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KNOWLEDGE – SHARING MOTIVATION AND ITS IMPACT FACTORS OF EMPLOYEES IN E-COMMERCE INDUSTRY IN HANOI

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ABSTRACT

The study's objective is to analyze the factors affecting the motivation to share knowledge of employees in the e-commerce industry in Hanoi city through the survey and study of relevant documents. Research has proposed a model of 5 factors: Rewards, Fear of losing power, Enhancing group roles, The concept of social benefit, and The concept of self-interest. The survey questionnaire was e-mailed to 247 employees of e-commerce businesses in Hanoi. From the research results of multiple regression, all hypotheses have been accepted, including Rewards positively impact knowledge-sharing motivation among employees in the organization; Fear of losing power negatively impacts knowledge-sharing motivation in the organization; Enhancing group roles negatively impacts knowledge-sharing motivation in the organization; The concept of social benefit positively impacts knowledge-sharing motivation among employees in the organization; and The concept of self-interest has a negative impact on knowledge-sharing motivation among employees in the organization.

Keywords : Knowledge – sharing, Motivation, E-commerce Industry, Hanoi

1. Introduction

Knowledge is an essential factor that creates value for an organization and an endless resource if the organization knows how to take advantage of, accumulate, and use knowledge effectively. Sharing, transmitting, and transferring knowledge will contribute to forming a source of knowledge related to competencies, thus creating assets and improving organizational efficiency (Wang et al., 2014).

Organizational competitive advantage increasingly depends on adequate knowledge management and organizational learning (Riege, 2005). Successful implementation of knowledge management systems depends on employee behavior, especially knowledge sharing among

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employees. Knowledge sharing contributes to an organization's success in many different ways. 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 in society. Cross-border e-commerce is quickly becoming a core factor of the global economy and an inevitable trend no country can stand aside. According to statistics, the overview of e-commerce in Vietnam reached 11.8 billion USD from the Department of E-commerce and Digital Economy report under the Ministry of Industry and Trade. This number accounts for 5.5% of total retail sales of consumer goods nationwide. Vietnam ranks 2 in the top 3 countries with the highest retail growth rate in the region. Vietnam's e-commerce development is forecast to continue to grow faster due to the pandemic. The current consumer trend is to buy and sell online to limit the spread of the disease. 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 now, 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.

Motivation to share knowledge of employees in the e-commerce industry is vital in contributing to the success of businesses in particular and the e-commerce industry in general, and knowledge management as well as motivation. Knowledge-sharing positively impacts employee work motivation and organizational effectiveness, so the author finds studying the impacts on employee knowledge-sharing motivation in this industry beneficial meaning. Therefore, this research aims to analyze the factors affecting the motivation to share knowledge of employees in the e-commerce industry in Hanoi city.

2. Literature review

Knowledge sharing is one of the most fundamental activities in an organization's activities. The strategic importance of knowledge is emphasized in the knowledge-based view of the firm (Nickerson & Zenger, 2004). However, more than the mere existence of knowledge resources is required to guarantee success (Hussein et al., 2016). To develop a sustainable competitive advantage, an organization's employees must share and apply knowledge in practice (Dalkir, 2017). Previous research has highlighted the benefits of knowledge sharing: reduced costs, short product development cycles, increased customer satisfaction, and improved innovation and performance (Ozer & Vogel, 2015). Over the past few decades, research on knowledge sharing has been increasing. One of the essential purposes of knowledge management is to systematically influence the exchange, application, and creation of knowledge, thereby creating value (Kozhakhmet & Nazri, 2017). Therefore, the success of knowledge management policies in an organization depends on knowledge sharing among employees and its outcomes (Hislop et

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al., 2018). Given the complexity of knowledge sharing, influenced by many individual, organizational, and contextual factors, a primary research focus has been identifying the factors hindering or supporting it. Therefore, one of the criticisms of knowledge-sharing research is that it needs to focus more on factors that support knowledge-sharing, such as technology, organizational culture, rewards, and interactions (Henttonen & Lehtimäki, 2017). Studies on knowledge in organizations include the nature of knowledge and the process of knowledge sharing(Ipe, 2003; Sandhu & Prabhakar, 2012). Knowledge sharing is "the process of mutual knowledge exchange and joint creation of new knowledge"(Van Den Hooff & De Ridder, 2004), which implies the coordination and cooperation of individuals working toward a common goal.

