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RESEARCH ARTICLE

THE IMPACT OF KNOWLEDGE MANAGEMENT ON EMPLOYEE MOTIVATION IN E-COMMERCE ENTERPRISES IN HANOI CITY

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ABSTRACT

The study's objective is to analyze the impact of knowledge management on employee motivation in E-Commerce enterprises in Hanoi City. Through the survey and study of relevant documents, research has proposed a model of 4 factors of knowledge management model: Knowledge transfer, Knowledge application, Knowledge protection, and Knowledge sharing. The survey questionnaire was e-mailed to 489 employees of e-commerce businesses in Hanoi. From the structural equation model (SEM) analysis results, all hypotheses have been accepted, including Knowledge transfer, Knowledge application, Knowledge protection, and Knowledge sharing, which positively impact employee motivation in E-Commerce Enterprises in Hanoi City. The discussion, conclusion, limitations, and suggestions for future research are also discussed in this study.

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INTRODUCTION

In a highly competitive environment, knowledge management is an essential factor that brings success to businesses (Kianto *et al.*, 2016). One of the benefits of implementing knowledge management in an organization is its positive effects on organizational performance. Some studies show a positive relationship between knowledge management activities and improving organizational performance (Pham *et al.*, 2021; Sani *et al.*, 2019). Knowledge management affects leadership capacity, and this leadership capacity directly affects organizational effectiveness (Van Den Hooff & De Ridder, 2004). The advent of the 4.0 Industrial Revolution has become a driving force for the world's and Vietnam's e-commerce to increasingly develop, especially cross-border e-commerce activities, attracting the participation of many people—members of society. According to statistics from the Department of E-Commerce and Digital Economy report under the Ministry of Industry and Trade, e-commerce sales reached 11.8 billion USD, accounting for 5.5% of total retail sales of consumer goods nationwide. Vietnam ranks 2 in the top 3 countries with the region's most significant retail growth rate. Leading the way is Indonesia. Since the COVID-19 pandemic broke out at the end of 2019, the demand for shopping through e-commerce platforms has increased rapidly. According to statistics, up to 70% of the Vietnamese population has access to the Internet, and 53% of people have e-wallets to pay online. Among them, the two largest urban markets in Vietnam, Hanoi and Ho Chi Minh, account for 70% of the total transaction volume on e-commerce platforms.

Employees' work motivation in the e-commerce industry is essential in contributing to the success of businesses in particular and the e-commerce industry in general, and information management has a positive impact on that motivation. (Sani *et al.* (2019) point out that knowledge management is essential in converting basic capabilities and competencies into competitive advantages. Knowledge management is vital to sustain competitive advantage and improve results (Kianto *et al.*, 2016). Organizations recognize that knowledge, development, and effective exploitation are the fundamental resources that create sustainable competitive advantages for the organization (Schiuma, 2012). An overview of research shows a need for more research on the impact of information management on employee motivation in e-commerce enterprises. Therefore, the study aims to evaluate the impact of information management on employee motivation in e-commerce businesses in Hanoi.

LITERATURE REVIEW

Although knowledge management (KM) was mentioned in the early 1980s, it could have been better received. It was in the 1990s that this term became widely used and researched by scientists. However, there still needs to be a unified definition of information management. KM is a group of transparent processes and methods used to find essential knowledge in many ways of operating information management (Kianto *et al.*, 2016). According to (Schiuma, 2012) KM is the process of creating, disseminating, transferring, using, and protecting existing and new knowledge.

