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RESEARCH ARTICLE

Unlocking Operational Excellence: How Strategic HR Practices Fuel Knowledge Sharing in Thailand's Retail Sector

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ABSTRACT

This study explores how human resource practices impact knowledge sharing and its subsequent effect on operational excellence within the retail grocery sector. Six hypotheses were formulated to assess the influence of various HR strategies—such as incentives, performance evaluation, training and development, recruitment, and reciprocity—on knowledge sharing. The research surveyed 500 employees from the top ten grocery retail manufacturing firms, all holding at least a bachelor's degree and with a minimum of one year's experience. A pilot test with 50 participants confirmed the reliability of the questionnaire using the Item-Objective Congruence (IOC) index and Cronbach's Alpha. Sampling methods included judgmental, convenience, and snowball techniques, while data was analyzed through Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The findings reveal that performance evaluation, training, recruitment, and reciprocity positively influence knowledge sharing, which in turn enhances operational excellence. Surprisingly, no significant relationship was observed between incentives and knowledge sharing. This study contributes valuable insights into how targeted HR practices can foster knowledge sharing and drive operational efficiency, offering practical implications for HR managers aiming to optimize performance in Thailand's grocery retail sector.

INTRODUCTION

The retail grocery sector stands as a vital component of the global economy, catering to the basic needs of consumers worldwide. With an estimated market value of over $5.6 trillion in 2021, the sector continues to evolve in response to shifting consumer preferences, technological advancements, and competitive pressures (Sabanoglu, 2023). In this dynamic landscape, operational excellence emerges as a critical determinant of success, driving efficiency, customer satisfaction, and profitability within grocery retail establishments (Awuor & Munyiva, 2013).

The retail grocery sector in Thailand serves as a cornerstone of the nation's economy, providing essential goods to a population of over 69 million people (World Bank, 2022). With a rapidly growing middle class and increasing urbanization, the demand for convenient and diverse grocery products continues to escalate, driving expansion and innovation within the sector (Euromonitor International, 2024). In this dynamic environment, achieving operational excellence becomes paramount for Thai grocery retailers to remain competitive and sustain growth.

The intersection of Human Resource Management (HRM) practices and Knowledge Sharing (KS) has been a subject of scholarly interest due to its implications for organizational effectiveness and innovation (Iqbal et al., 2023). Numerous studies have elucidated the relationship between HRM practices and KS, contributing to a deeper understanding of how HRM initiatives can facilitate or hinder knowledge sharing behaviors among employees. Fong et al. (2011) explored those practices such as performance appraisal, training and development, and employee involvement positively influenced employees' willingness to share knowledge. Similarly, a Alkhazali et al. (2020) investigated those practices related to rewards and recognition, performance evaluation, and employee empowerment significantly enhanced knowledge sharing behaviors among bank employees. Moreover, Sheikh et al. (2015) highlighted the role of HRM practices, such as training and development, in promoting knowledge sharing among employees, thereby improving organizational performance. In addition, Gope et al. (2018) emphasized the significance of HRM practices, such as recruitment and selection, in facilitating knowledge sharing and innovation. These studies collectively highlight the significant impact of HRM practices on knowledge sharing within organizations across different sectors and geographical locations. In particular, practices such as incentive systems, performance appraisal, training and development, and recruitment and selection have been identified as crucial drivers of knowledge sharing behaviors among employees.

Human resource (HR) strategies wield significant influence in shaping the operational landscape of Thailand's retail grocery sector. Among these strategies, knowledge sharing emerges as a critical factor for fostering innovation, enhancing employee capabilities, and driving organizational performance (Wong & Aspinwall, 2004). Recognizing the importance of knowledge sharing, Thai grocery retailers are increasingly investing in HR practices aimed at cultivating a culture of collaboration and learning among employees.

In the retail grocery sector of Thailand, there's a gap in understanding how HR strategies impact knowledge sharing among employees, crucial for operational excellence. While past research explored HR strategies' effect on performance, it lacks focus on Thailand's grocery retail sector. This study aims to fill this gap by investigating how specific HR practices—like incentives, performance evaluation, and training—affect knowledge sharing in Thai grocery retail. Through primary objectives, it explores the relationship between HR strategies and knowledge sharing behaviors, aiming to provide actionable insights for enhancing operational excellence in Thai grocery retail. Specifically, the research aims to:

1. Examine the relationship between various HR practices, including incentives, performance evaluation, training and development, recruitment, and reciprocity, and knowledge sharing behaviors among employees in Thai grocery retail firms.

