EFFECTS OF ORGANIZATIONAL CLIMATE AND TALENT CULTIVATION ON KNOWLEDGE SHARING INTENTION IN ECOTOURISM INDUSTRY - BASED ON SOCIAL COGNITIVE THEORY

Anxin XU, Lijun YIN, Weijiao YE, Jingjing WU, Lili SUN

Published by:
Expert Projects Publishing House

expert projects
publishing

On behalf of:
„Alexandru Ioan Cuza" University,
Department of Sociology and Social Work
and
HoltIS Association

REVISTA DE CERCETARE SI INTERVENTIE SOCIALA
is indexed by Clarivate Analytics (Social Sciences Citation Index),
SCOPUS and CROSSREF

Effects of Organizational Climate and Talent Cultivation on Knowledge Sharing Intention in Ecotourism Industry - Based on Social Cognitive Theory

Anxin XU[1], Lijun YIN[2], Weijiao YE[3], Jingjing WU[4], Lili SUN[5]

Abstract

The fierce change in economic environment and the rapid boom fluctuation in past years have squeezed the survival space for ecotourism industry and resulted in fierce competition in ecotourism industry. The promotion of ecotourism adds new vitality and new meanings to traditional tourism and enhances the conservation of natural resources and the extension of local tradition. However, the shortage of talents results in the awareness of ecotourism not being implemented. For the development needs, ecotourism talent cultivation has to be constantly innovated. Aiming at employees of ecotourism industry in Fujian Province, as the research objects, total 500 copies of questionnaire are distributed and 382 valid copies are retrieved, with the retrieval rate 76%. The research results show significant correlations between 1.talent cultivation and organizational climate, 2.organizational climate and knowledge sharing intention, and 3.talent cultivation and knowledge sharing intention. According to the results, suggestions are eventually proposed in this study, expecting to help ecotourism businesses apply talent cultivation and cooperate the culture of knowledge sharing to precede knowledge management or general knowledge sharing.

Keywords: social cognitive theory, ecotourism industry, organizational climate, talent cultivation, knowledge sharing intention, social innovation.

[1] College of Management/ Tourism, Fujian Agriculture and Forestry University, Fujian, CHINA. E-mail: anxinxu2020@126.com

[2] School of Economics and Management, Minjiang University, Fujian350121, CHINA. E-mail: yinlijun@mju.edu.cn (Corresponding author)

[3] College of Business Administration, Capital University of Economics and Business, Beijing, 100070, CHINA. E-mail: yeweijiao1028@163.com

[4] College of Management/ Tourism, Fujian Agriculture and Forestry University, Fujian, 350002 CHINA. Email: wjj465623315@163.com

[5] College of Management/ Tourism, Fujian Agriculture and Forestry University, Fujian, 350002 CHINA. E-mail: sunlili0706@163.com

Introduction

Economic development, from early agriculture to later industry, has become consumer oriented service industry. Ecotourism industry is booming at the time, when domestic and international tourism become the trend. Along with the development of domestic ecotourism industry, human resource in ecotourism industry is also developed rapidly. The fierce change in economic environment and the boom fluctuation in past years have squeezed the survival space for ecotourism industry and resulted in fierce competition in ecotourism industry. To ensure ecotourism industry standing out in the fierce competition, effective application and combination of various resources to establish the core competitiveness becomes the major strategy. It becomes the primary issue for ecotourism industry enhancing industrial competitiveness. When the core competitiveness is enhanced, "people" are the critical success resource for ecotourism industry.

Along with annual increase in tourists and overuse of ecological environment, the counterattack of the nature allows people realizing the importance of coexistence and starting to seek for solutions to take care of both. The idea of ecotourism is then proposed. The promotion of ecotourism adds new vitality and new meanings to traditional tourism and enhances the conservation of natural resources and the extension of local tradition. With the efforts of ecotourism participants, including managers, resources suppliers, operators, and users, to implement the goal of ecotourism being responsible for the vision of sustainability, the industry requires sustainable management to benefit the generations.

