



FINANCE, ECONOMICS & BUSINESS SUSTAINABILITY

# FEBS Conference 2024

Inclusive Development for Sustainable Future

**18 - 20 September 2024**

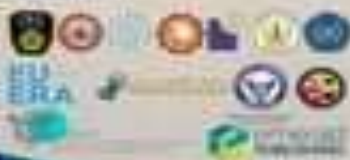
Hilton Hotel, Kuching, Sarawak, Malaysia

**PROGRAMME BOOK**

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Preface and Welcoming Speech



**Assalamu'alaikum warahmatullahi wabarakatuh and a warm welcome to all.**

It is my great pleasure to extend a warm welcome to all attendees of the Finance, Economics, and Business Sustainability (FEBS) Conference 2024, organized by the Faculty of Economics and Business at Universiti Malaysia Sarawak (UNIMAS). As we gather here from the 18th to the 20th of September, 2024, I am filled with optimism about the meaningful exchanges and impactful discussions that will take place over the next few days.

The theme of this year's conference, **"Inclusive Development for a Sustainable Future,"** reflects our collective commitment to advancing knowledge and fostering innovative interventions in human, social, environmental, and economic domains. These efforts are crucial in achieving sustainable development goals (SDGs) that promote a balanced approach to growth and progress, ensuring that no one is left behind.

At UNIMAS, we believe that sustainability is not just a goal but a continuous journey. A journey that requires a collaborative spirit, innovative thinking, and a deep commitment to creating a better future for all. This conference is a testament to that belief, bringing together a diverse array of experts, scholars, and practitioners from around the world to share insights and explore new ideas that will drive sustainable development forward.

I am particularly encouraged by the range of topics that will be explored during this conference. The research papers and discussions will delve into inventive approaches, collaborations, and strategies that align with the SDGs. Such initiatives are vital in addressing the complex challenges we face in today's rapidly changing world, from climate change and social inequality to economic instability and technological disruption.

I encourage all participants to engage actively in the sessions, share your valuable perspectives, and take this opportunity to forge new collaborations and partnerships. Let us harness our collective expertise and creativity to develop practical solutions that will lead to a more sustainable and inclusive future.

In conclusion, I would like to extend my heartfelt appreciation to the organizing committee, the speakers, and all participants for making this conference possible. Your dedication and hard work are what make the FEBS Conference a platform for meaningful dialogue and impactful change.

I wish you all a successful and enriching conference. May our discussions here at FEBS 2024 contribute significantly to our shared goal of sustainable development. Thank you, and I look forward to the fruitful outcomes of this conference.

**Wassalamu'alaikum warahmatullahi wabarakatuh.**

**Prof Dr. Ahmad Hatta Basit**

Vice-Chancellor

Universiti Malaysia Sarawak (UNIMAS)

**Assalamu'alaikum warahmatullahi wabarakatuh and a warm welcome to all.**

It is with great pleasure that I welcome you to the Finance, Economics, and Business Sustainability (FEBS) Conference 2024, organized by the Faculty of Economics and Business at Universiti Malaysia Sarawak (UNIMAS). This year, we are honored to host this significant event from the 18th to the 20th of September, 2024.

The theme of this year's conference, **"Inclusive Development for a Sustainable Future,"** reflects our shared commitment to exploring innovative interventions across human, social, environmental, and economic dimensions. These efforts are crucial for achieving and driving sustainable goals in line with the United Nations Sustainable Development Goals (SDGs). Our theme is a call to action for researchers, industry leaders, and policymakers to come together to create a future that is not only sustainable but also inclusive and equitable for all.

FEBS 2024 provides a vital platform for networking, collaboration, and the exchange of ideas among academics, professionals, and industry practitioners. This aligns with our faculty's mission "to build a responsible society through academic excellence, professionalism, and strategic collaboration with industry and community." By fostering dialogue and collaboration, we aim to bridge the gap between academic research and practical applications, ensuring that our collective efforts contribute to the well-being of society and the environment.

I am confident that the insights shared and the partnerships forged during this conference will pave the way for meaningful and impactful initiatives. I encourage all participants to engage fully in the discussions, share your expertise, and explore new avenues for collaboration. Your contributions are vital in driving forward the agenda for sustainable and inclusive development.

I would like to take this opportunity to express my sincere gratitude to the organizing committee, our distinguished speakers, and all participants for their invaluable contributions to making this conference a success. It is your dedication and enthusiasm that make FEBS a platform for learning, growth, and transformation.

Thank you for joining us at FEBS 2024. I wish you all a productive and inspiring conference. Let us work together to shape a sustainable future for generations to come.

**Warm regards,**

**Prof Dr. Rosazana Ab Rahim**

Dean, Faculty of Economics and Business  
Universiti Malaysia Sarawak (UNIMAS)





## Ladies and Gentlemen,

Distinguished Guests, Esteemed Speakers, and Participants,

A warm welcome to the Finance, Economics, and Business Sustainability (FEBS) Conference 2024. I am truly honoured to have you all with us here in Kuching, Sarawak, for this significant gathering, where minds from around the globe converge to share insights, experiences, and innovations that drive the agenda of sustainable development. The FEBS 2024 theme, **"Inclusive Growth for a Sustainable Future,"** is both timely and critical as we navigate our time's complex challenges and opportunities. The concept of sustainability has evolved beyond environmental concerns to encompass a broader spectrum of human, social, and economic dimensions. As we embark on this three-day journey of knowledge exchange, I invite you to consider the multifaceted nature of sustainability and its implications for the world we are shaping for future generations.

The FEBS Conference 2024 is not just a platform for academic discourse but a collaborative space where ideas are transformed into actionable strategies. In the context of finance, economics, and business, sustainability is no longer an option but a necessity. The financial sector plays a pivotal role in mobilizing the resources needed to drive sustainable initiatives. By integrating environmental, social, and governance (ESG) factors into investment decisions, financial institutions can help steer capital towards projects that generate long-term value while mitigating risks associated with climate change, social inequality, and other pressing global challenges.

