

# THE IMPACT OF KNOWLEDGE SHARING ON THE EFFECTIVENESS OF EMPLOYEE MANAGEMENT IN SMALL AND MEDIUM ENTERPRISES IN THE NORTH CENTRAL REGION

Tran Quang Bach <sup>(1)</sup>, Ho Dieu Anh <sup>(1)</sup>, Hoang Thi Cam Thuong <sup>(1)</sup>  
Nguyen Dang Duc <sup>(2)</sup>, Nguyen Thi Yen <sup>(1)</sup>

<sup>1</sup> Faculty of Economics, Vinh University

<sup>2</sup> Nghe An Trading and Tourism College

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**Abstract:** Employee management in the business plays an important role in the success of an organisation. Although the management activities in small and medium enterprises (SMEs) in North Central Vietnam have had several relevant changes in recent years, their management efficiency has been still quite limited. The study uses a quantitative research method through the structural equation modelling (SEM), with a scale of 377 samples of employees in SMEs, and aims to examine the impact of knowledge sharing on the effectiveness of employee management in SMEs in North Central Vietnam. Research results show that knowledge sharing has a direct and positive impact on the effectiveness of employee management. At the same time, in the relationship between these two factors, trust and opportunistic behaviour act as mediating factors. In addition, research also indicates that trust negatively affects opportunistic behaviour. Based on the research results, the authors propose several recommendations to improve the effectiveness of employee management in businesses. The findings of this study demonstrate the importance and impact of knowledge sharing on the effectiveness of employee management. These are meaningful contributions in both theory and practice to support businesses gain more insights into knowledge sharing in its impacting relationships on the effectiveness of employee management and play a fundamental role for future research.

**Keywords:** Knowledge sharing; the effectiveness of employee management; trust; opportunistic behavior.

## 1. Introduction

Management is an art, Bennis (2009) argued that management was a socially influencing process to seek the voluntary participation of subordinates in implementing goals and missions. Management capacity is the synthesis of knowledge, skill, experience, behaviour and attitude to turn an organisation into a cohesive, unified block that ensuring successful competition in the marketplace.

Employee management in the business plays an important role in the success of an organisation. Employee performance is assessed as a measure of management performance at any level of management. In an enterprise, an administrator is the person who organises and performs management activities, makes plans, organises and monitors the distribution of human and financial resources. From there, the administrator helps the

organisation achieve its goals. Administrators may be given more time to propose and implement new solutions at work, which creating positive changes (Spangler and House, 1991). House et al. (1999) argued that managers inspired and motivated employees to work effectively and contribute to the success of the organisation. Therefore, the efficiency of management is of great importance in the development of the business. Moreover, with the rapid technology development, knowledge sharing is increasingly necessary for businesses nowadays.

Until now, in their studies, many authors have mentioned the relationship between knowledge sharing and the efficiency of employee management in enterprises. Podug et al. (2017) pointed out that knowledge sharing processes had a positive impact on organisational innovation outcomes. Grant (1996) demonstrated that knowledge sharing contributed significantly to organisational performance. The process of applying knowledge depends on the knowledge management process, including creating, capturing, developing, and sharing knowledge. If the process is effective, it creates an opportunity for quality decision-making and will ultimately improve the organisation's performance. According to Darroch and MacNaughton (2002), the increase in organisational knowledge-sharing leads to creativity and innovation to develop new working methods, procedures, and change traditional methods and practices for the organisation to grow better and be more active. Research by Morgan and Hunt (1994) shows that the behaviour of cooperation and knowledge sharing is a positive result of commitment, an aspect that reflects the effectiveness of employee management.

Management activities in SMEs in the North Central region have had many profound changes in recent years, especially since Vietnam joined the World Trade Organisation (WTO). Efficiency stemming from management activities is of great significance and contributes to increasing work motivation, improving the efficiency and scale of operations as well as creating a more favourable working environment and the long-term development of the organisation. However, from the economic perspective, the efficiency of management in SMEs in the North Central region has been still very limited. The managers have not fully grasped the most essential needs and expectations of employees at work. The working process under the direction of superiors is still often imposing, stereotyped, with little innovation in management ideology. Furthermore, in most businesses, knowledge sharing between employees or between individuals and the management department is still very limited. Narrow thinking, personal expectations at work, in addition to the lack of close guidance from the leader, etc are the causes of this and have a significant influence on the effectiveness of human management as well as the management effectiveness of the corporate.