Table 1. Variable and Sources

Variable	Observation variable	Coding	Sources
Knowledge transfer	My Company has a process for converting employee knowledge and skills into the Company's knowledge and skills.	CG1	Schiuma (2012) Ngoc-Tan & Gregar (2018)
	My Company knows how to transform knowledge and skills from partners into the Company's knowledge and skills.	CG2	
	My Company has a way of integrating different sources, knowledge, and skills.	CG3	
	My Company has a process for distilling knowledge and skills	CG4	
	My Company knows how to transform information about competitors to propose optimal solutions	CG5	
	My Company can transform knowledge and skills into designing new products/services.	CG6	
Knowledge application	My company applies the knowledge and skills learned from mistakes/experiences (such as losing money, payment fraud on the system, copyright infringement on the sales system, system risks, market risks, and operational risks) into daily work.	UD1	Schiuma (2012) Ngoc-Tan & Gregar (2018)
	My Company quickly connects sources of knowledge and skills to solve problems.	UD2	
	My Company quickly applied knowledge and skills to critical competitive needs.	UD3	
	My Company applies knowledge and skills to improve services/products effectively.	UD4	
	My Company has a process for applying knowledge and skills in developing new products/services.	UD5	
	My Company uses knowledge and skills to adjust strategic direction.	UD6	
Knowledge protection	My Company clearly announces to each employee the importance of protecting Company knowledge and skills.	BV1	Schiuma (2012) Ngoc-Tan & Gregar (2018)
	My Company has policies and guidelines for employees on protecting trade secrets.	BV2	
	My Company has decentralization for employees to access appropriate knowledge and skills.	BV3	
	My Company has regulations and guidelines that restrict employees' access to specific sources of knowledge and skills.	BV4	
	My Company has a process to protect knowledge and skills from inappropriate use within our Company.	BV5	
	My Company has a process to protect knowledge and skills from inappropriate use outside our Company.	BV6	
Knowledge sharing	I have the opportunity to advance by sharing my knowledge and skills	CS1	Schiuma (2012) Ngoc-Tan & Gregar (2018)
	I am positively evaluated by my colleagues when I share my knowledge and skills	CS2	
	My superiors recognized that I shared my knowledge and skills	CS3	
	I have increased my credibility with my superiors by sharing my knowledge and skills	CS4	
	I am recognized and rewarded for sharing my knowledge and skills	CS5	
	The person who holds the most knowledge will be successful in my company	CS6	
Employee's motivation	I always try my best to complete the assigned work	DL1	Dung & Vy (2011)
	I can maintain my efforts to do the job in the near future	DL2	
	I always actively participate in the organization's activities	DL3	
	I always strive for work goals and organizational activities	DL4	
	I always feel excited when doing my current job	DL5	
	I feel encouraged at work	DL6	

Managing knowledge assets in an organization is about letting it flow and grow in information management. How knowledge assets change and evolve depends on the knowledge strategy in production, access, and use (Despres & Chauvel, 1999). KM is a crucial process of locating, organizing, transferring, and using information and experience in organizations. Alternatively, KM is planning, organizing, motivating, and controlling people, processes, and systems to ensure that knowledge-related assets are enhanced and used effectively (Schiuma, 2012). There are many concepts of work motivation. Kocman & Weber, (2018) defines work motivation or work encouragement as the willingness to demonstrate high levels of effort toward organizational goals, under the condition that some individuals are satisfied according to their ability to exert effort. Jofreh *et al.*, (2013) describes work motivation as an internal drive based on an individual's conscious and unconscious basic needs that lead workers to do work. (Mullins, 2007) believes that work motivation is an internal stimulus that stimulates an individual's goals to fulfill some expected needs. (Yalokwu, 2006) also argues that motivation refers to the entire state of internal striving, often described as efforts, desires, and wishes that cause us to act in a certain way. It is an inner state that affects and motivates all of us. The manifestation of motivation is the willingness, effort, and passion to work to achieve the organization's goals and the employees themselves (Vinh, 2023). Thus, there are many different definitions, but in short, work motivation is related to the behavioral attitudes of the individual. It originates from the individual's various internal needs and motivates them to take action to satisfy them.