Businesses, too, have a critical role to play. In today's interconnected world, companies are increasingly held accountable not only for their financial performance but also for their social and environmental impact. The concept of corporate social responsibility (CSR) has evolved into a more comprehensive approach, where sustainability is embedded into the core business strategy. This approach not only enhances brand reputation and customer loyalty but also contributes to the overall well-being of society. Economists, on the other hand, are tasked with redefining traditional models of growth. The pursuit of GDP growth at all costs has led to significant environmental degradation, social disparities, and economic instability. We must rethink our economic systems to prioritize sustainability. As we gather here in Sarawak, a region known for its rich biodiversity and cultural heritage, we are reminded of the delicate balance between development and conservation. The indigenous communities of Sarawak have long understood the importance of living in harmony with nature, and their wisdom offers valuable lessons for sustainable development.

Thank you, and let's make this conference not just productive, but a blast—because who says we can't have a little fun while shaping the future? Here's to a conference full of bold ideas, big laughs, and a better tomorrow!

### **Prof Dr Evan Lau**

Chairperson of FEBS 2024

Faculty of Economics and Business

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## PARALLEL TWO [15:30-17:00]



Venue	Track	Session	Chairperson
Allamanda 1	Management (1)	2C	Muhammad Asraf Abdullah
1.	<b>Copreneur's Coping Strategies: A Case Study of Chinese Muslim Restaurant</b> <i>Dai Wei Lim, Muhammad Asraf Abdullah and Farah Dipah Khalid</i>		
2.	<b>Local Knowledge, Global Impact: Developing Local Wisdom Scale for Nature Preservation</b> <i>Hani Errowati, Suci Syahlan, Sari Sisawarnahardja and Ike Dewi</i>		
3.	<b>Burnout in Business and Management Perspectives: Mapping Trends, Explore the Current Themes and the Future Research Directions</b> <i>Nor Ain Abdullah, Abd Hadi Mustajfa, Norahlan Mohamad, Siti Roshaida Abd Razak and Henni Justiana Astuti</i>		
4.	<b>Personal Factors Affecting Expatriates Job Performance in Malaysia: The Moderating Effect of Gender</b> <i>Siti Roshaida Abd Razak and Azlan Fakhri Hishamudin</i>		
5.	<b>Rethinking Quick-Fix Mentality (QFM) In Nurturing Self-Fulfillment and Organizational Development</b> <i>Zahid Saeed and Hasinda Abdullah</i>		

Venue	Track	Session	Chairperson
Allamanda 2	Management (2)	2D	Adam Merican Mohd Din
1.	<b>What Motivates Muzakki in Sarawak to Fulfill Zakat on Gold and Silver? Discovering the Underlying Factors</b> <i>Norfarizan Johar and Nur Constance Wah</i>		
2.	<b>Digital Employee Transformation Processes: A Pathway to Sustainable Organizational Performance</b> <i>Shahid Naved, Muhammad Farhan Jalil and Ajay Kartinah</i>		
3.	<b>Sustainable Development of Internationalized Training of Teaching and Research Competence for Chinese university educators Under the Concept of OBE</b> <i>Chen Junhao and Jaafar Norizan</i>		
4.	<b>The Impact of Organizational Change Toward Work Performance Among Airlines Employees in Malaysia</b> <i>Dean Nelson Majalou, Stephen Laison Sondoh Jr., Pei Sung Toh and Faerath Madil</i>		
5.	<b>Understanding The Returns to Higher Education in Malaysia: An Analysis by Field of Study</b> <i>Adam Merican Mohd Din</i>		

PARALLEL THREE [9:00-10:30]



Venue	Track	Session	Chairperson
Ballroom (Hall 1)	Finance	3A	Hock-Ann Lee



1.	<b>Does ESG Performance Create Value? A Comprehensive Study in Selected ASEAN Countries</b> <i>Prihatnola Gandhi Amidjaya, Josephine Tan Hwang You and Rossazana Ab Rahim</i>
2.	<b>The Effectiveness of Zakat Distribution by Tabung Baitulmal Sarawak: Perspectives of Contributors in Kuching</b> <i>Nur Constance Wah, Norlina Kadri, Muhammad Hafiz Mohd Shukri, Nur Nadhira Boharuddin and Shafinah Rahim</i>
3.	<b>The Role Governance in Shaping Sustainable Finance: Insights from Systematic Review</b> <i>Hock-Ann Lee, Huay-Huay Lee and Emily H.T. Yapp</i>
4.	<b>Optimizing Operational Performance in the Malaysian Army: Integrating ESG and SDG Principles within a Low-Budget Framework</b> <i>Syed Zahiruddin Syed Musa</i>
5.	<b>Exploring The Nexus Between ESG Practices, Sukuk, And Corruption: Challenges and Opportunities for Corporate Sustainability</b> <i>Abd. Razak Misban</i>

Venue	Track	Session	Chairperson
Ballroom (Hall 2)	Economics	3B	Mansor Ibrahim

1.	<b>Unveiling Efficiency of Islamic Rural Banks in Indonesia's Provinces: A Non-Parametric Approach</b> <i>Arif Rahman Hakim and Rossazana Ab Rahim</i>
2.	<b>Commodity Prices and Inflation in Indonesia: How Large Is the Pass-Through?</b> <i>Mansor Ibrahim and Xuan-Hoa Nghiem</i>
3.	<b>The Relationship Between Energy Consumption, Co2 Emission and Economic Growth: A Case of Malaysia</b> <i>Mark Ngelayang Joe Jeffrey and Mohd Khairul Hisyam Hassan</i>
4.	<b>Islamic Economic Views Concerning the Contribution of Islamic Religiosity to the Number of Divorces in Samarinda City</b> <i>Faishol Luthfi and M. Iman Taufik</i>
5.	<b>The Interconnection between Zakat, Government Expenditure, and Human Development: Implications for Economic in Aceh, Indonesia</b> <i>Lala, Metasari Kartika, Wahyudi and Romi Suradi</i>



PARALLEL FIVE [14:00-15:30]