The study aims to test the impact of knowledge sharing on the effectiveness of employee management in SMEs in the North Central region. Research results show that knowledge sharing has a direct and positive impact on the effectiveness of employee management. At the same time, in the relationship between these two factors, trust, and opportunistic behaviours act as mediating factors. Additionally, the research has also shown that trust affects negatively opportunistic behaviour. These are contributions of research that have both theoretical and practical value, giving businesses a deeper insight into the importance of knowledge sharing in its impacting relationships on management performance. Since then, there are more effective orientations and policies in the future.

## **2. Literature Review and Hypothesis**

### **2.1. Knowledge Sharing and the Effectiveness of Employee Management**

Knowledge sharing is defined as a subjective act that makes knowledge reused by others through knowledge transfer (Lee & Al-Hawamdeh, 2002); It is the process of giving and perceiving knowledge, in which the creation and sharing of knowledge depend on the conscious effort of the individual to make knowledge shared (Nonaka & Takeuchi, 1995). According to Hari et al. (2005), knowledge-sharing is the process or activity by which knowledge existing in an organisation is transferred from its holders to those who do not have it, which means that transfer process of hidden knowledge and present knowledge. Tsui et al. (2006) said that knowledge sharing was an activity to help employees share their knowledge and experience to support projects and plans to be completed quickly and costly. In addition, sharing knowledge involves each individual in sharing with the organisation information, ideas, suggestions, and work experience with others. Research by Maponya (2004) also shows knowledge sharing based on experience gained in the process of working inside and outside the organisation. If knowledge is available among members, the organisation will minimize duplicate decisions and solve problems faster. Effective knowledge sharing activities will help reuse individual knowledge and improve knowledge to a new level. Krough et al. (2000) argued that knowledge-sharing was also important in creating new knowledge and utilizing them to improve business performance. At this point of view, Nguyen et al. (2020) mentioned the role of knowledge sharing as an intermediary factor in the relationship to influence employee's work motivation which has a strong impact on the cohesion and management effectiveness of the organisation.

Promoting the knowledge-sharing behaviour of employees in the enterprise is essential in improving productivity and efficiency. Nham and et al. (2019) evaluated the impact of motivation at the individual, interpersonal and relational level on knowledge-sharing attitude and the impact of shared attitude on knowledge sharing intention, the research result shows that perceptions of compensation, influence, and social benefit have a positive impact on knowledge sharing attitudes. Meanwhile, risk awareness relates negatively to knowledge sharing attitude which impacts negatively on knowledge sharing intention. Tang and Dang (2019) studied that knowledge sharing of employees is affected by transformational leadership style and shows that many factors affect employees' knowledge sharing such as appealing through personality, get caught up in behaviour, inspiration, intellectual stimulation, and personal interest.

Management is a way to make the activities of an organisation reach the common goal with the highest efficiency through the activities of the employees. Management performance is understood as the result of a leader's impact on the employees who are directly under his command (including job satisfaction, organisational engagement, mental health, and spiritual comfort) and to the general working environment in departments, organisations, specifically the organisational capacity and the willingness to innovate. Piero et al. (2005) measured the effectiveness of management through four indicators, including evaluation of employees on management effectiveness; satisfaction at work; self-assessment of individual results; looking forward to changing jobs. Employee management effectiveness includes indicators: Job satisfaction level (Piero et

al., 2005...); employee engagement (Piero et al, 2005; Thun, 2009; Reave, 2005...); mental health and spiritual comfort (Reave, 2005; Thun, 2019...).

Olsen (1993) defined job satisfaction as the positive emotional response of the individual to the job when the value from the job is expected. Ivancevich and Mattson (2005) suggested that job satisfaction is expressed through the individual's attitude towards work and the individual's self-awareness which leads to their attitude towards work. Work. George and Jones (1996) argued that an individual's job satisfaction was a set of his/her feelings and beliefs in the current job. Satisfied employees at work are those who feel satisfied with their current job, work enthusiastically, even find the job very interesting and attractive, and seem to work. There is no end, always opening up new jobs (Thun, 2009). Piero et al. (2005) said that satisfied employees at work always feel satisfied with their jobs.

Mounting to the organisation is a psychological state (desires, needs, responsibilities) that shows the employee's relationship with the organisation. According to Mowday et al. (1982), organisational engagement is the relative strength of employee identification with the organisation and the active participation of employees in the organisation. O'Reilly and Chatman (1986) argued that organisational engagement was defined as an organisational member's psychological state, reflecting the degree to which the individual accepts the organisational characteristics. Mowday et al. (1982) referred to organisational engagement as a relative strength of employee identification with the organisation and employee's active participation in a given organisation. According to Meyer and Allen (1991), organisational commitment is considered from two perspectives on attitude approach and behavioural approach. Mowday and et al. (1982), Reicher (1985), Salancik (1977), Scholl (1981), Staw (1977) showed a difference between attitude commitment and behavioural commitment. Porter and et al. (1974) and Steers (1979) emphasized that organisational commitment was an employee's willingness to contribute to significant organisational efforts.