Ecotourism is the low-impact travel positively promoted in various countries and areas. It is also gradually developed or transformed domestically to aim at ecotourism, expecting to reasonably utilize resources and achieve the objective of sustainable management. Nevertheless, the measures of the government and the executive units are not complete and the people show inadequate cognition literacy of ecotourism that ecotourism tourist attractions are gradually damaged by humans to result in the rapid development but not the sustainability of such places. Improper ecotourism development results in negative effects, such as overdevelopment of ecological resources. Some businesses even use the name of "ecotourism" for promotion to result in uneven ecotourism market. The rapid development of ecotourism in past two decades appears lots of effects on society and environment to enhance the review and reflection of ecotourism businesses. Lots of problems are currently existed in ecotourism, e.g. incomplete ecotourism resource development, planning, and evaluation systems as well as ineffective environmental monitoring and industry management. The major factor in such problems is the lack of professional ecotourism talents, e.g. interpreters, environmental monitoring managers, and itinerary planners. The shortage of talents results in the awareness of ecotourism not being implemented. For the development needs, it is necessary to constantly make innovation on the cultivation of ecotourism talents.

As a result, the effects of organizational climate and talent cultivation on knowledge sharing intention in ecotourism industry are discussed in this study, based on social cognitive theory, expecting to help ecotourism industry apply talent cultivation and cooperate knowledge sharing culture to benefit the knowledge management or general knowledge sharing in ecotourism industry.

Literature review

Chen & Lin (2018) pointed out various ideas covered in social cognitive theory, such as past experience and self-efficacy. A lot of research proved the significant effects of such dimensions on individual behavior and performance and considered that the cultivation of individual knowledge and skills simply relying on experiments would slow down the learning and development; and, the process would be dull, cost consuming, and dangerous. Nevertheless, an individual could transform information through the modeling among factors to expand the knowledge. In other words, an individual could achieve the learning effect by observing the relationship between others' behaviors and the results. Wu & Chen (2017) stated that people presented great potential to be shaped by direct or alternative experiences to further accumulate certain knowledge, could integrate various learning experiences into self-behavior model, and could adjust and control individual behavior by predicting the possible behavior consequence with cognition. Geiger *et al*. (2017) indicated that social cognitive theory, in the empirical model of individual behavior, was broadly accepted by researchers; it was based on environmental effects, e.g. social pressure or unique organizational characteristics, cognition, and other personal factors, and covered the mutual effect between the interaction of personality traits and demographic factors, behavior. In this case, environmental factors in social cognitive theory referred to tangible and intangible internal/external environment; personal factors contained individual action with behavior intention from individual perception, character, motivation, ability, and awareness judgment. Nikou & Economides (2017) pointed out certain correlations among individual external environment, intrinsic factors, and ability in social cognitive theory (SCT) that the discussion of knowledge sharing intention should be analyzed from environment, individual, and behavior. Human resource talent cultivation in external environment, as environment dimension, and personal factors in organizational climate, as individual dimension, are used in this study for discussing the effects on knowledge sharing intention among organizational members.

Ooi, Hew, & Lee (2018) explained, from the aspect of needs for human resources, that talent cultivation as a value activity in work organization developing the manpower supply effect suitable for time, place, and quality to enhance organizational members' work performance and potential development and further reinforce organizational core competitiveness as well as promote employees'

organizational identification to involve more in the work. According to theory of social information processing, Kimiloglu, Ozturan, & Kutlu (2017) stated that a person was an organism, would regard the social background and situation as a "signal", and adjust person attitude, behavior, and belief through the signals delivered from the organization. In other words, people were guided personal behavior by the signals of others' value, norm, expectation, and behavioral results in the environment. Yousaf & Rehman (2017) indicated that an organization might effectively affect the employees' interaction, behavior, and motivation through different management behaviors, e.g. lean management. Chintalapati & Daruri (2017) also considered that the management behavior of an enterprise on talent cultivation would affect the employees' cognition of organizational climate. Combining the profits of employees and employers would create the mutual enhancement that employees would perceive the cooperation with employers to form cooperative organizational climate and further enhance the contribution to the organization. Ifinedo (2017) proposed that talent cultivation would deliver signals to organizational members to understand the needs and proper responses. Talent cultivation involved in series of organizational management practice to build and send out signals in the organization for the reception of organizational members to express organizational climate and value as well as organizational concern about and support for members. According to above literature review, the following hypothesis is deduced.