Venue	Track	Session	Chairperson
Allamanda 1	HRM	5C	Kuldip Singh
1.	<b>Fostering Employee Innovative Behaviour in the Malaysian Telecommunication Industry: The Role of Inclusive Leadership and Organizational Innovation Culture</b> <i>Sharifah Norliza Wan Junaidi, Hamrila Abdul Latip and Sharon Notiazila Ali</i>		
2.	<b>The Influence of Psychological Contract on Knowledge Workers' Loyalty within the China Banking Sector</b> <i>Xiaojie Wu</i>		
3.	<b>Sustainable Workforce Development: The Role of Green HR Practice in Malaysian Hotels</b> <i>Helmina Thomas, Stephen Lalson Sondoh Jr. and Pei Sung Toh</i>		
4.	<b>Sustainability Practices as Mediator: Bridging Staff Training and Performance in Malaysian Public Universities</b> <i>Dina Azleema Mohamed Nor, Tan Owee Kowang, Mohd Noor Azli Ali Khan and Mohd Saiful Izwaan Saadon</i>		
5.	<b>Inclusive Leadership and Its Impact on Job Satisfaction of Non-Academic Staff at A Public University</b> <i>Kuldip Singh</i>		

Venue	Track	Session	Chairperson
Allamanda 2	Entrepreneurship	5D	Chor Foon Tang
1.	<b>A Conceptual Framework for Unveiling Sustainability in Green Marketing: Technopreneurial Strategies and Green Brand Image</b> <i>Areej Ahmed and Asmaul Husna Haris Fadzilah</i>		
2.	<b>Does Knowledge Sharing Mediates the Relationship between Training and Development on Employee Performance? Case of Food and Beverages Industry</b> <i>Nur Constance Wah, Li Ru Lai and Azurlaty Atang</i>		
3.	<b>Digital Entrepreneurial Perspectives: A Systematic Literature Review</b> <i>Siti Hajar Mohamad, Asad Ur Rehman, Norfaridatul Akmallah Othman and Doni Purnama Alamsyah</i>		
4.	<b>The Role of Entrepreneurship, Leadership and Innovation in Driving Green Economic Growth: An International Evidence</b> <i>Chor Foon Tang and Atif Muhammad</i>		
5.	<b>Trends and Patterns in Research on Business Technology Tools and Services among Micro-Entrepreneurs: A Bibliometric Analysis</b> <i>Nur Atiqah Rochin Demang, Muhammad Iskandar Hamzah, Norfazlina Ghazali and Masrur Mohd Khir</i>		

# Does Knowledge Sharing Mediates the Relationship between Training and Development on Employee Performance? Case of Food and Beverages Industry

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## ABSTRACT

The food and beverage industry in Sarawak is dynamic with strong growth prospects driven by local culture, tourism, and a robust agriculture based. The rise of urbanization and the growing of middle to upper class has contributed to the market potential. Recognizing the importance of employee performance in this food and beverages industry, the study seeks to investigate in what way does knowledge sharing mediates the relationship between training and development and employee performance. Using social exchange theory as the underpinning theory, seven hypotheses were tested. The study utilized quantitative method to gather in-depth insights from employees in food and beverage industries. Through statistical analysis, the study examines the direct and indirect effects of training and development on employees performance while examining the mediating effect of knowledge sharing. Quantitative research was employed with online questionnaires were distributed to employees who have undergone training and development. The results suggested that effective training, development and fostering learning culture should be implemented within the food and beverage industry. This study provides improvement of employee performance and contribute to overall business success in the food and beverage industry.

**KEYWORDS:** training, development, employee performance, knowledge sharing, social exchange theory, food and beverage industry

## INTRODUCTION

The food and beverage industry in Sarawak is dynamic with strong growth prospects driven by local culture, tourism, and a robust agriculture based. The rise of urbanization and the growing of middle to upper class has contributed to the market potential. The Sarawak F&B market is estimated to be worth over RM6 billion (Sarawak Data, 2023), representing positive growth. The sector employs a significant number of people which ultimately contributes to job creation in both urban and rural areas. With the rise of new establishments, the competition has intensified requiring business owner to provide meaningful training and development to employees ensuring the good performance. Failure to pay attention to training and development of the employees will results to high turnover rates and skill gaps (Niati et al., 2021). In addressing this issue, F&B businesses must prioritise employee training and development ensuring skilled workforce that enhance operation efficiency and boost employee performance.

Employee performance and attitude are highly valued in the food and beverage business because they are essential to meeting food safety and quality standards, delivering polite customer service, and increasing operational effectiveness. According to Singh (2022), the adoption of technical standards and ISO in the catering business had an indirect impact on the requirement for additional time and training since staff members found it difficult to adjust to the new protocols and practices, which affected their performance. Furthermore, low employee satisfaction with pay, career advancement, training and development, and performance reviews within the company led to unfair promotions or no promotions at all, which was another significant problem affecting employee performance in the restaurant industry (Chukwu, 2019). Employee knowledge sharing was impacted by unmotivated workers. People were reluctant to share their knowledge at work because of the toxic atmosphere, which made the workplace unpleasant. Chua *et al.* (2023) state that knowledge sharing acted as a catalyst for innovation and creativity as well as a helper to enable an organisation to grow and develop with new concepts and strategies.

Involvement is essential to organization development since without relationships, training and development and the organization's identity cannot evolve. Poor performance and its effects on employee performance are both consequences of a lack of training and development. The element of training and development required to be treated seriously in order to raise employee performance. Consequently, continual training and development are crucial to an organization's viability (Chua *et al.*, 2023). For these reasons, this study examines knowledge sharing as a mediating factor in the relationship between training and development with employee performance in the food and beverage industry in Kuching.

## **LITERATURE REVIEW**

### **Underpinning Theory**

Cropanzano et al. (2017) defined the Social Exchange Theory (SET) as (i) an actor initiating contact with the target, (ii) the target's reciprocal attitudinal or behavioural response, and (iii) the resultant connection. Today's corporate relationships are becoming more complex (Chernyak-Hai and Rabenu, 2018). As a result, SET must be updated to reflect the growing complexity of how organisations run and employees behave. Several scholars, notably Uhl-Bien and Maslyn (2003) and Eisenberger et al. (2004), divided reciprocity into positive (reciprocating favourable treatment) and negative (reciprocating unfavourable treatment). Cropanzano and Mitchell (2005) advocated for additional research into the impact of social interactions on organisational relationships, as well as research in previously untapped areas such as coworkers, supervisors, and outsiders. Building on prior research, Cropanzano et al. (2017) hypothesised that people may not reciprocate as they would want due to a variety of uncontrollable reasons (inadequate supervision and lower turnover intentions as a result of a bad economy). Cropanzano et al. (2017) expanded the research on SET by demonstrating that reciprocity occurs both overtly (active exchanges) and implicitly (inactive exchanges). Both kinds communicate in interesting ways.

