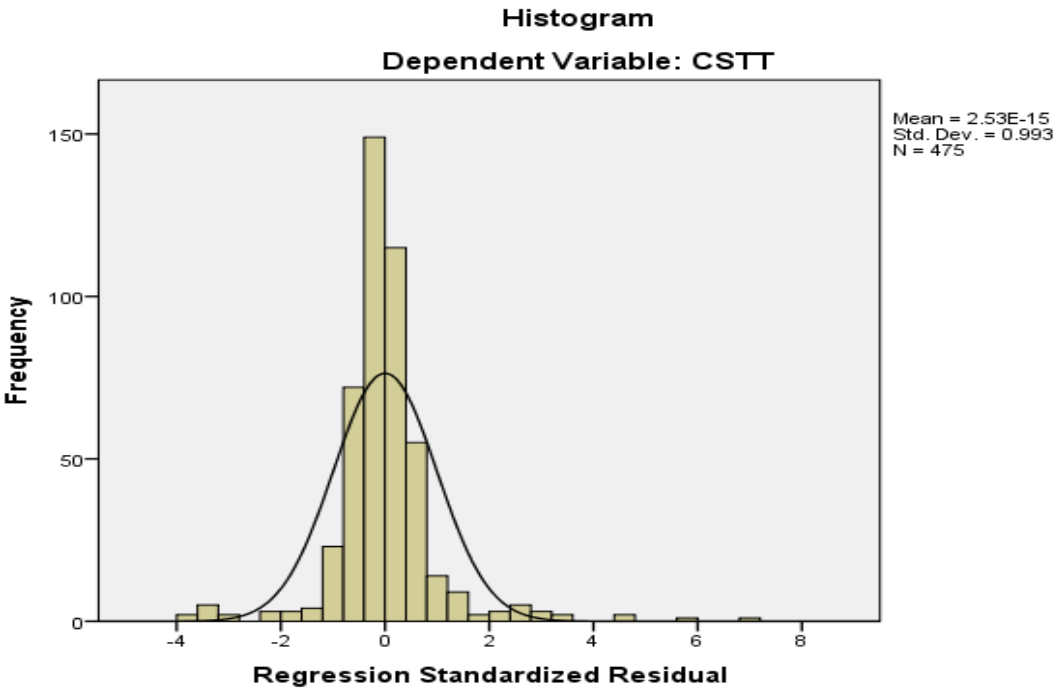

Figure 2: Frequency plot of normalized residuals

Also, looking at the Q-Q plot showing the actual observations centered quite close to the diagonal means that the residual data are typically distributed.

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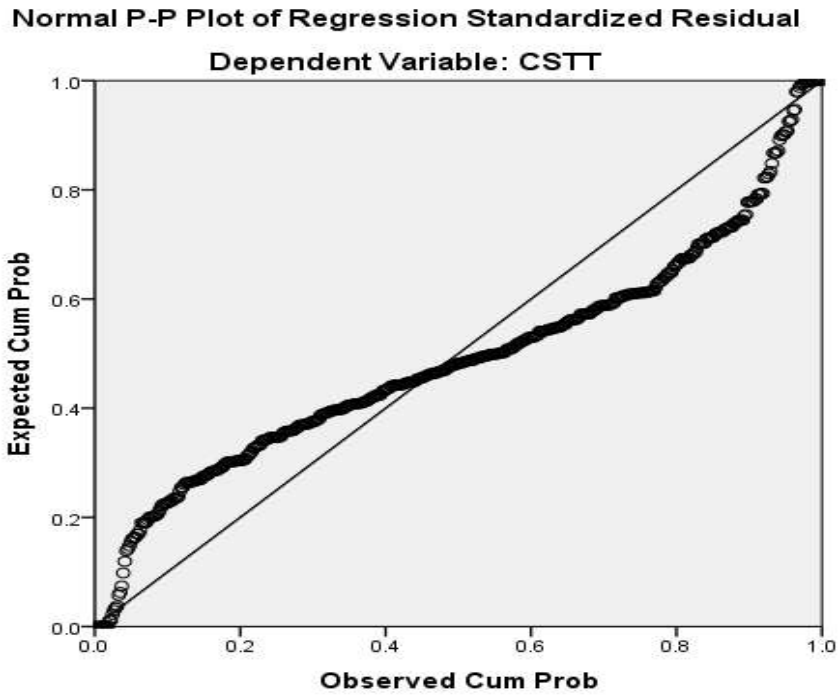

Figure3:Compare with the normal distribution of the normalized residuals

The regression model measuring factors affecting knowledge sharing behavior of employees at Vietnam veterinary drug manufacturing and trading enterprises has the following research results:

Table 6: Regression model of factors affecting knowledge sharing

Regression coefficient				
	Unstandardized Coefficients	Standardized Coefficients	Sig.	VIF
	B	Beta		
(Constant)	-.310		.000	
IM	.065	.070	.000	1.696
TA	.075	.078	.000	2.404
CF	.060	.062	.000	1.459
OC	.572	.571	.000	3.216
MS	.163	.187	.000	2.894
RS	.121	.120	.000	1.748
IT	.042	.048	.001	1.157

In the regression coefficient table, the Sig coefficients of the independent variables in the model all have significance levels less than 0.05. Shows that the variables in the model influence the dependent variable on the knowledge-sharing behavior of Employees. Thus, hypotheses H1, H2, H3, H4, H5, H6, and H7 were accepted with a confidence level of 95%.