2. Assess the extent to which knowledge sharing mediates the relationship between HR practices and operational excellence in the context of the Thai retail grocery sector.

3. Identify the most effective HR strategies for promoting knowledge sharing and enhancing operational excellence within Thai grocery retail organizations.

4. Provide practical recommendations for Thai grocery retailers to optimize their HR practices and foster a culture of knowledge sharing, thereby improving operational performance and competitiveness in the market.

LITERATURE REVIEW

Incentives

Incentives, whether tangible or intangible, are rewards offered to motivate individuals to act in specific ways or achieve goals. In knowledge sharing, these incentives range from monetary rewards to career advancement opportunities, aiming to encourage employees to share their expertise

(Anwar & Abdullah, 2021; Iqbal et al., 2023). Studies show that incentives like monetary rewards and recognition positively impact employees' willingness to share knowledge (Lyu & Zhang, 2016; Mathew & Rodrigues, 2015). Organizations employing incentive systems effectively acquire, reinforce, and sustain desired knowledge-sharing behaviors (Zhang et al., 2018). Additionally, research in multinational corporations highlights the effectiveness of incentives in promoting knowledge sharing across different levels and areas (Gao & Zhang, 2023). Hence, compensation and rewards play crucial roles in enhancing employees' knowledge-sharing behavior, as demonstrated per followed hypothesis:

H1: Incentive has a significant effect on knowledge sharing.

Performance

Performance evaluation assesses employees' job performance against set criteria (Jha & Ray, 2022), typically through methods like performance reviews and feedback sessions (Abbas & Kumari, 2023). It's a crucial aspect of Human Resource Management, shaping employee behaviors and organizational outcomes. Studies show that the fairness and transparency of evaluation systems influence knowledge sharing (Chen & Huang, 2009), with constructive feedback correlating positively with sharing willingness (Drouvelis & Paiardini, 2022). Positive performance feedback also increases engagement in knowledge sharing activities (Iqbal et al., 2023), especially when evaluation criteria emphasize collaboration and teamwork (Jamshed et al., 2018). Therefore, a hypothesis emerges:

H2: Performance has a significant effect on knowledge sharing.

Training and Development

Training and development are systematic processes in organizations aimed at improving employees' skills and knowledge to enhance job performance (Moldoveanu & Narayandas, 2019). Participation in formal training programs boosts employees' confidence and willingness to share knowledge with colleagues (Riege, 2005). Informal learning experiences like on-the-job training and mentoring also significantly influence knowledge sharing behaviors by providing practical skills and fostering social networks (Liao & Wu, 2010). Organizational support, including managerial encouragement and resource allocation, further enhances the effectiveness of training initiatives for knowledge sharing (Gautam & Basnet, 2021; Lancaster & Di Milia, 2014). Therefore, this study proposes a hypothesis:

H3: Training and development have a significant effect on knowledge sharing.

Recruitment

Recruitment is the process of filling job vacancies by attracting and selecting qualified individuals (Marica, 2022). It involves identifying staffing needs, sourcing candidates, assessing their suitability, and hiring the best fit (Masenya, 2022). Recognized as pivotal in Human Resource Management, recruitment practices increasingly impact knowledge sharing (Iqbal et al., 2023). Practices emphasizing cultural fit and teamwork foster strong social networks, facilitating knowledge exchange (Fritsch & Kauffeld-Monz, 2010). Socialization activities like orientation programs create a supportive environment encouraging knowledge sharing among newcomers (Poul et al., 2016). Clear communication about knowledge sharing expectations during recruitment positively influences newcomers' intentions to share knowledge (Yeboah, 2023). Thus, this study proposes a hypothesis:

H4: Recruitment has a significant effect on knowledge sharing.