According to social exchange scholars, social exchange should comprise a series of workplace contacts (Blau, 1964; Cropanzano, 2015; Nonaka, 1994). Mutual dependence exists in the social relationships between two or more individuals (Xerri, 2012). Although it is not commonly used, the word "mutually dependent" has been used to describe a reciprocal relationship between two people (Xerri, 2012). When cooperation is exchanged between employees or between employees and management, it is referred to as reciprocity inside the organisation. In particular, the social exchange hypothesis contends that when someone does a nice deed for another person, the recipient will eventually repay the favour. Mutual benefit or exchange activities can foster positive working relationships (Cropanzano & Mitchell, 2015). When employees are happy with the results of their works, they performs better (Walumbwa et al., 2009).

### **Employee Performance**

An individual's work performance served as a gauge of their dedication, tenacity, and ability to do tasks with skill, understanding, and authenticity. It was the result of applying one's knowledge, experience, and sincerity to successfully complete duties within the given time frame. According to Adnyani and Dewi (2019), employee performance included an employee's capacity to complete a variety of duties that were necessary for their position. Pongton and Suntrayuth (2019) added that employee performance had received significant attention in the realm of organizational research. As part of a work performance review process, a supervisor often assesses each employee's performance, considering factors including productivity, time management, and organizational skills.

Employee performance was defined by Zahrah et al. (2017) as any type of employee behaviour, including aggressive, devoted, sluggish, or unhappy behaviours. It was called employee productivity in the strictest sense; still, it was also described as the sum of efforts, abilities, and outcomes. Additionally, task performance, contextual performance, adaptive performance, and counterproductive work were other multi-dimensional notions that can be used to further define employee performance.

### **Training**

As Niati et al. (2021) suggest, training is a vital tool for shaping and empowering workers by enriching their skills, knowledge, attitudes, and behaviours. Through this process, workers were better positioned to carry out tasks with

increased efficiency, effectiveness, and logical reasoning (Ichsan, 2020). Adnyani and Dewi (2019) stated that the employees would gain specialized knowledge and be able to practice abilities that they may utilize at work by receiving training.

Triasmoko et al. (2014) stated that training is a process that involved teaching employees things like skills, attitudes, discipline, and providing skills relevant to the type of work they will be doing. According to Karim et al. (2019), training is the process of learning and was an integral part of human resource development. Employees were an important factor in the development of a company because they lacked the knowledge, skills, and competencies to complete their tasks promptly. According to Saleem (2011), the systematic development of information, skills, and attitudes necessary for workers to function well in the offered procedure and in subordinate circumstances was known as training. Additionally, training enhanced employees' skills in a highly effective way by motivating them into orderly and polite people, which in turn affects the efficiency of the company.

## **Development**

Abdulraheem Sal (2016) defined development as the learning opportunities designed to promote employee growth. The process of giving workers the chance to improve their competences, knowledge, and abilities is known as employee development. It goes beyond solely focusing on skills and instead encompasses broader knowledge and attitudes that can be beneficial in higher positions. Workshops, mentoring, training programmes, and other educational opportunities can help achieve this. Employees are more likely to feel motivated, engaged, and dedicated to their work when they are given the chance to advance their knowledge and abilities.

Recruitment, selection, and training of new hires are examples of skill-enhancing HR practices; performance reviews and employee incentives are examples of motivation-enhancing practices; and information sharing and employee involvement in decision-making are examples of opportunity or empowerment enhancing practices (Al-Tit, 2020). Studies have shown that decision-making, training, delegating, and career management are all aspects of employee development methods. Thus, through training, empowerment, and involvement, employee development techniques can be defined as actions intended to give workers new information, enhance their abilities, and increase their willingness to work (Cabello et al., 2011).

## **Knowledge Sharing**

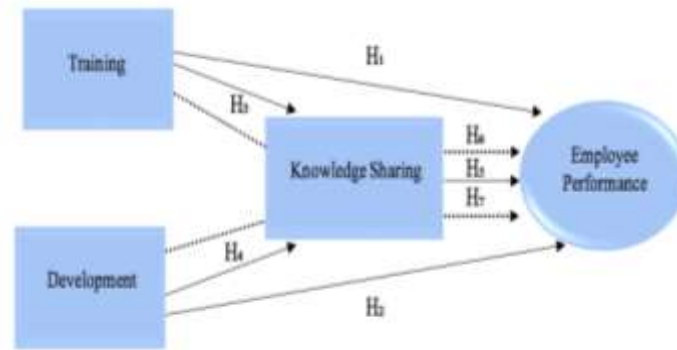
Knowledge sharing is defined as the act of sharing task information and knowledge in order to assist and collaborate with others in order to solve problems, generate novel ideas or put policies or procedures into place (Cummings, 2004). Sharing knowledge involved giving knowledge to others as well as acquiring it for oneself. Alhady et al. (2011) asserted that businesses that encourage information sharing among staff members are more likely to generate fresh concepts, foster new business prospects, and engage in organizational innovation activities. Akram et al. (2020) stated that businesses are now more reliant on the knowledge asset they had in the form of employees. Competitive knowledge is essential for both enterprises and nations to thrive and survive.

Park and Kim (2018) suggest that knowledge sharing occurs when individuals are willing to assist others, ask for guidance on how to address difficulties, and may even learn new skills and competencies from others. Any company must foster knowledge sharing, which includes the development of fresh concepts, ongoing education, and the sharing of relevant data. Bartol and Srivastava (2002) further characterized this cooperative effort as a dynamic information exchange across coworkers inside a firm.