Abu-Naser *et al.*, (2016) show the relationship between knowledge management and university faculties' work performance. Abusharekh *et al.*, (2019) also showed the relationship between knowledge management and work motivation. Specifically, the results showed that the knowledge-sharing element greatly influences work motivation in addition to fundamental factors such as creating, collecting, storing, and using knowledge. (Salo, 2011) also shows that the influence of factors in the knowledge management model, such as Knowledge creation, Knowledge collection, and Knowledge use, strongly influences work motivation. (Birasnav *et al.*, 2013) show that factors related to knowledge management approach through social networks, encryption, and personalization from measuring impact on motivation and work capacity. Knowledge management generated from systematic analysis of big data and integration and combined with solid knowledge systems ensures that data can be analyzed and classified into helpful information and converted into Knowledge, positively impacting employee motivation (Ferraris *et al.*, 2019). Through synthesizing previous research, the components of information management that affect employee motivation include knowledge transfer, knowledge application, knowledge protection, and knowledge sharing. Research by Trần & Lê, (2019) and Dung & Vy (2011) showed the impact of knowledge transfer on employee motivation in converting knowledge and skills into the design of new products/services. Therefore, the study proposes the following hypothesis:

H1: Knowledge transfer has an impact on employee motivation

Knowledge application is articulating and applying acquired and validated knowledge to influence decision-making, policy design, solve problems, or create new solutions to Human demand. It takes advantage of new opportunities, and it creates new knowledge. Knowledge constantly undergoes a process of construction, transformation, and maintenance during the process of use and action . Studies by Ngoc-Tan & Gregar (2018) and Ferraris *et al.*, (2019) show a positive relationship between knowledge application and the motivation of employees. Therefore, the study proposes the following hypothesis:

H2: Knowledge application has an impact on employee motivation

Knowledge protection is internally securing knowledge and skills (confidential customer information, access rights, information provision, which agencies are requested, communications, and statements). Singh & Sharma (2015) show that when businesses disclose to each employee the importance of protecting the company's knowledge and skills will make employees feel more secure with their creativity in their work and thereby increase employee motivation. Therefore, the research proposes the following hypothesis:

H3: Knowledge protection has an impact on employee motivation

Knowledge sharing is the exchange of knowledge (skills, experience, and understanding) between individuals within an organization. Knowledge sharing is one of the most essential activities in organizational operations. The strategic importance of knowledge is emphasized in the knowledge-based view of the firm (Wang *et al.*, 2014). However, more than the mere existence of knowledge resources is required to guarantee success . To develop a sustainable competitive advantage, an organization's employees must share and apply knowledge in practice (Dalkir, 2017; Kozhakhmet & Nazri, 2017)). Previous research has highlighted the benefits of knowledge sharing: reduced costs, short product development cycles, increased customer satisfaction, and improved innovation and performance . Therefore, the study proposes the following hypothesis:

H4: Knowledge sharing has an impact on employee motivation

METHODS

Based on the components from the theoretical basis along with the original scale of Schiuma, (2012), Ngoc-Tan & Gregar (2018) , Dung & Vy (2011) were used as suggestions for respondents. After synthesizing opinions from respondents, the author combined with the original scales to create a list of observed variables of the scales. The results are shown by the author in Table 1. The scales continue to be adjusted, supplemented, and observed variables shortened to measure research concepts and reinterpreted words to make them suitable and easy to understand. The subjects surveyed by the authors had a group discussion with ten staff in the e-commerce industry. The results of the discussion are shown in Table 1.

Five hundred questionnaires were sent to e-commerce companies in Hanoi from May to June 2023. To support the analysis process, the author will use the data collected after filtering invalid tables using SPSS 20.0 and AMOS 20.0 software to analyze the data. Formal research was conducted using quantitative data processing tools, including SPSS 20 software (descriptive statistics; Cronbach's Alpha test; EFA analysis) and AMOS software 20 (confirmatory factor analysis CFA and testing the structural equation model SEM).

RESULTS

Respondent's Demographic information: The official sample size was 489 observations for inclusion in the analysis. Information about the collected survey sample is shown in Table 2.

Table 2. Demographic information

Tiêu chí		Frequency	Percentage (%)
Job position	Leadership	11	2.2
	Back-office block	154	31.5
	Another block	181	37.0
	Trading block	143	29.2
Experience	Under 2 years	214	43.8
	Over 10 years	11	2.2
	From 2 to 5 years	253	51.7
	From 5 to 10 years	11	2.2
Education	College	22	4.5
	University	445	91.0
	Graduate	22	4.5
Gender	Male	99	20.2
	Female	390	79.8
Age	Under 25 years old	148	30.3
	Over 35 years old	14	2.9
	From 25 to under 30 years old	251	51.3
	From 30 to under 35 years old	76	15.5

Model fit indices: Based on Table 3, the analysis results show that the value of Conbach's Alpha fluctuates from 0.856 to 0.877, and the minimum coefficient of correlation for each variable is more significant than 0.3.