According to Thun (2009), good leadership will make employees have a good working mentality such as focusing better, feeling like a useful part of the organisation, being involved in making decisions, facing and overcoming difficulties more easily, rarely feeling pressured, unhappy, losing confidence in yourself, etc. And as a result, good mental and emotional comfort plays an important role in work better and achieve higher results on the job.

In addition to the two main factors selected in the model are knowledge sharing and the effectiveness of employee management, the study also mentions the mediating factors including employee's Trust and Opportunistic Behavior.

Trust is an employee's willingness to share thoughts and perceptions with colleagues in the company. Maryer and et al. (1995) argued that trust was the belief of one object with another, it is necessary to the difference between the concept of trust in the relationship between the believer and the trustee. From an organisational perspective, trust is understood as the degree to which a member places trust in an enterprise (Zaheer & Harris, 2006). Trust can be expressed at cognitive, intentional, and behavioural levels. Trust at the cognitive and intentional levels is often difficult to discern. Morgan and Hunt

(1994) argued that willingness to rely on partners could be seen as the result of trust. If a party believes in a partner and is not willing to rely on a partner, then the confidence is limited (Moorman and et al., 1992). A behavioural level of trust means that the believer must take risks when acting (Maryer and et al., 1995).

In the enterprise, employee behaviour includes both positive and negative behaviour. Opportunistic behaviour is a form of negative behaviour, opportunistic behaviour related to the seeking of personal gain through fraud (Williamson, 1975), essentially breaking commitments, violating duties and responsibilities (Morgan & Hunt, 1994). According to Nguyen et al (2020), opportunistic behaviour is considered to be a negative behaviour of employees in the organisation, governed and determined by perceptions, attitudes, and capabilities of employees themselves. Human as the member of the organisation, are influenced and impacted by factors of the organisation such as culture, leadership, power, organisational structure, and groups of the organisation in which the employee participates as the group member.

## **2.2. Hypothesis**

### **2.2.1. Knowledge Sharing and the Effectiveness of Employee Management**

Podug et al. (2017) argued that knowledge sharing processes had a positive impact on the organisation's innovational outcome. Robert (2016) mentioned supporting and encouraging supervisors and employees through human resource and job satisfaction policies. Enterprises have a friendly working environment and open knowledge sharing among colleagues, employees, and staff always brings positive signs for long-term development. Stemming from the above opinions, to clarify the relationship impacting knowledge sharing on employee management effectiveness, with the context of SMEs in the North Central region, the hypothesis is proposed as follows:

**H1:** Knowledge sharing positively affects the effectiveness of employee management in SMEs in the North Central region (see Figure 1).

### **2.2.2. Knowledge Sharing and the Employee's Trust**

According to Bandura (1989), individuals can consider their environment, personal goals, and social relations before actively sharing knowledge. Accordingly, if an individual is uncertain about their competence and the knowledge they intend to share, they may not share it. Therefore, trust is the heart of knowledge exchange (Davenport & Prusak, 1998); It is one of the most important drivers of successful knowledge sharing (Ford, 2003). The higher trust, the higher the knowledge sharing (Anderson & Narus, 1990; Ardichvili, 2003). In this view, Engstrom (2003) also argued that job satisfaction and confidence in employees' career prospects would affect knowledge sharing. According to Wheatley (2000), many employees will share their knowledge voluntarily if they find sharing important to their work and at the same time feel encouraged to share. Wu et al. (2009) researched and showed that interpersonal trust had a positive influence on knowledge sharing in organisations. The studies have mentioned the factor of personal belief when proposing research models of knowledge sharing and demonstrated that there is a positive effect of knowledge sharing behaviour on employee's trust (Ismail

& Yusof, 2009; Al-Qadhi et al., 2015...). And with the research context of SMEs in the North Central region, to test the relationship between knowledge sharing and employee's trust, the authors hypothesize:

**H2:** Knowledge sharing positively affects the employee's trust in SMEs in the North Central region (see Figure 1).

### *2.2.3. Trust and the Effectiveness of Employee Management*

Trust is considered a fundamental element that makes up an open, friendly working environment that has significantly contributed to the success of the organisation. The studies of Guinot et al. (2014), Bakiev (2013) have shown the importance of trust and its positive impact on the organisation's performance, the performance of the system in management. Trusting in the leader helps the employee to release pressure to be more dedicated and effortless at work, thereby improving the quality of employee management policies. To clarify the impact of trust on the effectiveness of employee management in SMEs in the North Central region, a hypothesis is developed as follows:

**H3:** Employee trust positively affects the effectiveness of employee management in SMEs in the North Central region (see Figure 1).