Knowledge sharing can be viewed as essentially a social phenomenon, a cultural exchange in which workers freely share their experiences, knowledge, and abilities within the department or organisation (Lin, 2007). This procedure promoted a culture of cooperation and ongoing development at work. Fostering a culture of information sharing among employees and across the entire organisation is crucial for the generation of valuable new ideas and views that might potentially lead to innovative business prospects. Yang (2007) claims that knowledge sharing is where people actively seek out other people's knowledge in order to advance their own abilities and competencies. Hanif et al., (2020) contended that encouraging information exchange can spur employee growth, which in turn can result in a competitive advantage.

## Conceptual Framework

In the formulation of the conceptual framework, the social exchange theory presents a useful prototype. This conception of social exchange assumes that people contribute to knowledge sharing or exchange of ideas when participated in training and development because they firmly believe that benefits are more rewarding than the cost (Cropanzano, 2017). Fundamentally, these unified conceptual framework approaches explain a social exchange regarding intangible or intrinsic benefits such as respect, knowledge, and appreciation.



**Figure 1: Conceptual Framework of the Study**

Figure 1 depicts the conceptual framework for the relationship between training and development on employee performance with knowledge sharing as the mediator. The model contains seven hypotheses: five direct effects (H1 to H5) and two indirect effects (H6 and H7).

## Hypotheses Development

### *Training and Employee Performance*

Several researchers provided evidence that training affected the performance of human resources (Al-Qarala and Mubaidin, 2014; Elnaga & Imran, 2013). This result was also in line with Abbas (2018), which established a strong correlation between employee performance and the identification of training needs as well as the length, substance, and duration of training. Halawi and Haydar (2018) stated that there is positive relationship between training methods, duration, and trainer selection on worker productivity. Furthermore, Onyango and Wanyoik (2020) shows how important training and development initiatives are for human resource management since they enhance workers' competencies. Businesses were able to ascertain the specific needs of each employee and equip them with the knowledge and abilities required to achieve organisational objectives through training.

The performance of the organisation was significantly impacted by training-based learning. It was known to be essential for achieving business objectives through increased worker performance (Guan & Frenkel, 2019). The notion that the secret to their exceptional success providing them with excellent training programmes that met their demands and efficiently stimulated motivation. According to Taufek and Mustafa (2018) findings, there exists a robust association between enhanced employee performance and efficacious training approaches. As a result, the following hypothesis was established:

**H<sub>1</sub>: Training has a positive relationship with employee performance**

### *Development and Employee Performance*

Employee development had a notable, beneficial effect on performance (Arubayi et al., 2020). This implied that training provided people with the skills they needed to perform well in the jobs they were given, which in turn improved the performance of the company as a whole. A worker's ability to contribute to the company is also hampered by the absence of managerial assistance and resources (Karim et al, 2019). As per the findings of research by career development serves as a catalyst for improving an individual's skill set and achieving their intended career objectives. Using key indicators including effective leadership and constructive feedback, the human resources department is instrumental in promoting career development (Alnawfleh, 2020). An individual's path to job advancement was

significantly impacted by these characteristics. To obtain a competitive edge, effective performance management required coordinating employee actions and outcomes with the objectives of the company (Elisa et al., 2022). Opportunities for career advancement are essential for employees to feel valued and committed to by their organisation. Consequently, the following hypothesis was proposed:

**H<sub>2</sub>: Development has a positive relationship with employee performance**

***Training and Knowledge Sharing***

Jeni and Al-Amin (2021) indicated a positive correlation between perceived training and knowledge sharing. Tamsah (2020) asserted that the more training a worker has undergone, the more opportunities they have to transfer knowledge. He further claimed that employees can increase their performance by working to develop their talents. By improving employee abilities, training can eventually result in knowledge sharing (Elisa et al., 2022). It was found that employee loyalty is significantly influenced by training initiatives (Nwali & Adekunle, 2021). Employees who obtain training are less likely to quit their companies and facilitating greater knowledge sharing. Accordingly, the following hypothesis was proposed:

**H<sub>3</sub>: Training has a relationship with knowledge sharing.**

***Development and Knowledge Sharing***

There are a few studies stated that there are lack of a substantial correlation between employee development and knowledge sharing in the food and beverage industry (Norizan et al.,2022; Tiyana et al., 2022). While knowledge sharing has been recognised as a catalyst for professional development, its effectiveness varies depending on organisational procedures and industry-specific characteristics. They found that traditional approaches to skill development may be more useful in enhancing workers' talents in this particular industry than knowledge sharing.

Human resource management procedures are essential to knowledge sharing behaviour (Singh et al., 2021). More thorough research revealed that various human resource practices, job autonomy organisational reward systems work design and other human resource practices may all help to effectively promote knowledge sharing behaviour. It has also been stated that human resource development procedures can effectively support the learning process. In addition, Wang and Hu (2020) supported the relationship between development through innovation and knowledge sharing. Organizations with a culture of knowledge sharing are more likely to invest in the professional growth of their employees. Employees are more inclined to impart their knowledge to their peers when they are encouraged and supported in expanding their skill set.

As per Social Exchange Theory, when an organisation invests in employee development activities, its employees can understand it as a genuine indication that their employer values and appreciates them. As a result, there's a greater chance that they'll give back by exhibiting constructive attitudes and actions that advance the company. Employee development is favourably correlated with enhancing both individual and organisational performance (Nasrolahi & Jalilvand, 2023). As a result, spending on staff development will improve work satisfaction, which could reduce employee turnover. Consequently, the following hypothesis is proposed:

**H<sub>4</sub>: Development has a positive relationship with knowledge sharing**

***Knowledge Sharing and Employee Performance***

Numerous studies have looked into the connection between knowledge sharing and employee performance (Meher & Mishra, 2022). They found that knowledge sharing affected the workforce of the organization in a number of ways. First, knowledge sharing enhanced education and enabled the application of learned information. The organization's ability to adapt was strengthened and developed thanks to this type of learning. The second was helping employees develop their learning capabilities to address and resolve a variety of challenges impacting the organization's operations. This process of knowledge sharing was achieved by encouraging employee flexibility and boosting their sense of fulfilment at work (Lee et al., 2020).