Reciprocity

Reciprocity involves exchanging favors or benefits with the expectation of mutual gain (Douwes et al., 2018). In knowledge sharing, it means sharing expertise in return for similar acts (Iqbal et al., 2023). Recognized in social exchange theory, reciprocity strongly influences knowledge sharing

within organizations (Liang et al., 2008). Studies highlight how reciprocal relationships foster trust and cooperation, encouraging knowledge sharing (Cabrera & Cabrera, 2002; Cummings, 2004). Perceptions of fairness and equity in sharing transactions also impact willingness to reciprocate (Ibragimova et al., 2012). Based on this, the following hypothesis is proposed:

H5: Reciprocity has a significant effect on knowledge sharing.

Knowledge Sharing

Knowledge sharing involves exchanging information and expertise within organizations (Yang & Wu, 2006), including both explicit and tacit knowledge (Zamiri & Esmaeili, 2024). Its impact on operational excellence is a focus of organizational research, with studies showing its influence on performance (Dzekashu & Walter, 2014; Saeed et al., 2020). Effective knowledge sharing enhances coordination and problem-solving, leading to better process efficiency and innovation (Ahmad & Karim, 2019). It also cultivates a culture of learning and innovation essential for continuous improvement (Lee et al., 2023). Additionally, knowledge sharing contributes to organizational agility, enabling quick adaptation to market changes and achieving operational excellence through flexibility (Salehzadeh et al., 2017). Hence, the following hypothesis is proposed:

H6: Knowledge sharing has a significant effect on operational excellence.

Operational Excellence

Operational excellence involves continuously improving organizational processes to enhance efficiency, quality, and customer satisfaction (Muazu & Nashehu, 2021). It encompasses optimizing internal operations and delivering superior value through innovative practices (Priyanto et al., 2023). Extensive research underscores its significance for superior performance and competitiveness (Saeed et al., 2020). Prioritizing operational excellence leads to higher productivity, quality, and customer satisfaction, enhancing financial performance and market competitiveness (Handoyo et al., 2023). Organizations focused on operational excellence adapt more effectively to market changes, ensuring sustained success and resilience (Iqbal et al., 2023; Saeed et al., 2020).

Conceptual Framework

This study embarks on an exploration of the intricate relationships between human resource management (HRM) practices, knowledge sharing, and operational excellence, drawing inspiration from established conceptual frameworks in the field. Specifically, the study adapts the conceptual framework proposed by Iqbal et al. (2023) and Saeed et al. (2020). Guided by these conceptual frameworks, the study formulates hypotheses to examine the effects of various HRM practices—such as incentive, performance, training and development, recruitment, and reciprocity—on knowledge sharing behaviors among employees. Additionally, the study seeks to elucidate the influence of knowledge sharing on operational excellence, as proposed a conceptual framework in Figure 1.

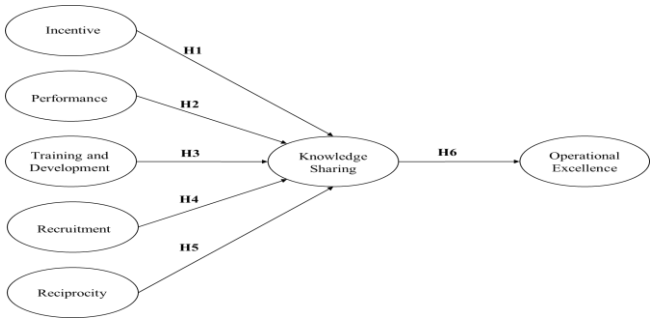

Figure 1. Conceptual Framework

Source: Created by Author.

METHODOLOGY

Measurement Items Development

The study employed a quantitative approach, utilizing online distribution. The survey consisted of three segments: initial a screening question, 29 items rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), and demographic inquiries. To ensure the relevance of participants, a screening question was incorporated: " Are you employee in these lists of companies who have been working at least one year?" Furthermore, the demographical questions encompass gender, age, education level, and year of services.

Population and Sample Size

The target population for this study comprised employees holding a bachelor's degree or higher, with a minimum tenure of one year, employed within the top ten revenue-generating grocery retail manufacturing firms. Following recommendations by Soper (2023) for structural equation modeling, a minimum sample size of 425 respondents was advised to ensure robust and reliable results. To gather a comprehensive dataset, an online survey was distributed to approximately 1,000 participants. Once the desired sample size was attained and the data underwent validation screening, 500 qualified participants were selected for further analysis.