### *2.2.4. Knowledge Sharing and Opportunistic Behavior*

Riege (2005) studied some personal factors that hinder knowledge sharing such as lack of awareness, differences in position, rank, experience, lack of interaction, lack of social connection, etc. Among these factors, opportunistic behaviour is mentioned as a negative factor that has a negative influence, limiting information exchange, sharing knowledge and experience in the work of employees. And given the context of SMEs in the North Central region, how is this relationship manifested, the study hypothesizes:

**H4:** Knowledge sharing impacts negatively on Opportunistic Behavior in SMEs in the North Central region (see Figure 1).

### *2.2.5. Opportunistic Behavior and the Effectiveness of Employee Management*

The effectiveness of employee management with many aspects including satisfaction, commitment, psychological health, and mental comfort. Si and Li (2012) point out that the employee's engagement as an aspect that reflects the effectiveness of employee management is the mediator in the practical relationship between human resource management and employee behaviour. Commitment has also been found to be related to work behaviour in several studies such as Pierce and Dunham (1987), Steers (1977), etc but not confirmed in other studies (Jarnal, 1984). Chiu (1999) identifies the association of positive psychological status and work motivation with the indirect effects of the perception of organisational equity in wage pay, wage satisfaction. and the level of job satisfaction. Given the context of SMEs in the North Central region, to test the impact of opportunistic behaviour on the effectiveness of employee management, the study hypothesizes:

**H5:** Opportunistic Behavior and The effectiveness of employee management have a negative relationship in SMEs in the North Central region (see Figure 1).

2.2.6. Trust and Opportunistic Behavior

Morgan and Hunt (1994) showed that there is a negative relationship between opportunistic behaviour and trust. As a form of undesirable behaviour in a business, existing opportunistic behaviour always leads to its long-term consequences. How to limit these negative behaviour will always be a problem that businesses face up. And in many of the solutions mentioned, building trust with employees will be an effective solution. When gaining trust with the organisation, employees will tend to contribute more for the common benefit and gradually reduce personal interests in the organisation. To test this relationship in SMEs in the North Central region, the authors hypothesize:

**H6:** Trust impacts negatively on Opportunistic Behavior in SMEs in the North Central region (see Figure 1).

Based on theoretical overview and research works, the article proposes a model with the independent variable of the employee’s knowledge sharing. Trust and opportunistic behaviours are selected as intermediate variables. The target variable is The effectiveness of employee management including Job satisfaction level; Employee Engagement; Mental Health and Spiritual Comfort.