In addition, Sa'adah and Rijanti (2022) stated that effective knowledge sharing can have a good impact on employee performance. Deng et al., (2023) provided additional support for this, knowledge sharing can lead to better job performance in an organization. It is evident that close coordination and collaboration within an organization, fuelled by the exchange of knowledge produced a host of advantages for both people and the organisation at large. With the established relationship between knowledge sharing and employee performance, thus, the following hypothesis was established:

**H<sub>5</sub>: Knowledge sharing has a positive relationship with employee performance**

### ***Mediating Effect of Knowledge Sharing***

Knowledge sharing was found to act as a mediator between employee performance and competency in Rural Bank Company in Indonesia (Pringgabayu, Dewi, & Afgani, 2020). It follows that staff members who had taken part in training and development initiatives were more likely to impart their newfound knowledge to their colleagues. Consequently, there is a rise in total ability, which further enhances employee performance. In addition, Aksoy, Ayranci, and Gozukara (2016) investigated at the stronger correlation between employee performance and knowledge sharing. It emphasised how effective knowledge sharing helps organisations achieve their goals. The organisation was able to accomplish its objectives when members of the organisation shared their knowledge. This dynamic highlighted the crucial connection between knowledge sharing and employee success. Therefore, training initiatives that promoted knowledge sharing can be quite successful in raising worker performance.

According to Saffar and Obeidat (2020), organizations that cultivate a culture that fosters workplace success enable individuals to freely express their thoughts, ideas, experiences, and knowledge. Employees who undergone training and development could contribute intellectually to their given responsibilities in a proper working culture. Furthermore, Ruben et al.'s (2021) research demonstrates that green human resource management significantly and positively influences green information sharing, extra-role service behaviour, and in-role service behaviour. Green HRM and green service behaviours are revealed to be significantly mediated by green information exchange. Likewise, knowledge sharing is found as a partial mediator between employee performance and human resource management practices (Iqbal et al., 2017). In investigating the mediating effect of knowledge sharing on training and development with employee performance, the following hypotheses were formulated:

**H<sub>6</sub>: Knowledge sharing mediates the relationship between training and employee performance**

**H<sub>7</sub>: Knowledge sharing mediates the relationship between development and employee performance**

## **METHODOLOGY**

The aim of this study is to provide insightful analysis to identify the mediating effect of knowledge sharing on the relationship between training and development with employee behaviour. By considering the nature of the research issue, quantitative approach was employed. The ultimate reason for the chosen approach is confirming to the present theory with set of hypotheses tested.

### **Population and Sample**

The population of this research consisted of the employees in the food and beverages industry in Kuching. Several factors were taken into consideration such as the location of the F&B, restaurant, and the work status (full time or part time). These includes the restaurants in shopping mall, streets and also in the hotels around Kuching. To obtain pertinent and satisfactory information, a sample size determination method was utilized (Sileyew, 2019). A target sample size of 385 was set with a marginal error of 5% to determine the 95% confidence interval. Upon data collection, a total of 413 respondents were analyzed from the food and beverages industry. Given the objectives of this study, it was deemed most appropriate to use a non-probability sampling technique to obtain highly relevant samples which is the convenient sampling.

### **Data Collection**

The manager from the F&B were contacted and they were informed to distribute the questionnaires to the employees who have attended training and development within 3 years. Softcopy questionnaires were emailed to the manager and him/her to blast the questionnaires. Online data collection using Google form was used for the data collection. The questionnaires were divided into 6 sections, section A was the demographic data of respondents; section B was the working details of the employee; section C covered employee performance; section D was the employee training; section E was about the employee development, and the section F was the knowledge sharing. The items in these sections of this study were carefully measured using Likert scales, which offered a range of responses from 1 = strongly disagree to 5 = strongly agree.

### Data Analysis

In this research, SPSS IBM Version 29 and PLS-SEM were utilized. The data analysis included frequencies, means, variances, and standard deviations to evaluate the multiple variables examined in the current study. The data were summarized using the frequency and percentages that were used to determine the proportion of respondents who selected each response. To make the analyses simple tables, charts, and graphs were utilized.

### Validity and Reliability Test

The reliability values for each variable are displayed in Table 1. According to Nunnally and Bernstein (1994), a dependability value of  $\alpha$  between 0.5 and 0.7 is considered acceptable, with 0.7 indicating reasonably good reliability.

**Table 1: Validity and Reliability Test**

Variable (s)	Reliability	No of Items	Author (s)
Training	0.87	9	Schmidt (2004)
Development	0.96	10	Shimeles (2010)
Knowledge Sharing	0.96	5	Bock et al. (2005)
Employee Performance	0.89	6	Liao et al. (2012)

## RESULTS AND DISCUSSIONS

Table 2 displays the demographics of the study's participants. Eight demographic components were presented using the frequency test. The data was entered into SPSS version 29.0 for a complete statistical report, exploratory analyses to identify missing or invalid data, and extra studies for normalcy, response biases, and common technique biases. The surveys were coded (e.g. Male = 0, Female = 1) and entered into SPSS for frequency statistics.

**Table 2: Demographic Profile**

Demographic Characteristics	Percentage (n=413)	
<b>Gender</b>	Male	47
	Female	53
<b>Age</b>	18-29	90
	Above 30	10
<b>Race</b>	Malay	38
	Chinese	32
	Iban	7.3
	Bidayuh	2.7
	Indian	19.4
<b>Highest Education Level</b>	Ph.D	4.8
	Master	7.7
	Bachelor	13.1
	Diploma	20.3



<b>Types of F&amp;B</b>	High School	53
	Restaurant	19.4
	Cafeterias	22.5
	Cafes	22
	Fast-food joint	16.7
	Food Manufacturing Operations	18.9
	Others	0.2
<b>Working Status</b>	Part-Time	36.6
	Full-Time	35.4
	Contractual	28
<b>Current Position</b>	Managerial Position	9.0
	Shift Manager	9.0
	Supervisor	41.6
	Staff	40.4

SmartPLS 3.0's bootstrapping mechanism generates t-statistics for all paths to test their significance level. Table 3 shows that all five direct associations have a t-value of  $\geq 1.645$  (one-tailed), indicating statistical significance at the 0.05 level.