Data Collection and Sampling

Data collection occurred from August to November 2023, employing a mixed sampling approach comprising judgmental, quota, and convenience sampling techniques. The judgmental sampling strategy targeted employees with a bachelor's degree or higher, holding a minimum one-year tenure, within the top ten revenue-generating grocery retail manufacturing firms. Quota sampling was utilized to ensure proportional representation of participants from each company, as detailed in Table 1, while maintaining confidentiality regarding company names to safeguard their competitive advantages. Despite the challenges associated with reaching specific roles and widespread distribution, convenience sampling was adopted to recruit eligible participants through various channels including management channels, online platforms (such as Email, Chat Applications, LinkedIn, and Facebook), and referrals. An online survey via Google Forms was employed to solicit voluntary responses, with no assurance of proportional representation.

Table 1: Sample Size by Quota Sampling

No.	Company	Approx. no. of employee	Approx. Revenue (Million USD)	Proportionate Sample Size
1	Company A	46,900	4000	119
2	Company B	3,400	3,400	101
3	Company C	16,300	3400	101
4	Company D	58,200	2200	65
5	Company E	15,400	1700	50
6	Company F	4,200	873.1	25
7	Company G	533	587.7	17
8	Company H	1,600	287.9	8
9	Company I	1,900	277.1	8
10	Company J	4,700	216.1	6
Total			**16941.9**	**500**

Source: Zoominfo (2024)

Pre-Test

During the pre-test phase, this study ensured content validity through the utilization of the Item-Objective Congruence (IOC) index, while reliability was evaluated using Cronbach's Alpha in a pilot test involving 30 participants. For the IOC assessment, three experts rated each item on a scale of 0, -1, or 1, where 1 indicated alignment with the intended objective, -1 signified irrelevance, and 0 indicated uncertainty. The average IOC index score surpassed 0.67, indicating a high level of content validity (Rovinelli & Hambleton, 1977), leading to the retention of all scale items in the questionnaire. Additionally, prior to the main data collection, the pilot test involving 30 participants revealed Cronbach's alpha coefficient values exceeding the acceptable threshold of 0.7 (Nunnally, 1978).

Data Analysis

Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were selected as the statistical methodologies for data analysis. CFA assesses the validity of the measurement model by confirming the associations between observed variables and their latent constructs. Meanwhile, SEM scrutinizes the structural relationships between variables and constructs, facilitating hypothesis testing and model fit evaluation. Employing these techniques enables a thorough exploration of the interrelations between variables and constructs within the study (Hair et al., 2010).

RESULTS AND DISCUSSION

Demographic Profile

The demographical results, based on a sample size of 500 participants, showcase a diverse representation, as shown in Table 2. In terms of gender, the majority were male (59.6%) compared to female respondents (40.4%). Regarding age distribution, participants aged 25-35 years old constituted the largest group (31.2%), followed closely by those aged 36-45 years old (35.6%). The educational background of the participants varied, with the majority holding a bachelor's degree (67.8%), followed by those with a master's degree (20.8%) and a doctoral degree (11.4%). Concerning years of service, individuals with 6-10 years of experience were the most prevalent (32.6%), followed by those with 11-15 years of service (29.8%). These demographical insights provide a comprehensive understanding of the characteristics of the study participants, enhancing the interpretation of the research findings.

Table 2: Demographical Results

Demographic and General Data (N=500)		**Frequency**	**Percentage**
Gender	Male Female	298 202	59.6% 40.4%
Total		**500**	**100%**
Age	Below 25 Years Old 25-35 Years Old 36-45 Years Old Over 45 Years Old	76 156 178 90	15.2% 31.2% 35.6% 18.0%
Total		**500**	**100%**
Level of Education	Bachelor's Degree Master's Degree Doctoral Degree	339 104 57	67.8% 20.8% 11.4%
Total		**500**	**100%**
Year of Service	1-5 Years 6-10 Years 11-15 Years	101 163 149	20.2% 32.6% 29.8%

	Over 15 Years	87	17.4%
Total		**500**	**100%**

Source: Created by Author.