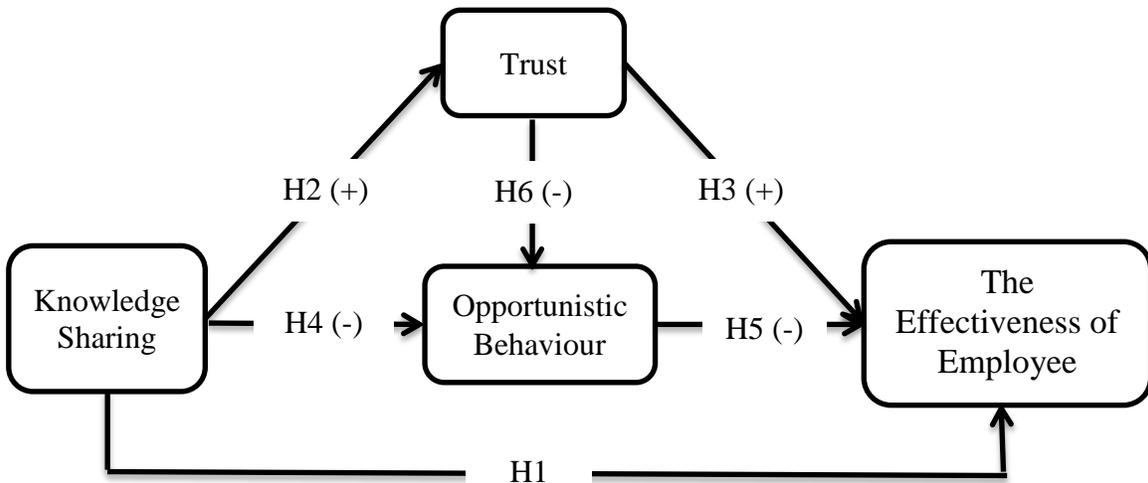


Figure 1: The research model

3. Methodology

3.1. Research Scale

The scale used in the study is the Likert scale with five levels (Strongly agree; Agree; Normal; Disagree; Strongly disagree). In the framework of this article, the author uses the concepts of knowledge sharing, the effectiveness of employee management, trust, Opportunistic Behavior of Tsui et al. (2006); Piero et al. (2005); Maryer et al. (1995); Morgan & Hunt (1994) based on the original scale of Chennamaneni (2006); Morgan and Hunt (1994); Katsikeas et al. (2009); Judge et al. (2002); Meyer et al. (1993); Thun (2019). The variable measurement indicators are applied with adjustments following the sample characteristics of the previous studies.

**Table 1: The origin scale of the variables**

No	Variables	Number of observation	The origin scale
1	Knowledge-sharing	6	Chennamaneni (2006)
2	Trust	5	Morgan và Hunt (1994)
3	Opportunistic Behaviour	5	Katsikeas et al. (2009)
4	Job Satisfaction	5	Judge et al. (2002)
5	Employee Engagement	7	Meyer et al. (1993)
6	Mental Health and Spiritual Comfort	3	Thun (2019)

### **3.2. Research Sample**

To ensure the size and representativeness of the sample, in this study, the sample selected by the non-probability sampling method is the convenient sampling method that is relatively stratified according to the provinces and localities in the North Central region. The unit of investigation in the study is defined as the employee in the enterprise, the sample size used in the analysis is 377 samples. The data collection process is conducted in two ways: on the spot and online. The number of online votes collected is 122, the number of available votes is 110. The number of direct votes given out is 450, the number of votes collected is 320, the number of available votes is 267. The total number of votes is used for analysis is 377. According to Hair et al. (1998) for reference on expected sample size, the minimum sample size is 5 times the total number of observed variables. With the number of observations is 31, the research scale includes 377 samples to ensure analysis requirements. The time of data collection is two months (from August 2020 to October 2020).

**Table 2: Distribution of the research sample**

No	Local	Expected	Number of samples	Percentage %
1	Thanh Hoa	100	64	16.98
2	Nghe An	120	87	23.08
3	Ha Tinh	100	79	20.95
4	Quang Binh	100	65	17.24
5	Quang Tri	80	44	11.67
6	Thua Thien Hue	72	38	10.08
	<b>Total</b>	<b>572</b>	<b>377</b>	<b>100</b>

### **3.3. Data Processing**

The research is carried out with the quantitative method. After collecting and cleaning, data are processed through SPSS and AMOS programs. First, the study is conducted to evaluate the reliability of the scale with the requirement that Cronbach's Alpha's value > 0.7. Next, the research tests the value of the scale by exploratory factor analysis to determine "convergent value" and "discriminant value of the scale". After

that, using the AMOS program to evaluate the suitability of the research model through the CFA test and finally, test research hypotheses by analyzing the Structural Equation Modeling (SEM).

## 4. Result

### 4.1. Test the Reliability of the Scale

Cronbach's Alpha test analysis results show that the reliability of the scale used in the analysis when Cronbach's Alpha coefficients of all variables are  $> 0.7$ , which means that the research's scale has high reliability. However, the KS5 has a Cronbach's Alpha if Item Delete coefficient of 0.904 which is larger than the Cronbach's Alpha coefficient of the variable KS (0.898). JOS3 indicator has a Cronbach's Alpha if Item Delete coefficient of 0.920 greater than the Cronbach's Alpha coefficient of the JOS variable (0.899). Therefore, to increase the suitability of the scale, the two indicators KS5 and JOS3 are omitted (see Table 3).

**Table 3:** Testing the reliability of scales by Cronbach's alpha coefficient

No	Variables	Acronym	Cronbach's Alpha coefficient
1	Knowledge-sharing	KS	0.904
2	Trust	TR	0.870
3	Opportunistic Behavior	OPB	0.877
4	Job Satisfaction	JOS	0.920
5	Employee Engagement	EE	0.868
6	Mental Health and Spiritual Comfort	MH	0.825

### 4.2. Exploratory Factor Analysis

After testing the appropriateness of the scale, the study was conducted to test the value of the equilibrium by analyzing the exploratory factor EFA for both the variables namely the intermediate variable and the dependent variable. The result shows the appropriate data with KMO coefficient  $\geq 0.5$ , Sig value  $< 0.05$ , percentage of variance extracted  $> 50\%$ , factor loading  $> 0.5$  and satisfy two conditions: "Convergence value" (observed variables converge to the same factor) and "difference" (observed variables belonging to one factor distinguish from other factors) (see Table 4).