Table 3. The results of Cronbach Alpha

Variable	Number of items	Cronbach's Alpha
Knowledge transfer	6	0.861
Knowledge application	6	0.856
Knowledge protection	6	0.857
Knowledge sharing	6	0.877
Employee's motivation	6	0.859

Therefore, the scales have gained such confidence and will be used for exploratory factor analysis. Table 4 contains the weighted loadings for the variables (also known as scales) of the two analysis methods, PCA and CFA. There are six groups of variables, represented by columns 1 to 6, each loaded into a separate component in the PCA method. Variables CS5, CS1, CS4, CS6, CS2 and CS3 are loaded into component 1, variables UD2, UD6, UD1, UD5, UD4 and UD3 into component 2, CG2, CG1, CG3, CG5, CG4 and CG6 into component 3, DL5, DL6, DL2, DL1, DL4 and DL3 into component 4, BV4, BV5, BV2, BV3, BV6 and BV1 into component 5. The model's KMO is 0.926 > 0.5; the eigenvalue is 1.299, and P < 0.05, indicating a statistically significant correlation between the observed variables in the population and is therefore suitable for factor analysis.

Finally, the Total Variance Extracted was 60.488% > 50%, which shows the proportion of the total variance of the data the components explained.

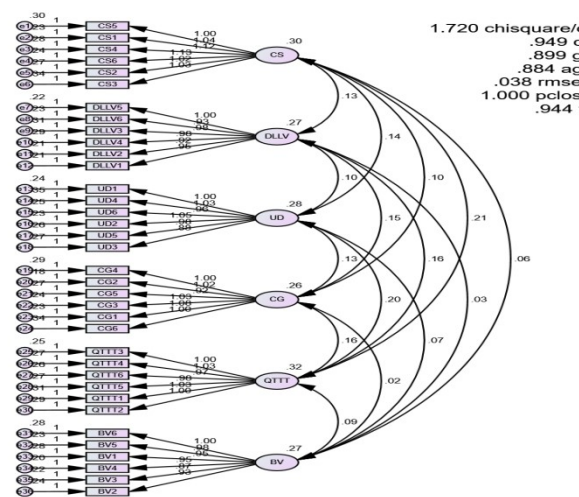


Figure 1. Confirmatory factor analysis of the KM model

Table 4. Results of PCA-CFA loadings

	PCA- loading				CFA loadings
	1	2	3	5	
CS5	0.776				0.707
CS1	0.766				0.764
CS4	0.745				0.755
CS6	0.741				0.780
CS2	0.709				0.727
CS3	0.631				0.693
UD2		0.827			0.755
UD6		0.711			0.708
UD1		0.711			0.729
UD5		0.645			0.710
UD4		0.605			0.674
UD3		0.594			0.669
CG2			0.820		0.777
CG1			0.734		0.756
CG3			0.713		0.735
CG5			0.704		0.671
CG4			0.683		0.692
CG6			0.561		0.658
BV4				0.767	0.743
BV5				0.711	0.727
BV2				0.703	0.706
BV3				0.693	0.694
BV6				0.688	0.700
BV1				0.686	0.684
KMO	0.926				
Eigenvalue	1.299				
Sig. Barlett	0.000				
Total variance extracted	60.488				

Table 5. AVE, CR results

	CR	AVE	MSV	MaxR (H)	CS	DLLV	UD	CG	BV
CS	0.878	0.545	0.461	0.88	0.738				
DLLV	0.86	0.507	0.336	0.862	0.461***	0.712			
UD	0.858	0.502	0.438	0.86	0.476***	0.383***	0.708		
CG	0.863	0.513	0.336	0.867	0.375***	0.580***	0.468***	0.716	
BV	0.858	0.503	0.086	0.859	0.209***	0.103†	0.271***	0.086	0.709