V. CONCLUSION AND RECOMMENDATION

Research on knowledge sharing among Vietnamese veterinary drug manufacturing and trading enterprises employees is urgent. Sharing knowledge is a way to help reduce difficulties and time-consuming learning and absorbing knowledge and sharing knowledge among employees to build a team of staff with good knowledge, meeting the

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work requirements for the development of Vietnam's veterinary drug manufacturing and trading enterprises.

Therefore, the author has conducted a study to identify the factors that affect the knowledge-sharing activities of the staff in Vietnam's veterinary drug manufacturing and trading enterprises. The author has built a research model and proposed influencing factors based on previous studies and assessments of knowledge-sharing activities.

In the regression coefficient table, the Sig coefficients of the independent variables in the model all have significance levels less than 0.05. Shows that the variables in the model influence the dependent variable on the knowledge-sharing behavior of Employees. Thus, the hypotheses H1, H2, H3, H4, H5, H6, and H7 are accepted with a confidence level of 95%.

To effectively use teamwork in sharing information and knowledge, enterprises need to develop principles of working and sharing within and among working groups.

The enterprises should improve the cohesion between employees, and create opportunities for fun, entertainment, and collective activities to help employees stick together and stick with the business. From there, it will motivate employees to easily and comfortably exchange and share knowledge. Help the employee system have the knowledge and a solid foundation to contribute to the development of personal capacity and business development.

To effectively implement knowledge sharing, it is necessary to organize seminars and workshops to exchange knowledge for sharing knowledge among staff.

It is necessary to create a friendly working environment to increase the openness of employees by providing private spaces for employees to regularly communicate with each other, organizing community events for employees to understand. each other, create a comfortable working atmosphere to reduce stress for employees, encourage employees to regularly come up with new ideas and think problems from different perspectives.

The means of sharing information technology help effectively support knowledge-sharing activities in the current technologically developed era. Therefore, Vietnamese veterinary drug manufacturing and trading enterprises need to take measures to build a system of communication channels via the Internet, exchange by technology to create convenience for employees.

It is necessary to develop regulations to encourage as regulations on reward, encouragement, and recognition of leadership's contributions to employees who show their activeness in the knowledge exchange process.

If the enterprise regularly implements good remuneration policies through decent salaries and bonuses, employees will try to work, share knowledge, and be ready to devote themselves.

VI. LIMITATIONS AND FURTHER RESEARCH

During the implementation of this study, the author was aware of the shortcomings and limitations are:

The first limitation is that identifying research models and factors affecting knowledge-sharing activities at Vietnamese veterinary drug manufacturing and trading enterprises is incomplete. The selection of factors in the model is subjective due to the lack of participation of leaders of Vietnamese veterinary drug manufacturing and trading enterprises in determining the necessity of influencing factors in the model.

The second limitation is that the research is limited to the scope of the Vietnamese veterinary drug manufacturing and trading enterprises. The selection of factors in the model is subjective due to the lack of participation of leaders of Vietnamese veterinary drug manufacturing and trading enterprises in determining the necessity of influencing factors in the model.

The third limitation is that the construction of solutions is still limited when the proposed solutions are still lacking, not profound, and need to be supplemented and perfected. It is necessary to refer to solutions in organizing knowledge-sharing activities at enterprises that have successes.

To complete this study, the author chooses a solution to address the limitations.

Firstly, it is necessary to find out more domestic and foreign studies on the knowledge-sharing activities of employees of veterinary drug manufacturing companies. At the same time, consult management experts in choosing factors affecting knowledge-sharing activities.

Second, the research can be expanded and implemented with many enterprises still having difficulty organizing knowledge-sharing activities; the problem will arise more regarding research scope and sample size.

Third, in the research process, to develop more practical solutions, it is necessary to directly participate in knowledge-sharing activities that businesses are doing, thereby building specific solutions.

Fourth, the research model explains 59.5% of the variation in the knowledge-sharing behavior of employees in the enterprise. Therefore, other factors may affect employees' knowledge-sharing behavior, such as Organizational structure, Organizational technology, Organizational strategy, and Organizational work method. Therefore, further studies should consider these factors in the research model.

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