Confirmatory Factor Analysis (CFA)

In Confirmatory Factor Analysis (CFA), the evaluation of data encompassed assessments of convergence validity and discriminant validity. Internal consistency was gauged using Cronbach's Alpha, with a threshold of 0.70 or higher (Nunnally, 1978). Criteria for acceptability included t-values > 1.98, p-values < 0.5, and factor loadings > 0.5. Composite reliability (CR) was also taken into consideration, with values > 0.7 signifying significance. Furthermore, following the guidance of Fornell and Larcker (1981), if the Average Variance Extracted (AVE) falls below 0.5 but the Composite Reliability (CR) exceeds 0.6, the convergent validity of the construct remains satisfactory. These criteria ensured robust estimates, confirming both convergence and discriminant validity within the measurement model, as illustrated in Table 3.

Table 3: Confirmatory Factor Analysis Result

Variables	**Source of Questionnaire**	**No. of Items**	**Cronbach's (n=500)**	**Factors Loading**	**CR**	**AVE**
Incentive (IC)	Iqbal et al. (2023)	4	0.784	0.619 - 0.769	0.788	0.485
Performance (PO)	Iqbal et al. (2023)	4	0.772	0.645 - 0.716	0.774	0.462
Training and Development (TD)	Iqbal et al. (2023)	3	0.885	0.817 - 0.896	0.884	0.719
Recruitment (RM)	Iqbal et al. (2023)	5	0.836	0.648 - 0.764	0.837	0.508
Reciprocity (RC)	Iqbal et al. (2023)	6	0.856	0.676 - 0.736	0.857	0.500
Knowledge Sharing (KS)	Farahian et al. (2022)	3	0.881	0.817 - 0.872	0.880	0.711
Operational Excellence (OPE)	AlKubaisy and Al-Somali (2023)	4	0.760	0.627 - 0.708	0.761	0.444

Note: Composite Reliability (CR) and Average Variance Extracted (AVE)

Discriminant Validity

Hair et al. (2010) underscored the significance of discriminant validity in structural equation modeling (SEM), highlighting the necessity for constructs to exhibit lower correlations with other constructs in comparison to their own indicators. As delineated in Table 4, Fornell and Larcker (1981) advocated for the utilization of the square root of the Average Variance Extracted (AVE) for each construct to evaluate discriminant validity. It was stipulated that the correlations between constructs should be lesser than the square roots of their corresponding AVEs.

Table 4: Discriminant Validity

	KS	IC	PO	TD	RM	RC	OPE
KS	**0.843**						
IC	0.499	**0.696**					
PO	0.628	0.601	**0.680**				
TD	0.752	0.550	0.633	**0.848**			
RM	0.366	0.422	0.532	0.351	**0.712**		
RC	0.523	0.554	0.527	0.535	0.189	**0.707**	
OPE	0.535	0.666	0.596	0.603	0.354	0.570	**0.667**

Structural Equation Model (SEM)

The assessment of goodness of fit is crucial in structural equation modeling (SEM) to determine the adequacy of the proposed measurement and structural models, as concluded in Table 5. Firstly, the measurement model, which does not involve any modification, exhibits promising goodness of fit across multiple indices. However, the structural model before model modification demonstrates less satisfactory goodness of fit, as evidenced by several indices falling below the recommended thresholds. Nevertheless, after implementing model modifications, the structural model achieves a notable improvement in goodness of fit across various indices. This indicates that the structural model, following modifications, provides a more acceptable fit to the data compared to its original form.