Empirical research has identified important factors influencing knowledge sharing, including personal factors (e.g., lack of trust, fear of losing power, and lack of social networks), organizational factors (e.g., lack of leadership, lack of appropriate reward systems, and lack of sharing opportunities), and technological factors (e.g., inadequate information technology [IT] systems and lack of training(Riege, 2005) . Additionally, the nature of knowledge will influence how easily it can be shared, and its value will influence people's motivation to share(Ipe, 2003). The ease of sharing is also likely to influence people's willingness to share. The value of knowledge implies that individuals can use it to gain status, power, and rewards. To date, researchers have studied the motivation to share knowledge as a function of issues of reciprocity, relationship with the recipient, and rewards(Ipe, 2003).

Burgess (2005) ‘s study shows that factors affecting knowledge-sharing motivation include Rewards, Fear of losing power (Personal motivation), Promotion of group roles, Feeling of incompetence (Relationship motivation), Concept of social benefits, Association, and Concept of self-interest (Culture of exchange).

Reward: Researchers have identified "reward for sharing knowledge" as an important motivation in knowledge-sharing motivation. Some companies considered leaders in information management have used many rewards to reward employees' information policy. Rewarding has proven to increase knowledge sharing with work units in practice. From there, hypothesis H1 is stated:

H1: Rewards positively impact knowledge-sharing motivation among employees in the organization.

- Fear of losing power: Knowledge is often seen as the basis for ensuring organizational power. Therefore, this concept will lead to the psychology of not wanting knowledge sharing for fear of losing power. The fear of thinking, "My value will decrease when I no longer monopolize that everyone will know knowledge." From there, hypothesis H2 is stated:

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H2: Fear of losing power negatively impacts knowledge-sharing motivation in the organization.

- Emphasize group roles: One of the obstacles to knowledge sharing is that employees may self-define the many groups within the company to which they belong, such as project groups, functional groups, or part. Accordingly, such employees often value their small unit more than the organization, reducing their ability to share information outside their small unit(Burgess, 2005). From there, hypothesis H3 is stated:

H3: Enhancing group roles negatively impacts knowledge-sharing motivation in the organization.

- Self-interest/social benefit concept: A cross-cultural comparison of employees in the US and India demonstrates the impact of exchange culture on knowledge sharing. In contrast to Indian employees, who are willing to share knowledge (Dalkir, 2017) to help anyone who needs it, American employees only help their colleagues according to the concept of "reciprocity" (social benefit orientation). Vietnamese culture has many similarities with Indian culture (social benefit orientation). However, with the trend of integration, some employees in Vietnam are also gradually changing towards promoting their own interests. The result of social benefit orientation is to promote monetary policy; on the contrary, self-orientation limits knowledge exchange among employees in the company. From there, hypotheses H4 and H5 are stated:

H4: The concept of social benefit positively impacts knowledge-sharing motivation among employees in the organization.

H5: The concept of self-interest has a negative impact on knowledge-sharing motivation among employees in the organization.

3. Method

Samples in quantitative research were selected using convenience sampling. The survey questionnaire was sent by e-mail and paper to managers for delivery to employees of e-commerce businesses in Hanoi. The formation of the scale is inherited from previous studies byBurgess (2005). In which the factors Reward (6 observed variables), Fear of losing power (3 observed variables), Promote group roles (4 observed variables), Feeling incompetent (3 observed variables), Observe Concept of social benefits (3 observed variables), and Concept of personal benefits (5 observed variables). The scale was adjusted and supplemented with wording appropriate to the research context. The scale for measuring the independent variables is a 5-point Likert scale. The scale of the dependent variable is measured by the average number of hours of knowledge sharing/month. Quantitative research was conducted through a survey questionnaire with a sample size of 247 employees currently working in specialized departments

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of Vietnamese e-commerce enterprises and foreign-invested e-commerce enterprises in Vietnam. The scale was tested using Cronbach's alpha reliability coefficient and analytical factor analysis. The hypotheses were tested through multiple regression models.