**Table 3: Direct Effects**

H	Relationship	Std Beta	Std Error	t-value	Decision
H1	Training > Employee Performance	-0.049	0.013**	1.238	S
H2	Development > Employee Performance	-0.054	0.018**	2.332	S
H3	Training > Knowledge Sharing	0.180	0.067**	2.011	S
H4	Development > Knowledge Sharing	0.144	0.077**	2.165	S
H5	Knowledge Sharing > Employee Performance	0.72	0.023**	2.764	S

Note: \*\*\* $p < 0.01$ , \*\* $p < 0.05$ , \* $p < 0.10$ , S=Supported, NS=Not Supported

The bootstrapping analysis reveals substantial indirect impacts of training and development ( $\beta = 0.081$  and  $\beta = 0.210$ , respectively, with t-values of 2.303 and 2.088). The indirect effects (95% Boot CI Bias Corrected) do not have a 0 in between, indicating mediation (Preacher & Hayes, 2004, 2008). The study found statistically significant mediation effects for training and development. Table 4 presents the results of the mediation analysis.

**Table 4: Indirect (Mediating) Effects**

H	Relationship	Std Beta	Std Error	t-value	Mediation
H6	Training > Knowledge Sharing > Employee Performance	0.081	0.050	2.677	Competitive (Partial)
H7	Development > Knowledge Sharing > Employee Performance	0.210	0.063	1.944	Competitive (Partial)

Note: \* $p < 0.05$ , \*\* $p < 0.01$

Hypothesis 1 (H<sub>1</sub>) results revealed the negative direct relationship between training and employee performance but affect significantly. The assumption is that when employee perceived training is not fairly given to them, their performance improved. The result contradicts those of previous studies (Onyango and Wanyoik, 2020) which found

that employee training has a direct relationship between employee training and employee performance. This finding aligns with previous research conducted by Guan and Frenkel (2019) which revealed a significant correlation between identifying training needs, training duration, training content, and employee performance. These findings are also supported by Taufek and Mustafa (2018) which demonstrated a direct impact of training programs on employee performance. This collective evidence suggests a strong association between effective training strategies and improved employee performance (Khawaldeh, 2023).

Hypothesis 2 (H<sub>2</sub>) involved looking at the relationship between development and employee performance. It showed that there is a negative relationship but affect significantly. In other words, when employee perceived minimal implication of employee development, they perform better in the workplace. The results contradict with the previous study (Ulantini et al., 2022) which indicate that employee development is positively related to employee performance. The analysis of career development's impact on employee performance reveals a positive and significant correlation between the two variables (Katharina & Dewi, 2020). This suggests that effective career development initiatives implemented by the company can greatly enhance employee performance. Notably, Elisa et al., (2022) also support this notion, affirming that career development can greatly influence performance. It is evident that investing in employee career growth can have a positive effect on their ability to fulfill their job duties and responsibilities. This research is further supported by Arubayi et al., (2020), which emphasizes the crucial role of career development in improving overall performance outcomes.

Hypothesis 3 ( H<sub>3</sub>) outlined that training has a positive and direct effect on employee knowledge sharing. The result illustrates that when employee perceived training is provided, they are willing to share knowledge with other colleagues. This result is in line with the previous study Nwali and Adekunle (2021) that when employee received enough training, they will participate in knowledge sharing with others. This idea is further reinforced by Tamsah's (2020) observations, which suggest that employees who have received more extensive training have greater chances for exchanging information.

Hypothesis 4 (H<sub>4</sub>) showed that employee development to be positive and significantly correlated with knowledge sharing. The relationship suggests that employee who undergo development in their career are able to share knowledge effectively. The result is consistent with previous empirical studies(Norizan et al.,2022; Tiyana et al., 2022) which stated that employee development has a direct relationship with knowledge sharing.

Hypothesis 5 (H<sub>5</sub>) displayed that knowledge sharing has a positive relationship with employee behavior. This relationship suggests that employees who are better able to share knowledge are more likely to perform better in the workplace. It means that employees who are willing to share knowledge will increase the possibility of social exchange ad enhance likelihood to increase performance. These finding is consistent with previous studies (Deng et al., 2023; Lee et al., 2020) suggests that knowledge sharing contribute positively to employee performance. In order for effective knowledge sharing to take place within organizations, a key factor is mutual trust amongst individuals and the organization as a whole. Not only does knowledge sharing foster a sense of positivity and growth within members, but it also leads to improvements in individual capabilities and overall organizational performance (Kadarusman & Bunyamin, 2021).

Hypothesis 6 (H<sub>6</sub>) revealed that mediating effect of knowledge sharing on the relationship between training with employee performance. The path coefficient of direct relationship between training and knowledge sharing is significant with 0.180. The social exchange theory that links employee training and knowledge sharing is well supported with the path coefficient of the relationship between training and employee performance is negative but significant -0.049. The opposite sign of direct and indirect effect offset each other leads to the minimal total effect. It means that knowledge sharing as the intermediate variable will reduce the magnitude of the relationship between training and employee performance. Study by Pringgabayu et al., (2020) revealed that knowledge sharing acts as a mediator towards employee performance. What it means is that employees who went through trainings are more likely to share the knowledge they have acquired with their fellows. This sharing of knowledge can help reinforce and solidify the training received, leading to better retention with new skills applied in the workplace. By promoting a culture of knowledge sharing, organization can leverage training investments to maximised employee performance and overall organizational success.

Hypothesis 7 (H<sub>7</sub>) introduced the mediating effect of knowledge sharing on the relationship between employee development with employee performance. The path coefficient of direct relationship between development and knowledge sharing is 0.144. The social exchange that links employee development and employee performance is negative but significant with -0.054. The findings served that knowledge sharing is partially mediated on the relationship between employee development and employee performance. When employees engage in knowledge sharing, they are able to transfer skills, information, and best practices to their colleagues, leading to improve performance across the organization (Ruben et al., 2021). Additionally, knowledge sharing can enhance development by promoting a culture of continuous learning and collaboration, ultimately leading to higher levels of employee performance. Therefore, it is concluded that some of the employee development effect on employee performance is affected by knowledge sharing.