H1: Talent cultivation presents significant correlations with organizational climate.

Tang & Hew (2017) pointed out higher effects of organizational climate on knowledge sharing intention than individual commitment; effective improvement of organizational climate could enhance knowledge sharing. Yu *et al.* (2018) mentioned that supportive climate among organizations could effectively encourage the cooperation; such an organizational relationship was the transaction climate. Al-Emran, Mezhuyev, & Kamaludin (2018) indicated that an organization providing employees with secure organizational climate without being unreasonably criticized could benefit employees' creative thinking; comfortable organizational climate could encourage individual knowledge sharing or new knowledge creation; and, organizational climate revealed remarkable effects on teachers' subjective norm of knowledge sharing. Pornsakulvanich (2017) studied 213 employees and revealed the higher perceived fairness, innovation, and harmony of organizational climate, the higher subjective norm of knowledge sharing. Aiming at information technology professionals' knowledge sharing, Hilvert-Bruce *et al.* (2018) revealed the notably positive effects of fair, innovative, and harmonious organizational climate on subjective norm of knowledge sharing; organizational members with higher trust would precede high-frequency, two-way, and indirect knowledge sharing. On the contrary, organizational climate with lower trust and mutual

support would result in low-frequency, one-way, and direct knowledge sharing. Accordingly, the following hypothesis is inferred.

H2: Organizational climate shows remarkable correlations with knowledge sharing intention.

Hu, Zhang, & Wang (2017) considered that knowledge creation became the competitive strategy in the global market; once continuous knowledge creation was lacked, enterprises would move towards destruction. Knowledge creation was a continuous process and relied on individuals and teams in an organization sharing the tacit and explicit knowledge. Such sharing was not restricted to individuals, but shared among people. Kasper *et al*. (2017) pointed out the "exclusiveness" of knowledge that knowledge could be expanded and effectively operated with open willingness and ability. Stead, Morant, & Ramon (2017) indicated that the success of knowledge sharing depended on professionals' knowledge sharing intention, as individual professional knowledge was the advantages of professionals in the organization; without proper incentive systems, it would be difficult for professionals actively sharing the knowledge; consequently, talent cultivation could have professionals receive the information of the organization encouraging knowledge sharing to enhance employees' knowledge sharing intention. Ervin, Blackberry, & Haines (2017), with similar points of view, considered that knowledge was a type of power, and sharing knowledge would benefit the organization, but would reduce individual knowledge owner's power. When an organization understood such a factor, it had to first understand individual motivation, needs, and distinct characters of employees, when preceding knowledge sharing; talent cultivation could be applied to satisfy individual motivation and needs and enhance employees' knowledge sharing intention. Based on above literature review, the following hypothesis is deduced.

H3: Talent cultivation reveals notable correlations with knowledge sharing intention.

Operational definition

Talent cultivation. Referring to Chang, Shih, & Liu (2019), the following dimensions are used in this study: (1) Professional knowledge: presenting professional knowledge to solve customers' problems; (2) Work attitude: cultivating employees to keep correct and positive work attitude and frustration handing ability; (3) Work skill: Employees could acquire skillful work skills through education & training and constant & repeated simulation & exercise; (4) Work habit: cultivating employees' habits of job engagement and effective time management.