4. Research result

The study was conducted on 260 samples. Of which 13 are invalid, the number of valid questionnaires is 247 (accounting for 95%). Table 1 shows the information of respondents.

Table 1. Respondent's Information

		Frequency	Percent
Gender	Male	100	40.5
	Female	147	59.5
Age	>25	60	24.3
	25 – 30	86	34.8
	31 – 35	75	30.4
	< 35	26	10.5
Education	Below bachelor	107	43.3
	Bachelor	123	49.8
	Post graduated	17	6.9
Experience	>2 years	76	30.8
	2 - 5 years	85	34.4
	5 – 10years	66	26.7
	< 10 years	20	8.1
Total		**247**	**100.0**

All independent and dependent variables were measured using a 5-point Likert scale ranging from strongly disagree to agree strongly. The scales are evaluated for reliability using Cronbach's Alpha coefficient to consider internal consistency and the basis for eliminating variables without requiring requirements based on the total correlation coefficient of adjusted variables and Cronbach's Alpha.

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Table 2. Reliability and Factor analysis

	Component				
	1	2	3	4	5
NT1_2	.873				
NT1_4	.846				
NT1_1	.810				
NT1_3	.799				
NT1_5	.795				
NT2_2		.892			
NT2_3		.886			
NT2_1		.877			
NT5_1			.901		
NT5_2			.830		
NT5_3			.789		
NT4_1				.884	
NT4_2				.831	
NT4_3				.743	
NT3_1					.890
NT3_2					.878
Cronbach's alpha	0.909	0.875	0.750	0.847	0.866
Total explanatory variance 78.572; KMO= .818; p = .000					

After ensuring the scales achieve reliability through analysis of Cronbach's alpha reliability test, 16 observed variables are used to measure 05 independent variables included in the EFA analysis. In this analysis, the author included 16 past observed variables(Bonett & Wright, 2015). The author used the Principal Component extraction method and Varimax rotation to test Cronbach's Alpha in exploratory factor analysis. After two analyses, the results are summarized in Table 2. The analysis results are as follows: KMO index = 0.818, and the Chi-Square statistic of Bartlett's Test has the Sig index. = 0.000 < 0.05; 05 factors are obtained, at the breakpoint Eigenvalue = 1.041 > 1; The extracted variance is 78,572 > 50%.

Pearson correlation analysis is used to test the relationship between two variables Table 3 shows the Pearson correlation analysis results

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Table 3. Correlations

		NT1	NT2	NT3	NT4	NT5	YD
NT1	Pearson Correlation	1					
NT2	Pearson Correlation	-.146*	1				
NT3	Pearson Correlation	.051	.105	1			
NT4	Pearson Correlation	.425**	-.200**	.127*	1		
NT5	Pearson Correlation	-.432**	.112	.106	-.472**	1	
YD	Pearson Correlation	.584**	-.270**	-.187**	.451**	-.478**	1

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

Table 3 shows that all independent variables are correlated with the dependent variable, knowledge sharing. Proceed to put the variables into the regression model.