Table 5: Goodness of Fit for Measurement and Structural Models

Index	**Acceptable Values**	**Statistical Values**		
		Measurement Model (No Model Modification)	**Structural Model (Before Model Modification)**	**Structural Model (After Model Modification)**
CMIN/DF	≤ 5.00 (Marsh et al., 2004)	506.996/356 = 1.424	1281.323/371 = 3.454	1174.165/360 = 3.262
GFI	≥ 0.80 (Al-Mamary & Shamsuddin, 2015)	0.935	0.824	0.835
AGFI	≥ 0.80 (Sica & Ghisi, 2007)	0.921	0.794	0.801
NFI	≥ 0.80 (Wu & Wang, 2006)	0.927	0.817	0.832
CFI	≥ 0.80 (Bentler, 1990)	0.977	0.862	0.876
TLI	≥ 0.80 (Sharma et al., 2005)	0.974	0.849	0.860
RMSEA	< 0.08 (Pedroso et al., 2016)	0.029	0.070	0.067
Model summary		**Acceptable Model Fit**	**Unacceptable Model Fit**	**Acceptable Model Fit**

Remark: CMIN/DF = The ratio of the chi-square value to degree of freedom, GFI = goodness-of-fit index, AGFI = adjusted goodness-of-fit index, NFI = normalized fit index, CFI = comparative fit index, TLI = Tucker-Lewis index, and RMSEA = root mean square error of approximation

Research Hypothesis Testing Result

The outcomes of hypothesis testing, obtained from the Standardized Path Coefficients and t-values, are outlined in Table 6 and visually illustrated in Figure 2. Statistical significance, signifying

endorsement of the hypotheses, is established at a significance level of p = 0.05, as recommended by Hair et al. (2010).

Table 6: Hypothesis Result of the Structural Model

Hypotheses	Paths	Standardized Path Coefficients (β)	S.E.	T-Value	Tests Result
H1	KS<---IC	0.051	0.055	1.356	Not Supported
H2	KS<---PO	0.131	0.048	3.348*	Supported
H3	KS<---TD	0.817	0.038	18.313*	Supported
H4	KS<---RM	0.084	0.042	2.282*	Supported
H5	KS<---RC	0.176	0.038	4.725*	Supported
H6	OPE<---KS	0.542	0.053	9.106*	Supported

Note: *p<0.05

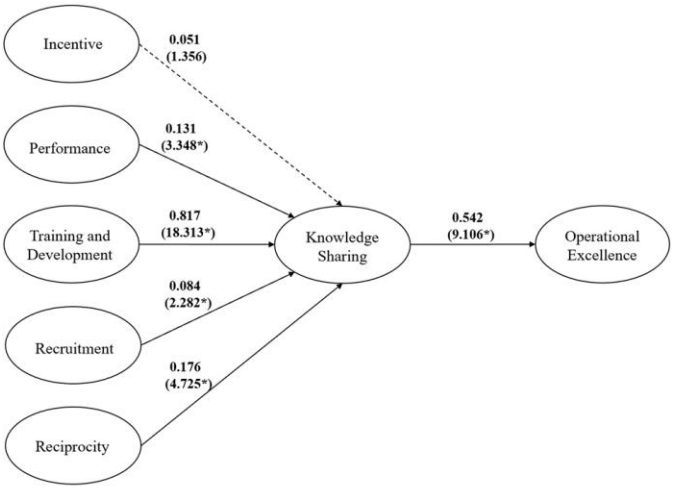

Figure 2. The Results of Structural Model

Remark: Dashed lines, not significant; solid lines, significant. *p<0.05

Source: Created by Author.

The structural model analysis yielded insightful results regarding the hypothesized relationships between various factors. Notably, while the hypothesis pertaining to Incentive's effect on knowledge sharing (H1) was not supported, the remaining hypotheses were found to be supported. Performance (H2), Training and development (H3), Recruitment (H4), and Reciprocity (H5) were all observed to have significant positive effects on knowledge sharing. Furthermore, the analysis revealed that Knowledge sharing (H6) significantly influences operational excellence. The statistical significance of these relationships was confirmed at a significance level of p<0.05. These findings contribute valuable insights into the dynamics between human resource strategies, knowledge sharing, and operational excellence within the context of the study.

DISCUSSION

The discussion section of the study presents a detailed examination and interpretation of the findings derived from the structural model analysis, focusing on the hypothesized relationships between various factors. The results offer valuable insights into the complex interplay between human resource strategies, knowledge sharing behaviors, and operational excellence within the context of the study.