**Table 4:** The result of Exploratory Factor Analysis

EFA	KMO coefficient	P-value	Variance extracted	Factor loading	Conclusion
The intermediate & independent variable	0.907	0.000	69.088	All $> 0.5$	Analysis requirements are guaranteed
The dependent variable	0.883	0.000	67.786	All $> 0.5$	Analysis requirements are guaranteed

### 4.3. Confirmatory Factor Analysis (CFA)

The result points out the model's appropriateness. Chi-square = 842.894, df = 359, Chi-square/df = 2.348 (< 3), P= 0.000 (< 0.05), GFI = 0.866 (> 0.8), TLI = 0.927 (> 0.9), CFI = 0.935 (> 0.9), RMSEA = 0.060 (< 0.08).

### 4.4. Structural Equation Modeling (SEM)

Analyzing the SEM model for the research model, the authors see that the synthetic indicators are satisfactory. Specifically, Chi-square = 921.503, df = 365, Chi-square/df = 2.225 (< 3), P= 0.000 (< 0.05), GFI = 0.855 (> 0.8), TLI = 0.917 (> 0.9), CFI = 0.925 (> 0.9), RMSEA = 0.064 (< 0.08) (see Figure 2).

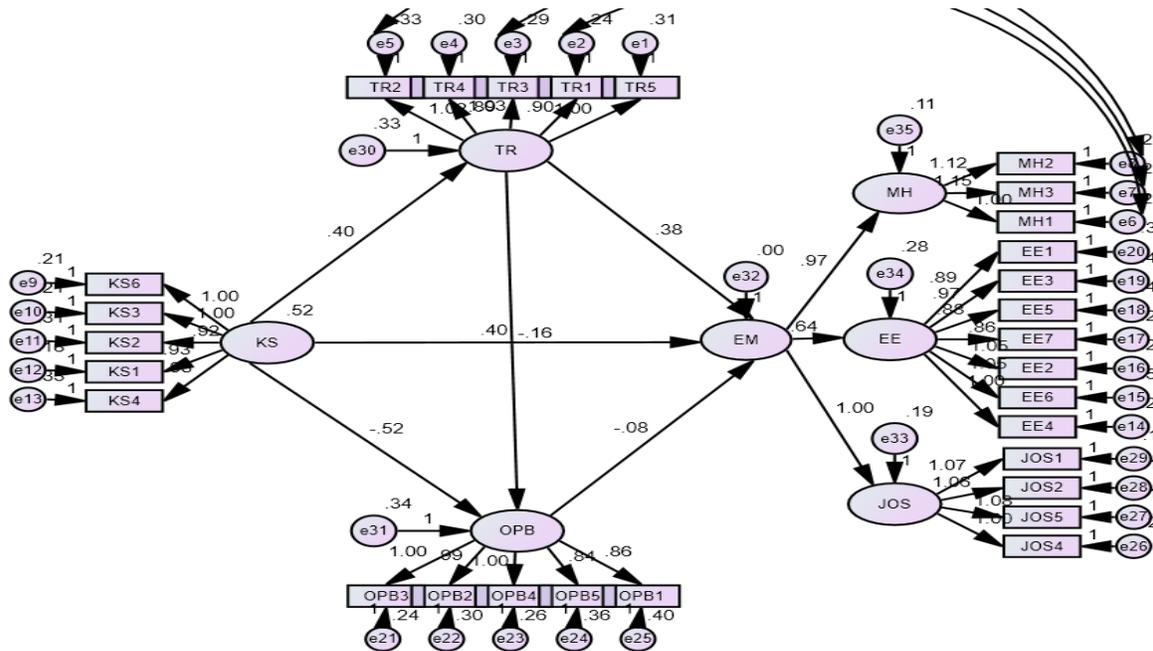


Figure 2: The result of the model SEM

The results of estimating the relationships in the model show that the research model is appropriate, all research hypotheses are accepted.

Specifically, hypothesis H1 is accepted with a significant level  $P < 0.05$  and the regression weight of 0.398 (> 0), proving that knowledge sharing has a positive impact on the effectiveness of employee management in SMEs in North Central. This result is consistent with the researches of Podug et al. (2017); Robert (2016); Grant (1996); Darroch and MacNaughton (2002), etc.

