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# The impact of inspirational leadership on the individual ambidexterity of employee at tourism companies in Ho Chi Minh City, Vietnam: investigating the mediating roles of knowledge sharing

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**Abstract**

This study explores the relationship between inspirational leadership and individual ambidexterity. This relationship is also tested through the mediating role of knowledge sharing. Analysis results from 250 employees working directly with customers in the tourism sector through the linear structural model SEM shows that inspirational leadership positively affects frontline employees' ambidexterity. The mediating role of knowledge sharing between relationships of inspirational leadership and individual ambidexterity positively impacts employees's ambidexterity. The research results also clearly show that knowledge-sharing influences the increase of individual ambidexterity; employees with good knowledge-sharing abilities will help them increase exploitative and exploratory behavior, thereby increasing.

Keywords: Inspirational Leadership, Individual Ambidexterity, Knowledge Sharing, Tourism sector, Ho Chi Minh City.

## 1 Introduction

Human resources are considered one of the most significant aspects of boosting competitiveness and deciding the success or failure of local businesses in the tourist industry and other business sectors. locality in

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addition to the nation's larger tourism sector. Like those in other industries, human resources possess the knowledge and skills necessary for the expansion of travel-related goods and services. This is also regarded as a key component that increases the competitiveness and market survival of each country's businesses, communities, and tourism sectors (Carnevale and Hatak 2020). One of the key elements in the establishment and growth of Vietnam's tourism sector is its human resources, which work together to progressively provide a wide range of distinctive and varied travel products as well as tourism brands of Vietnam. Consequently, spending money to raise the caliber of human resources is spending money on sustainable tourism development. Given this, it is essential to give human resource development more focus to prepare for the ultimate recovery and use of sustainable tourism development strategies. Choosing the right staff members is a challenging endeavor. The desire of employees to leave and change jobs due to industry competition for talent will affect employee cohesion in tourism operations, financial costs, human resource management, and business operations (Zavei and Jusan 2012). In essence, the tourism and hospitality sectors are acknowledged as essential service industries that rely solely on a workforce that is knowledgeable, skilled, and capable (Kusluvan et al., 2010). Human capital is the driving force behind organizational development and the spark that ignites economic expansion. Employees that have a high level of cognitive, emotional, and physical connection to their assigned work and organization are more likely to be diligent in achieving their goals and perform better on tasks (Pattnaik and Sahoo, 2020; Ohemeng et al., 2020).

With sales of more than 126,000 billion VND in the first nine months of 2023, the tourism sector in HCM City has grown wonderfully. According to the most current estimate from the Ho Chi Minh City Department of Tourism (2023), there were over 27 million local visitors and about 3.6 million foreign visitors in the first nine months of 2023. The city's tourism industry is expected to bring in close to 126,000 billion VND in total revenue, up 35.8% from 2022's 92,376 billion VND over the same period, or 78.4% of the year plan. The COVID-19 outbreak and increased travel demand are causing a significant manpower shortage in Ho Chi Minh City. This is because 72% to 82% of the business's workforce lost their employment due to the epidemic; some of them moved to other industries, but many refused to work in the tourism sector again. Based on estimates from Ho Chi Minh City's Center for Human Resource Demand Forecasting and Labor Market Information (2023), the tourist sector will require between 67,000 and 73,000 workers in the second quarter of 2023. Of the demand groups for this workforce, the tourist sector employs between 38,800 and 42,000 people, or 58%. To develop tourism human resources in the city. Ho Chi Minh City - Vietnam and increase their work efficiency, the above study tests the role of Inspiration Leadership in the relationship that affects the Individual Ambidexterity of tourism employees who have direct contact with customers and the mediating role of research variables at the Individual level: Knowledge Sharing.

Managers in the tourist sector must adopt transformational leadership practices (Hetland et al., 2018). According to Siangchokyoo et al. (2020), transformational leadership is a leadership style wherein leaders inspire their subordinates to go above and beyond expectations in order to accomplish organizational goals. Furthermore, transformative leadership has a number of behavioral effects on employees, including reduced workplace stress (Luo et al., 2019). Maladzhi and Yan (2014) propose that leaders who possess the qualities of coaching, facilitating, and inspiring can encourage the exploration of creativity and innovation. However, inspiring leaders can encourage overtime or exploitative labor (Howell and Avolio, 1993). Researchers should pay greater attention to how inspirational leadership affects workers individually to improve their ambidexterity; this is precisely what the research aims to investigate. The inspirational leader "uses persuasive appeals and arouses emotional acceptance," according to Bass (Bass, 1988). An inspirational appeal like this seeks to inspire passion and foster dedication, which are the primary responsibilities of the transformational leader (Yukl, 1999). This suggested that variations in inspiring motivation caused notable variations in worker performance, with an increase in inspirational motivation resulting in a rise in employees, individual ambidexterity.