Table 4. Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.082	.299		10.311	.000					
	NT1	369	.047	.420	7.835	.000	.584	.451	.362	.744	1.344
	NT2	-072	.026	-.130	-2.719	.007	-.270	-.173	-.126	.938	1.067
	NT3	-.119	.028	-.201	-4.192	.000	-.187	-.261	-.194	.928	1.077
	NT4	.158	.046	.192	3.412	.001	.451	.215	.158	.675	1.482
	NT5	-.164	.054	-.170	-3.050	.003	-.478	-.193	-.141	.684	1.463

R^2 = 0.486; $R^2_{Ajusted\ ;}$ = 0.457; F= 88.294; Durbin-Watson = 1.884 (P = 0.000)

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The regression analysis results in table 4.7 show that the R^2 coefficient is 0.486, showing a 48.6% variation. 05 independent factors explain the variance of the knowledge-sharing sub-variable; the $R^2_{Ajusted}$ more accurately reflects the model fit at 0.475, or 47.5%. The analysis results show that 1<Durbin - Watson coefficient = 1.184 < 3, so it can be concluded that the model does not have autocorrelation between the residuals. The variance inflation indexes (VIF) of the dependent variables all have values less than 2, so this regression model has no signs of multicollinearity. Thus, the model passes the multicollinearity test and is statistically significant ((Hair Jr et al., 2021).

After performing the tests above, we see that the regression model does not violate the hypotheses; thus, this model is statistically significant. Of the five independent variables that affect the dependent variable, all have a sig index of less than 0.05, so they are accepted to appear in the model. The regression model showing the influence of 5 independent variables on the dependent variable has the following form, standardized regression model:

YD = 0.420*NT1 – 0.130*NT2 – 0.201*NT3 +0.192*NT4 – 0.170*NT5

From the result, all hypothesis have been accepted include: Rewards positively impact knowledge-sharing motivation among employees in the organization (ß1= 0.420, t = 7,835, p < 0.05); Fear of losing power negatively impacts knowledge-sharing motivation in the organization (ß2= -.130, t = -2.719, p < 0.05); Enhancing group roles negatively impacts knowledge-sharing motivation in the organization (ß3= -.201, t = -4.192, p < 0.05); The concept of social benefit positively impacts knowledge-sharing motivation among employees in the organization ((ß1= 0.192, t = 3.412, p < 0.05); and The concept of self-interest has a negative impact on knowledge-sharing motivation among employees in the organization (ß2= -.170, t = -3.050, p < 0.05)

5. Conclusions and suggestions

The study's objective is to to analyze the factors affecting the motivation to share knowledge of employees in the e-commerce industry in Hanoi city. Through the survey and study of relevant documents. Research has proposed a model of 5 factors: Rewards, Fear of losing power, Enhancing group roles, The concept of social benefit, and The concept of self-interest.

From the research results, all hypotheses H1, H2, H3, H4 and H5 impact the motivation to share knowledge of employees in the e-commerce industry. The result is consistence with the studies of Hussein et al. (2016); Henttonen & Lehtimäki (2017); and Burgess (2005). The results of this study show that the impact of factors requires managers to consider knowledge sharing as necessary for businesses to achieve common collective goals and to have solutions for individuals willing to share information. Focusing on the organization's long-term goals will

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encourage the cooperation of individuals within the organization for knowledge sharing. Research examines whether individuals are more likely to share knowledge when they can receive appropriate compensation in return. On the one hand, group-based incentives have been shown to motivate knowledge-sharing. However, research suggests that insufficient tangible rewards may harm knowledge-sharing motivation. Besides, it is necessary to show employees how practical the benefits to the community are from sharing knowledge.

This study has limitations that need to be considered. First, the research model is only tested in the e-commerce industry - employees currently working in the professional departments of Vietnamese e-commerce enterprises and foreign-invested e-commerce enterprises in Hanoi City. E-commerce is a new industry, with many models newly developed in Vietnam. Therefore, the generalizability of the research results will be higher if repeated with a sample structure including employees currently working in the operational departments of e-commerce enterprises operating in areas such as Ho Chi Minh City, Da Nang, and other areas in the country. Subsequent studies can repeat the model in each specific area to increase the generality of the research results. Second, this topic only stops at an academic scientific research topic, so it only shows the difference between factors that affect the motivation to share knowledge: implication and generality. To have comprehensive and in-depth solutions that are practical and suitable for each specific situation, future studies need to conduct their own in-depth and specific research for their organization.

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