Hypotheses H2 and H3 are accepted with a significant level  $P < 0.05$  and the regression weights are 0.397 (> 0) and 0.383 (> 0), respectively. In other words, knowledge sharing positively affects trust and trust has a positive impact on the effectiveness of employee management in SMEs in the North Central region. These results are similar to the works of Bandura (1989); Davenport & Prusak (1998); Ford (2003); Anderson & Narus (1990); Ardichvili (2003); Engstrom (2003); Wheatley (2000); Wu et al. (2009); Ismail & Yusof (2009); Al-Qadhi et al. (2015); Guinot et al (2014); Bakiev (2013), etc.

Hypotheses H4 and H5 are accepted with  $P < 0.05$  and the regression weights are both  $< 0$  (-0.516 and -0.084). Therefore, it can be seen that knowledge-sharing negatively impacts the employee's opportunistic behaviour, and at the same time, opportunistic behaviour and the effectiveness of employee management have a negative relationship in SMEs in the North Central region. These results are similar to the researches of Riege (2005), Si and Li (2012), Pierce and Dunham (1987), Steers (1977), Chiu (1999), etc.

Thus, with the acceptance of all the hypotheses from H1 to H5, it concluded that knowledge-sharing has both a direct and indirect impact on the effectiveness of employee management at SMEs in the North Central region through two intermediaries: trust and opportunistic behaviour (see Table 5).

In addition, hypothesis H6 with a significant level  $P < 0.05$  and a regression weight of -0.156 ( $< 0$ ) is also accepted, which demonstrates that trust also negatively impacts the employee's opportunistic behaviour in SMEs in the North Central region. This is consistent with the works of Morgan and Hunt (1994); Guinot et al (2014); Bakiev (2013), etc. These results contribute significantly in both theory and practice and will be one of the bases for making solutions to improve operational efficiency, support SMEs in the North Central region to develop stably and sustainably.

**Table 5:** *The result of SEM for relationships in the model*

Hypothesis	Relationship	Coefficient	S.E.	C.R.	P	Conclusion
H1	EM <--- KS	0.398	0.039	10.087	0.000	Accept
H2	TR <--- KS	0.397	0.052	7.668	0.000	Accept
H3	EM <--- TR	0.383	0.041	9.276	0.000	Accept
H4	OPB <--- KS	-0.516	0.061	-8.508	0.000	Accept
H5	EM <--- OPB	-0.084	0.030	-2.853	0.004	Accept
H6	OPB <--- TR	-0.156	0.065	-2.402	0.016	Accept

#### 4.5. Description of the Research Data

The research results have shown the importance of knowledge sharing to the effectiveness of employee management in SMEs in the North Central region and the mediating role of trust and opportunistic behaviour.

To relate the research model to reality, the research has conducted descriptive statistical analysis to determine the average value of each factor in the model. With the highest average value of all the variables is 3.7703, the Trust factor is rated at the highest level, compared to the other factors. This is a clear sign that businesses are paying more attention to their employees' trust in their managers and organisation. The solution to build, maintain and develop trust from the staff side is working. However, this is a subjective factor, based on employee perceptions, and with the current difficult domestic and international economic context, some indicators such as working environment work, organisational culture, income, etc can influence the employees' trust. Therefore, there is still more attention from management to employees, and solutions which are oriented to need as well as build trust for the employee should be promoted.

Besides, with an average value of 2.2180, opportunistic behaviour has the lowest mean among all the variables in the model. Considered a form of negative behaviour and has a significant influence on productivity and relationship between individuals and parts of the organisation. Therefore, the low average value proves the fact that the firm is in control of these behaviours. However, in the coming time, businesses still need to continue to offer more solutions to limit and better control these types of behaviour (see Table 6).

**Table 6:** The result of statistical analysis and description of the variables

Variable	N	Min	Max	Mean	Std. Deviation
KS	377	1.00	5.00	3.5629	0.72501
TR	377	1.40	5.00	3.7703	0.66921
OPB	377	1.00	5.00	2.2180	0.72044
EM	377	1.98	4.92	3.7043	0.53476
JOS	377	1.00	5.00	3.7288	0.71404
EE	377	1.14	5.00	3.6980	0.63067
MH	377	1.67	5.00	3.6861	0.69588

## 5. Conclusion and Recommendation

The study aims to test the impact of knowledge sharing on the effectiveness of employee management in SMEs in the North Central region. Research results show that knowledge sharing has a direct and positive impact on the effectiveness of employee management. Moreover, in the relationship between these two factors, trust, and opportunistic behaviours act as mediating factors. Additionally, research has also shown that trust and opportunistic behaviour have a negative relationship. Based on the research results, the authors give some recommendations to improve the effectiveness of employee management in the enterprise as follows:

*First*, with the knowledge-sharing factor, it is necessary to encourage knowledge-sharing openly and straightforwardly among colleagues in the company, promoting the role of the working group. Administrators also need to regularly care for and share difficulties in work and life with employees, and work with employees to find optimal solutions to improve their work efficiency as well as managerial operations.