Organizational climate. Referring to Wang, Zhang, & Zhang (2019), the following dimensions are used for measuring organizational climate: (1)

Interpersonal relationship: focusing on the flexible adjustment between internal and environment as well as an organization stressing on well treating the growth and commitment of employees and employee groups; (2) *Internal process*: emphasizing tight control of internal and organization to pursue efficient resource application through formal and control systems; (3) *Open system*: focusing on externally and flexibly coping environmental changes; an organization stressing on environmental adjustment and interaction would have the managers tend to cope with environment and market demands by seeking for resources and innovative methods; (4) *Rational objective*: emphasizing external reaction but stressing on the achievement of productivity and organizational goals for internal tight control.

Knowledge sharing intention. Referring to Lin *et al*. (2019), knowledge sharing intention is defined as knowledge owners being willing to deliver the work experience, skills, and ideas to others.

Methodology

Method and model

Confirmatory Factor Analysis (CFA) is an important part in the analysis with SEM. For this reason, the measurement model should be tested before the structural model evaluation with two-stage model correction in CFA. When the measured model fit is acceptable, the second-step SEM evaluation is preceded. In the analysis of dimensions with CFA, the factor loadings, composite reliability, and average variance extracted appear in .70~.90, .80~.91, and .70~.90, respectively, conforming to the standards of 1.factor loading higher than .5, 2.composite reliability higher than .6, and 3.average variance extracted higher than .5. The dimensions therefore present convergent validity.

Research sample and object

Integrated mountains and seas, same root of Fujian and Taiwan, exotic custom, and plural religion are the characteristics of tourism in Fujian. There are world culture and natural heritage Wuyi Mountains, world cultural heritage Fujian Tulou, world natural heritage Tai Ning Geopark, Ning De Geopark, Taimu Mountain, and Baiyun Mountain as well as characteristic tourism brands of Marine Garden Xiamen, Hot spring City Fuzhou, Maritime Silk Road Quanzhou, Pilgrimage Mazu Meizhou, Starting Point of Success Gutian, Coastal Volcano Dongshan, and East China Sea Unicorn Pingtan in Fujian. Aiming at employees of ecotourism industry in Fujian Province, as the research subjects, total 500 copies of questionnaire are distributed, and 382 valid copies are retrieved, with the retrieval rate 76%.

Results and discussion

Model fit test

"Maximum Likelihood" (ML) is used for the estimation, and the analysis result is convergent. Overall model fit indices standing for external quality reveal (1) $\chi 2$ ratio=$\chi 2$ =1.327, smaller than 3, (2)goodness-of-fit index (GFI)=0.96, higher than 0.9 and adjusted goodness-of-fit index (AGFI)=0.84, higher than 0.8, (3) root-mean-square residual (RMR)=0.022, smaller than 0.05, and (4)incremental fit index=0.91, higher than 0.9. Overall speaking, the actual samples 382 are higher than the requirement for basic number of samples 135.73, and the overall model fit indices pass the test, fully reflecting good external quality of the model.

In terms of internal model quality test, squared multiple correlation (SMC) of manifest variables is higher than 0.5 (*Table 1 & Table 2*), revealing good indicators of latent variables. Furthermore, latent variables of talent cultivation, organizational climate, and knowledge sharing intention appear the component reliability higher than 0.6 and the average variance extracted higher than 0.5 (*Table 3*), apparently conforming to the requirement for internal quality test.

Table 1. SMC of variables to dimension

talent cultivation			
professional knowledge	work attitude	work skill	work habit
0.72	0.75	0.78	0.84

Table 2. SMC of variables to dimension

organizational climate			
interpersonal relationship	internal process	open system	rational objective
0.77	0.81	0.85	0.88

Table 3. Component reliability and average variance extracted of variables

item	talent cultivation	organizational climate	knowledge sharing intention
component reliability	0.847	0.873	0.912
average variance extracted	0.80	0.83	0.88

Path relation test

Latent variables of professional knowledge and interpersonal relationship are regarded as the reference indicators with fixed 1, the causal relation path, *Table 4*, shows remarkable estimates between other dimensions and variables. That is, work attitude=1.07 presents better explanatory power than professional knowledge, and internal process=1.01 reveals better explanatory power than interpersonal relationship. The hypothesis test results are shown in *Table 4*.