Starting with the first hypothesis, which posited that Incentive has a significant effect on knowledge sharing (H1), the analysis did not support this relationship. This unexpected result may suggest that monetary or non-monetary incentives alone may not be sufficient to stimulate knowledge sharing behaviors among employees in the retail grocery sector. It is possible that other factors such as organizational culture, leadership style, or communication channels play a more significant role in fostering knowledge sharing within these organizations.

Conversely, the subsequent hypotheses (H2 to H6) were supported, indicating significant positive effects of Performance, Training and development, Recruitment, Reciprocity, and Knowledge sharing on knowledge sharing behaviors. These findings align with prior research highlighting the importance of these factors in promoting knowledge sharing within organizations. For instance, the positive impact of Performance on knowledge sharing suggests that employees may be more inclined to share knowledge when their individual performance is recognized and rewarded. Similarly, the significant effects of Training and development and Recruitment on knowledge sharing underscore the role of continuous learning and skill development initiatives in fostering a culture of knowledge sharing among employees.

Moreover, the observed positive relationship between Reciprocity and knowledge sharing implies that when employees perceive that their contributions are reciprocated by others, they are more likely to engage in knowledge sharing behaviors. This finding emphasizes the importance of creating a collaborative and supportive work environment where employees feel valued and appreciated for their contributions.

Furthermore, the significant influence of Knowledge sharing on operational excellence highlights the critical role of knowledge sharing behaviors in driving organizational performance and competitiveness. When employees actively share their expertise, insights, and best practices with colleagues, it can lead to improved decision-making, innovation, and problem-solving capabilities, ultimately enhancing operational efficiency and effectiveness.

Overall, the findings of the structural model analysis provide valuable implications for practitioners and policymakers in the retail grocery sector. To promote knowledge sharing and enhance operational excellence, organizations should focus on implementing comprehensive human resource strategies that go beyond traditional incentive systems to include performance recognition, continuous learning opportunities, effective recruitment practices, and fostering a culture of reciprocity and collaboration. By investing in these areas, organizations can leverage the collective knowledge and expertise of their workforce to achieve sustainable competitive advantage and long-term success in the dynamic retail market landscape.

CONCLUSION AND RECOMMENDATIONS

The findings of this study shed light on the intricate relationships between human resource strategies, knowledge sharing behaviors, and operational excellence within the retail grocery sector. While some hypotheses were supported, such as the positive effects of Performance, Training and development, Recruitment, Reciprocity, and Knowledge sharing on knowledge sharing behaviors, others, notably the impact of Incentive, were not supported. These results underscore the multifaceted nature of knowledge sharing dynamics within organizations and emphasize the need for comprehensive approaches to foster a culture of knowledge sharing and drive operational excellence.

Based on the findings, several recommendations can be made for practitioners in the retail grocery sector. Firstly, organizations should focus on recognizing and rewarding employees' performance and contributions beyond traditional monetary incentives. Implementing performance recognition programs and providing opportunities for skill development and career advancement can encourage employees to actively engage in knowledge sharing activities. Additionally, fostering a collaborative

and supportive work environment, where employees feel valued and their contributions are reciprocated, is essential for promoting knowledge sharing behaviors.

Furthermore, organizations should invest in technologies and platforms that facilitate seamless knowledge sharing and collaboration among employees, such as intranet portals, social networking tools, and knowledge management systems. Moreover, leadership plays a crucial role in driving a culture of knowledge sharing within organizations. Leaders should lead by example, encourage open communication, and create opportunities for knowledge sharing and cross-functional collaboration.

However, it is important to acknowledge the limitations of this study and opportunities for future research. Firstly, the study focused on the retail grocery sector, and the findings may not be generalizable to other industries. Future studies could explore the relationships between human resource strategies, knowledge sharing, and operational excellence in different organizational contexts. Additionally, the study relied on self-reported data from employees, which may be subject to biases and inaccuracies. Future research could employ mixed-method approaches or longitudinal studies to provide a more comprehensive understanding of these relationships over time.

In conclusion, while this study provides valuable insights into the factors influencing knowledge sharing behaviors and operational excellence in the retail grocery sector, there is still much to explore in this area. By addressing the recommendations and considering the limitations outlined in this study, organizations can further enhance their human resource strategies to foster a culture of knowledge sharing and drive operational excellence in the ever-evolving retail landscape.

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