Table 6. SEM model estimation results

Links	(β)	(β std)	S.E.	P-value	Results
BV -> DLLV	0.099	0.091	0.040	0.015	Accepted
CG -> DLLV	0.295	0.270	0.049	0.000	Accepted
UD -> DLLV	0.335	0.313	0.053	0.000	Accepted
CS -> DLLV	0.433	0.418	0.050	0.000	Accepted

The criteria for evaluating the reliability of the data set show a good fit of the model: The CMIN/DF value is 1.720, which is considered quite good. Typically, a value below 2 or 3 is considered acceptable. The CFI value was 0.949, within the range of 0.90 to 0.95, indicating a moderate fit. The TLI value is 0.944, between 0.90 and 0.95, indicating an average fit. The RMSEA value was 0.038, lower than 0.05, indicating a good fit. Furthermore, the load weights in Table 4 (CFA Load Weights) show that the lowest load weight is 0.658, more significant than the allowed threshold of 0.5. These results show that the data are compatible with the model. Therefore, this model is entirely suitable for performing other measurement experiments. All factors have high CR and AVE indices, indicating that they are reliable and explain the data well. These factors also have a relatively high degree of correlation, suggesting they can be used together in a model. To evaluate the discriminant value, the study is based on comparing AVE with MSV. The results show that the shared variance indices across different factor groups are always smaller than the AVE convergence alone and can be confirmed entirely when the scales reach convergence.

Hypothesis testing: Path analysis is a technique of structural equation modeling (SEM) that tests and estimates relationships between variables in a model.

In particular, path analysis allows assessing the impact of independent variables on dependent variables through direct and indirect links. A causal model is built based on theory or existing knowledge in path analysis. This model describes how variables interact and interact. Causal models can include both observed variables (variables that can be measured directly) and latent variables (variables that cannot be measured directly). The SEM analysis results showing the impact of the elements of the KM model on employee motivation are shown in Table 6. Based on the standardized and unstandardized impact coefficients, we can see the following key points:

The Knowledge protection variable positively impacts employee motivation with a standardized impact coefficient of 0.091 and an unstandardized impact coefficient of 0.099 (p -value < 0.05). The Knowledge transfer variable strongly and positively impacts employee motivation with a standardized impact coefficient of 0.270 and an unstandardized coefficient of 0.295 (p -value < 0.001). The Knowledge application variable also strongly and positively impacts employee motivation with a standardized impact coefficient of 0.313 and an unstandardized effect of 0.335 (p -value < 0.001). The Knowledge sharing variable has the most substantial impact on employee motivation, with a standardized impact coefficient of 0.418 and an unstandardized impact coefficient of 0.433 (p -value < 0.001).

DISCUSSION

Based on the results of descriptive statistics and regression analysis, the research results show that there is an impact relationship between the variables Knowledge Protection, Knowledge Transfer, Knowledge Application, and Knowledge Sharing Consciousness (Scale of achievements in the future) has a positive impact on workers' work motivation, which is consistent with previous studies conducted. Firstly, the factor of Knowledge Transfer significantly positively impacts Employee Motivation. It is consistent with the research of Trần & Lê, (2019) and Dung & Vy (2011), in which the majority Employees believe that the fact that their company/enterprise has a method of integrating and distilling sources of knowledge and skills has a significant influence on the employee's work motivation. Second, the Knowledge Protection factor also positively impacts Work Motivation, consistent with other studies such as Dung & Vy (2011) and Ferraris *et al.* (2019) shows a positive relationship between knowledge application and work motivation of employees, helping to make decisions and solve problems quickly and logically. Third, the Knowledge Application factor also positively impacts employee motivation. This analysis does not negate the studies of Singh & Sharma, (2015) and (Vinh *et al.*, 2022). When a business clearly announces to each employee the importance of protecting the company's knowledge and skills, it will make employees feel more secure with their creativity in their work, thereby increasing productivity and employee motivation. Fourth, knowledge-sharing has a solid and positive impact on employee motivation. Previous studies also emphasized the benefits of knowledge sharing, as the mere existence of knowledge resources does not guarantee success. In order to develop advantages to compete sustainably, an organization's employees must share and apply knowledge into practice (Santoro & Bierly, 2006; Van Den Hooff & De Ridder, 2004).