In the relationship between inspirational leadership and employees' Individual Ambidexterity, it is impossible not to mention the role of individual-level factors. However, not much research was found when looking at how the inspirational components of transformational leadership affect individuals on an individual level, like ambidexterity and knowledge sharing among frontline employees in the tourism sector, which helps them build their job performance. We contend that motivating factors like individual ambidexterity and knowledge sharing are catalysts for positive workplace behaviors, especially in the tourism sector in Vietnam. First, ambidexterity on an individual basis can help an organization make the best use of its current services and look for new or innovative ways to provide them. Tourism organizations should adopt ambidexterity to deal with high levels of dynamism,

uncertainty, and competitive pressure (Darvishmotevali, Altinay, & K¨oseoglu, 2020; Tang, 2014). This includes ensuring the quality of current services and creating new services or adapting existing ones (Pertusa-Ortega, Tarí, Pereira-Moliner, Molina-Azorín, & L´opez-Gamero, 2021). Ambidexterity is crucial because the right combination of exploration and exploitation indicates a sophisticated competence that offers a competitive advantage beyond what can be gained by either activity alone (Colbert, 2004). The second is that knowledge application results from knowledge sharing. According to Radaelli et al. (2014), knowledge sharing among employees is favorably correlated with creative work behaviors such as individual ambidexterity. To obtain a competitive edge, leaders learn about their workforce and knowledge-sharing procedures more quickly than their rivals (Porter and Millar, 1985).

Based on the above premises, this study aims to explore the impact of inspirational leadership on the Individual Ambidexterity of employees in direct contact with customers in the tourism sector. Selected travel companies are travel companies operating for 3 years or more in Ho Chi Minh City, Vietnam, with a number of tourism frontline employees conducting research on 325 samples. The above study further explores the mediating role of knowledge sharing in the relationship between inspirational leadership and individual ambidexterity. The study suggests that managers apply appropriate inspirational leadership by enhancing knowledge-sharing abilities to improve the individual ambidexterity of frontline tourism employees and ensure the role of sustainable human resource development in the tourism sector in Ho Chi Minh City, Vietnam.

## 2 Literature review

### *2.1. Theory of leadership style*

There are numerous theories regarding leadership style. Behavioral leadership styles (Lewin, 1939) is the first technique that classifies leadership styles into three groups: liberal, democratic, and authoritarian. A leadership style is an additional strategy (Afanaxep, 1980). Scholars believe that a leader's working style is reflected in their leadership method. Style can be explicitly expressed in manners. However, they differ in that the approach is more intimate and the style is more communal. Chalvin (1993) proposes a cooperative and commitment-based strategy. He contends that the interaction between personality and environment determines a leader's style. The psychological traits that make up an employee's personality include temperament, intelligence, trends, and qualifications. The environment comprises the current status of the organization's moral values system, philosophy, habits, traditions, psychological atmosphere, organizational human resources, the physiological traits of superiors and colleagues, and the nation's socioeconomic situations. Two practical approaches—transformational leadership style and transactional leadership style—are developed by Bass (1990). According to Bass (1990), a transformational leadership style necessitates leaders to demand greater ethical standards and ideas from their staff members in order to motivate them to put in more effort for the corporation. A leader who practices transformational leadership encourages initiative and intrinsic drive in their team members, which in turn improves work output (Lee, 2018; Nguyen, Mai, & Huynh, 2019). An inspiring motivational style (IM), individualized consideration (IC), intellectual stimulation (IS), idealized influence behavior (IB), and idealized influence attribute (IA) are the five attributes (indicators) of a transformational leadership style, according to Bass and Avolio (2004). Suong, Thanh, and Dao (2019) contend that transactional leadership is essentially an exchange connection between leaders and subordinates, in contrast to Bass (1990) who defines the style as such. All that exists in the connection is a mutual benefit for both sides. According to Gatti et al. (2020), in addition to a variable such as positive affectivity that is closely related to personal characteristics and dispositions, two job resources, job autonomy and transformational leadership, have been shown to support job well-being.