Table 4. Overall linear structural model analysis result

factor dimension/evaluation standard		estimate
talent cultivation	professional knowledge	1.00
	work attitude	1.07
	work skill	1.02
	work habit	1.05
organizational climate	interpersonal relationship	1.00
	internal process	1.01
	open system	0.97
	rational objective	1.05
knowledge sharing intention	knowledge sharing intention	1.00
talent cultivation→organizational climate		0.857
organizational climate→knowledge sharing intention		0.868
talent cultivation→knowledge sharing intention		0.883

*Note: * stands for p<0.05, ** for p<0.01, and *** for p<0.001.*

Conclusion

The research results prove that tourism businesses could enhance employees' positive participation in training & development and work improvement through talent cultivation to achieve teamwork. Under the talent cultivation system, excellent employees and teams could be developed; and, cultivating and developing outstanding talents and teams believing in the idea of the business through talent cultivation could create firm and stable culture to popularize and expand the company value and belief so that ecotourism industry could present competitiveness and sustainably developed. In this case, the promotion of talent cultivation would benefit an organization forming better climate. Organizational groups in ecotourism businesses with good organizational climate would share knowledge to promote the competitiveness and enhance employees exchanging

and integrating knowledge. Organizational climate often affects work morale and work efficiency; harmonious and positive organizational climate would result in positive effects on the organization; under such good climate, the knowledge sharing intention would be more positive. To present sustainably competitive advantages, an ecotourism business has to shape good organizational climate, i.e. the organization being able to enhance employees' knowledge sharing intention through the creation of good organizational climate.

Recommendations

From the research results and findings, the following practical suggestions are proposed in this study.

1. An ecotourism business should recruit employees with ability and coordination with the organization and provide opportunities for internal promotion so that the employees present trust in the company. Furthermore, award plans should be based on departments or organizational performance to enhance organizational members' team awareness and willingness to make efforts for the common objective of the company.

2. When an ecotourism business intends to enhance the employees' knowledge sharing intention, the promotion of talent cultivation allows the employees presenting trust in the company and further appearing team awareness to be willing to make effort to the common objective of the company. Eventually, a ecotourism business could provide plural development paths for the employees through job rotation (multi-skill) or enhance employees' skills to build teamwork through talent cultivation so as to promote employees' knowledge sharing behavior.

3. Current operation of ecotourism industry should simultaneously face multi-faceted management characteristics and often require teamwork or inter-departmental cooperation to achieve the organizational goal. For this reason, it is important to create the cooperative organizational climate, as organizational members, when perceiving common objectives, would achieve the common objective of the organization through knowledge sharing behavior.

Acknowledgements

References

Al-Emran, M., Mezhuyev, V., & Kamaludin, A. (2018). Technology Acceptance Model in M-learning context: A systematic review. *Computers & Education*, *125*, 389-412. DOI: 10.1016/j.compedu.2018.06.008

Chang, Y.Y., Shih, C.H., & Liu, C.J. (2019). Decision-Making of Enterprise Leaders From the Perspective of Organizational Neuroscience. *Management Studies*, *7*(4), 361-371. DOI: 10.1108/S1479-357120150000007001

Chen, C.C., & Lin, Y.C. (2018). What drives live-stream usage intention? The perspectives of flow, entertainment, social interaction, and endorsement. *Telematics and Informatics*, *35*(1), 293-303. DOI: 10.1016/j.tele.2017.12.003

Chintalapati, N., & Daruri, V.S.K. (2017). Examining the use of Youtube as a Learning Resource in higher education: Scale development and validation of TAM model. *Telematics and Informatics*, *34*(6), 853-860. DOI: 10.1016/j.tele.2016.08.008

Ervin, K., Blackberry, I, & Haines, H. (2017). Developing a taxonomy and mapping concepts of shared decision making to improve clinicians understanding. *Nursing & Care Open Access Journal*, *3*(1), 204-210.