*Second*, with the factor of trust, it is necessary to create a comfortable, harmonious working environment, and build good relationships between employees and administrators in the business. Administrators should treat their subordinates and employees fairly in terms of both attitudes, processes, and results. Some solutions aim to encourage employees to come up with creative ideas, at the same time trusting their abilities.

*Third*, with the employee's opportunistic behaviour, besides motivating and encouraging employees, administrators also need to regularly check and supervise their working process. It is necessary to verify specifically and accurately the employees' motives, promptly detect personal and negative motives which negatively impact the overall working result of the enterprise. From there, there are useful solutions to limit

opportunistic behaviours on the part of employees, directing employees into the overall development of the business, based on collectivity and legitimate needs of both individuals and organisation.

Employee management is always considered as one of the essential activities which have a great impact on the overall management performance in the enterprise. Research has shown the importance of employee management, examining the direct impact of knowledge sharing on employee governance, as well as the role of the mediating factors as trust and opportunistic behaviour. From there, mention some suggestive recommendations for managers in the process of approaching and improving the efficiency of management in particular and business operations in general, contributing to the development of sustainability of SMEs, the general growth of the whole region and the country.

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**TÓM TẮT****TÁC ĐỘNG CỦA CHIA SẺ TRI THỨC  
ĐẾN HIỆU QUẢ QUẢN TRỊ NHÂN VIÊN  
TẠI CÁC DOANH NGHIỆP NHỎ VÀ VỪA  
Ở KHU VỰC BẮC TRUNG BỘ**

**Trần Quang Bách <sup>(1)</sup>, Hồ Diệu Ánh <sup>(1)</sup>, Hoàng Thị Cẩm Thương <sup>(1)</sup>,  
Nguyễn Đăng Đức <sup>(2)</sup>, Nguyễn Thị Yên <sup>(1)</sup>**

<sup>1</sup> Trường Đại học Vinh

<sup>2</sup> Trường Cao đẳng Du lịch - Thương mại Nghệ An

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Quản trị nhân viên trong doanh nghiệp đóng vai trò quan trọng trong sự thành công của tổ chức. Mặc dù các hoạt động quản trị ở các doanh nghiệp vừa và nhỏ (SMEs) ở khu vực Bắc Trung Bộ của Việt Nam đã có nhiều thay đổi đáng kể trong thời gian gần đây, tuy nhiên hiệu quả quản trị của các doanh nghiệp ở khu vực này vẫn còn nhiều hạn chế. Nghiên cứu sử dụng phương pháp nghiên cứu định lượng thông qua phân tích mô hình cấu trúc tuyến tính (SEM), với quy mô 377 mẫu là nhân viên tại các doanh nghiệp nhỏ và vừa, nhằm đánh giá tác động của chia sẻ tri thức đến hiệu quả quản trị nhân viên tại các doanh nghiệp nhỏ và vừa ở khu vực Bắc Trung Bộ. Kết quả nghiên cứu cho thấy, chia sẻ tri thức có tác động trực tiếp và thuận chiều đến hiệu quả quản trị nhân viên. Đồng thời, trong mối quan hệ giữa hai yếu tố này, niềm tin và hành vi cơ hội đóng vai trò như là các yếu tố trung gian. Ngoài ra, nghiên cứu cũng chứng minh được niềm tin có tác động ngược chiều đến hành vi cơ hội. Dựa trên kết quả nghiên cứu, nhóm tác giả đề xuất một số khuyến nghị nhằm nâng cao hiệu quả quản trị nhân viên tại các doanh nghiệp. Các phát hiện của nghiên cứu này đã cho thấy tầm quan trọng và sự tác động của chia sẻ tri thức đến hiệu quả quản trị nhân viên. Đây là những đóng góp có ý nghĩa về cả mặt lý thuyết và thực tiễn, giúp các doanh nghiệp có được cái nhìn sâu sắc hơn về chia sẻ tri thức trong mối quan hệ tác động của nó tới hiệu quả hoạt động quản trị, đồng thời là cơ sở quan trọng cho các công trình nghiên cứu tiếp theo.

**Từ khóa:** Chia sẻ tri thức; hiệu quả quản trị nhân viên; niềm tin; hành vi cơ hội.