## **LIMITATION AND RECOMMENDATION FOR FUTURE RESEARCH**

One major weakness of this study is the possibility of respondent bias and misinterpretations when filling out the questionnaire. Low literacy or poor English ability could make it difficult to comprehend the survey questions and give accurate answers. Consequently, the responses might not precisely capture the intended information, which could lead to measurement error. It is recommended for future research to include bilingual language when preparing the questionnaires. Like in Sarawak, Bahasa Malaysia or any relevant native language such as Iban or Chinese language may be used to encourage more understanding among the respondents.

The study's restricted emphasis on the food and beverage business presents one possible disadvantage. This industry poses various restrictions in terms of its applicability to other sectors, even though it is undoubtedly necessary to achieve the study's objectives. The food and beverage industry's particular operational characteristics, regulatory environments, and market dynamics may limit how broadly the study's findings may be applied to other sectors of the economy. Although the food and beverage business was the main focus of this study, other industries may be included in future research. Comparative studies between sectors would highlight distinctive traits peculiar to a certain industry, providing insightful information applicable in a variety of organisational contexts. Therefore, knowing how these relationships are seen in many businesses adds to the conclusions' general applicability and external dependability.

The current research applied a mediating effect of knowledge sharing which limits to the understanding process on how independent variables (training and development) affects the dependent variable (employee performance). Future researchers should look closely into any moderating factors that might affect the complex relationships between employee performance, development, training, and knowledge sharing. These dynamics may be significantly influenced by crucial factors such as leadership styles, organisational cultures, and technology developments. An extensive investigation of moderating variables may provide insightful information about the particular situations in which these linkages are most pronounced and productive.

## **CONCLUSION**

Conclusively, this research significantly advances the comprehension of organisational dynamics in the food and beverage industry. It provides a comprehensive framework that clarifies how training, development, and knowledge sharing all work together to influence employee performance. This study offers insightful analysis of the food and beverage sector how crucial it is to put in place targeted training and development programmes. It also highlights how important it is to create a culture that supports continuous learning, which has real advantages for knowledge management platform.

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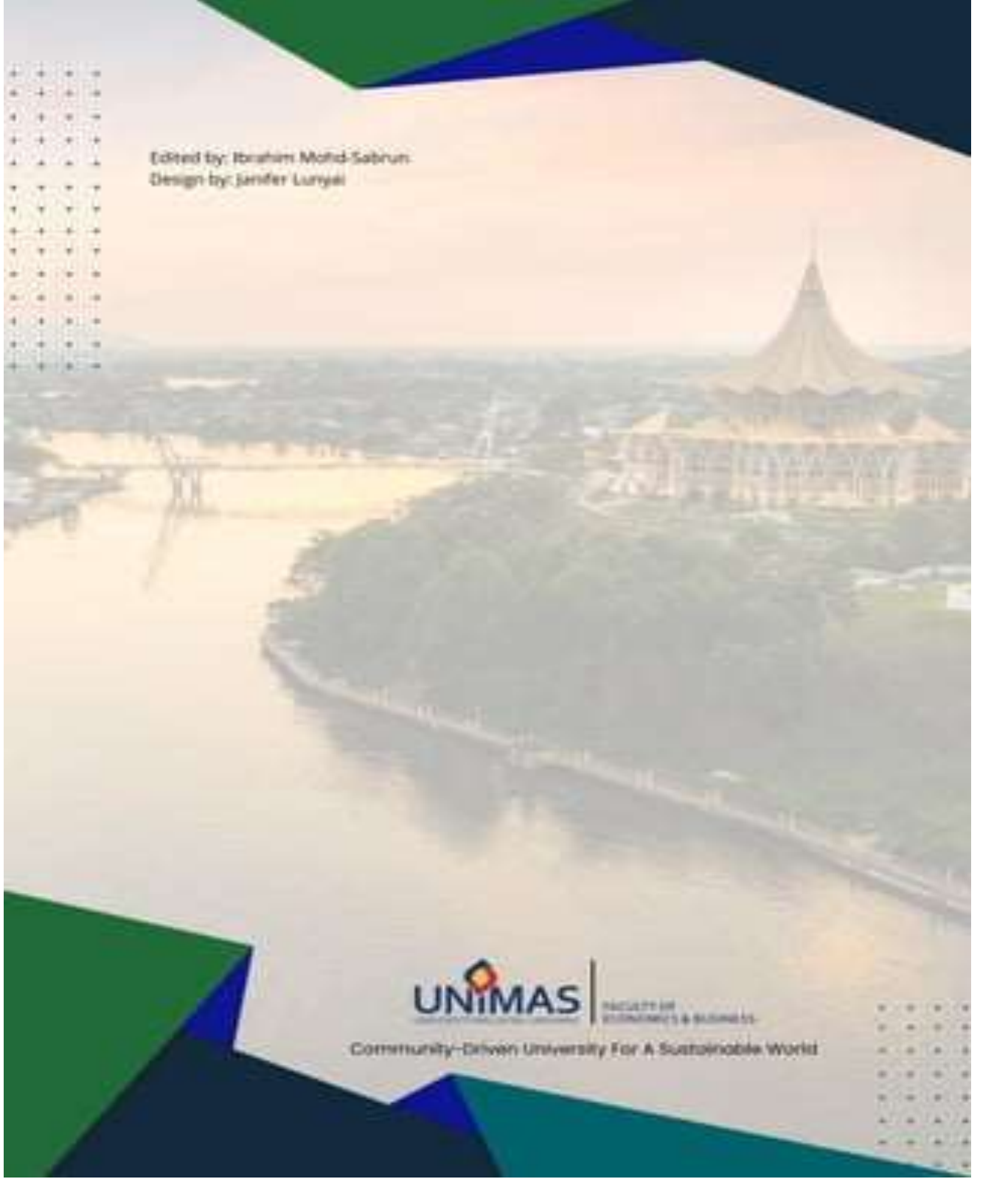
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