CONCLUSION

The research results show a positive relationship between knowledge management and employee motivation in e-commerce enterprises, showing the importance of knowledge management in the e-commerce industry to increase employee motivation. As a result, when employees learn more and more necessary knowledge, they improve their skills and professional effectiveness, thereby increasing their motivation and work effort, which means their work and job completion results will increase. Employees accumulate more knowledge and skills, actively participate in the acquisition process, are more willing to share, transfer, and apply knowledge, and are conscious of protecting. If they preserve their business knowledge, their motivation to work will also increase. Therefore, managers need to focus on knowledge management to improve the employee's motivation for e-commerce enterprise. Knowledge resource theory also shows that knowledge is unique and impacts all other resources. Knowledge combines the movement of all other organizational resources so that this resource becomes valuable. Knowledge is created and stored in employees' minds, so to apply knowledge management to e-commerce businesses, administrators must be aware and identify people as a significant factor prerequisite in the knowledge management process and need to manage well the acquisition, transfer, and application of knowledge in parallel with building policies to preserve and protect knowledge so that it is a resource that difficult to imitate or copy by competing e-commerce businesses. These perceptions then need to be transformed by business leaders into more specific actions, such as:

First, build and promulgate processes to collect new knowledge in the industry and collect information about products, services, market share, position, competitive strategies, business strategies, and capabilities. Competitors' ability to provide capital, financial resources, policies, and human resources; At the same time, learn and exchange knowledge and skills with business partners to increase knowledge acquisition sources outside the e-commerce enterprise for employees. Thereby, employees know how to transform knowledge and skills from partners into knowledge and skills of the organization,

know how to transform information about competitors to propose optimal solutions, and at the same time, have a way to integrate different sources, types of knowledge, and skills. Second, businesses need to have a coding strategy or strategy that focuses on a system surrounding knowledge that currently relies on technology processes and procedures to record, describe, and encode knowledge and experience, turning tacit knowledge into explicit knowledge. This strategy aims to build knowledge repositories so that business members can easily access and find the knowledge they need for their work. In addition, there is also a need for an individualization strategy or a people-focused strategy, revolving around tacit knowledge and aiming at direct interaction and knowledge sharing among members of the organization. This strategy is based on establishing working networks in groups, teams, groups, departments or through apprenticeship and mentoring. The individualization strategy aims to acquire internal knowledge opportunistic knowledge, and share knowledge through informal channels.

Third, establish and build specialized departments to conduct in-depth research on each professional field to deploy the most appropriate approach for each professional field. There is a process for coordinating work between departments/divisions/divisions in the organization; There is a process to guide updates on legal documents, taxes, international practices, industry risks, market economic developments, and professional ethics;

At the same time, regularly open professional training courses organize seminars, web dialogues, and topical exchanges for employees to improve their knowledge and skills. Besides, there are regular sharing sessions to exchange mistakes/experiences (such as intellectual property risks disclosure of customer payment information on e-commerce platforms) to help employees apply the knowledge and skills learned from those mistakes/experiences to daily work. Managers must use integrated information management process variables, including internal knowledge acquisition, external knowledge acquisition, knowledge transfer, knowledge application, and protection and preservation activities, instead of using separate variables corresponding to the above activities.

This study has limitations that need to be considered: The research model was only tested in the e-commerce industry - employees currently working at e-commerce enterprises located in Hanoi. E-commerce is a new industry, especially in the Vietnamese market, and each industry field has different characteristics. Therefore, the generalizability of the research results will be higher if repeated with a sample structure including employees currently working in operational departments of e-commerce businesses operating in the area. Knowledge management includes knowledge infrastructure and knowledge management processes. In this study, the author only focuses on the knowledge management process. Therefore, future research can expand knowledge infrastructure research and information management, including leadership, organization, structure and cultural assets in e-commerce industry and different industries in each specific area or nationwide.

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