Geiger, F., Liethmann, K., Reitz, D., Galalae, R., & Kasper, J. (2017). Efficacy of the doktormitSDM training module in supporting shared decision making- results from a multicenter double-blind randomized controlled trial. *Patient Education and Counseling*, *100*(12), 2331-2338. DOI: 10.1016/j.pec.2017.06.022

Hilvert-Bruce, Z., Neill, J. T., Sjöblom, M., & Hamari, J. (2018). Social motivations of live-streaming viewer engagement on Twitch. *Computers in Human Behavior*, *84*, 58-67. DOI: 10.1016/j.chb.2018.02.013

Hu, M., Zhang, M., & Wang, Y. (2017). Why do audiences choose to keep watching on live video streaming platforms? An explanation of dual identification framework. Computers in Human Behavior, 75, 594-606. DOI: 10.1016/j.chb.2017.06.006

Ifinedo, P. (2017). Examining students' intention to continue using blogs for learning: Perspectives from technology acceptance, motivational, and social-cognitive frameworks. *Computers in Human Behavior*, *72*, 189-199. DOI:10.1016/j.chb.2016.12.049

Kasper, J., Liethmann, K., Heesen, C., Reissmann, D. R., & Geiger, F. (2017). Training doctors briefly and in situ to involve their patients in making medical decisions preliminary testing of a newly developed module. *Health Expect*, *20*(6), 1254-1263. DOI: 10.1111/hex.12565

Kimiloglu, H., Ozturan, M., & Kutlu, B. (2017). Perceptions about and attitude toward the usage of e-learning in corporate training. *Computers in Human Behavior*, *72*, 339-349. DOI: 10.1016/j.chb.2017.02.062

Lin, M.H., Chang, T.H., Lee, Y.H., Wang, P.Y., Lin, L.H., Hsu, H.C. (2019). Developing and validating the Nursing Cultural Competence Scale in Taiwan. *PLoS ONE*, *14*(8), e0220944. DOI: 10.1371/journal.pone.0220944

Nikou, S. A., & Economides, A.A. (2017). Mobile-based assessment: integrating acceptance and motivational factors into a combined model of Self-Determination theory and technology acceptance. *Computers in Human Behavior*, *68*, 83-95. DOI: 10.1016/j.chb.2016.11.020

Ooi, K.B., Hew, J.J., & Lee, V.H. (2018). Could the mobile and social perspectives of mobile social learning platforms motivate learners to learn continuously?. *Computers & Education*, *120*, 127-145. DOI: 10.1016/j.compedu.2018.01.017

Pornsakulvanich, V. (2017). Personality, attitudes, social influences, and social networking site usage predicting online social support. *Computers in Human Behavior*, *76*, 255-262. DOI: 10.1016/j.chb.2017.07.021

Stead, U., Morant, N., & Ramon, S. (2017). Shared decision-making in medication management: development of a training intervention. *BJPsych Bulletin*, *41* ,221-227. DOI: 10.1192/pb.bp.116.053819

Tang, Y., & Hew, K.F. (2017). Is mobile instant messaging (MIM) useful in education? Examining its technological, pedagogical, and social affordances. *Educational Research Review*, *21*, 85-104. DOI: 10.1016/j.edurev.2017.05.001

Wang, Z., Zhang, Q., & Zhang, M. (2019). *Training platform construction of omni-media live broadcast of sport event.* International Conference on Computer Science, Engineering and Education Applications, 205-216.

Wu, B., & Chen, X. (2017). Continuance intention to use MOOCs: Integrating the technology acceptance model (TAM) and task technology fit (TTF) model. *Computers in Human Behavior, 67*, 221-232. DOI: 10.1016/j.chb.2016.10.028

Yousaf, H.Q. & Rehman, C.A. (2017). How Neurosciences Effects on Decision Making and Leadership. *International Review of Management and Business Research*, *6*, 33-39.

Yu, E., Jung, C., Kim, H., & Jung, J. (2018). Impact of viewer engagement on gift-giving in live video streaming. *Telematics and Informatics*, *35*(5), 1450-1460. DOI: 10.1016/j.tele.2018.03.014