There is no one leadership style that is ideal or wholly ineffective, and no particular style of leadership that will solve every problem. Through an analysis of the approaches above to leadership style, the research argues that leadership style offers employees direction, talent, creativity, and leadership impact. Individualistic, historical, ideological, ethical, psychological, and rooted in communal tradition is the style of leadership.

### *2.2. Leadership inspiration as a component of transformational leadership*

Joshi et al. (2009) examined the function of inspirational leadership in geographically distributed teams. They confirmed that, even though team members at all levels operate in remote areas, inspiring leaders are essential in boosting confidence and dedication to work. Because law enforcement organizations have numerous levels of hierarchy and a geographically dispersed workforce, this conclusion can be a valuable study point to look into.

According to Zaccaro (2007), leadership is a social influence process in which a leader helps followers accomplish a shared goal. Transformational leaders establish goals that will help them realize their vision. Employee participation in organizational development is encouraged (Avolio and Yammarino, 2013). Because a leader's inspiration can inspire followers through effective communication, inspirational motivation is confirmed as an established component of transformational leadership theory (Garcia-Morales et al., 2008). Bass (1998) classified transformative leadership into the following four groups:

(1) Idealized influence: Leaders do not abuse their position of authority for personal benefit and display respect for those who follow them.

(2) Inspirational motivation: Leaders inspire followers by igniting a desire for achieving their objectives.

(3) Intellectual stimulation: Innovative ideas are derived from followers' opinions, which leaders value.

(4) Individualized consideration: Leaders value followers' and followers' opinions and respect their needs as unique persons.

The leadership component is considered essential to the success of knowledge management initiatives, along with other components, including business processes, knowledge management strategy, and knowledge content (Jennex et al., 2016). According to Searle and Hanrahan's (2011) study of leadership inspiration in industrialized nations, five essential components of leading to inspire others are connecting, leading, inspiring, action, and context. "Inspire and motivate people" was one of the nine essential traits of successful leadership, according to Henry (2005). A crucial characteristic of the top 100 greatest organizations in the USA was discovered to be inspiring leadership (Levering and Moskowitz, 1998). However, studies have shown that there aren't many inspirational leaders (Lee, 2003), and just one in ten leaders believe they are inspirational (Kouzes and Posner, 2006).

### *2.3. Job demand resources*

The job demands-resources paradigm (Schaufeli and Bakker, 2004) states that an individual's level of social, psychological, or physical resources impact their performance at work. This paradigm provides evidence for the relationship between individual ambidexterity and inspirational leadership since inspirational leadership may be seen as a job resource that improves working conditions. According to Slater and Narver (1995), inspiration enhances knowledge creation and learning outcomes. Given the wide diversity of end goods produced by modern labor, which include everything from search engine optimization to individual health care, it is evident that working conditions can vary greatly throughout firms. Job demands and job resources are the two main categories into which all job characteristics can be divided, according to the Job Demands–Resources theory (Bakker & Demerouti, 2014; 2017; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Each of these categories has distinct qualities and predictive power.

The energy-consuming components of work, such as workload, complicated tasks, and disagreements, are called job demands. Workload and complexity are challenges that enhance performance; on the other hand, conflicts are obstacles to performance that impair it (LePine, Podsakoff, & LePine, 2005). The elements of a job that assist employees in meeting expectations and achieving their objectives are known as job resources. Deci and Ryan (1985) identified several job features that motivate employees and provide them meaning, such as performance feedback, social support, and skill variation. These traits also satisfy employees' basic psychological needs, which include relatedness, competence, and autonomy. The JD-R theory prioritizes the well-being of employees, but it also aims to forecast employee behavior and organizational results, such as productivity, client satisfaction, absenteeism, and organizational citizenship. The JD-R theory states that while job strain hurts job performance, motivation has a positive effect. Job strain lowers focus, hindering performance, while motivation helps employees remain goal-directed and concentrate all their energy and cognitive resources on the tasks at hand. Workers who experience fatigue or anxiety are more prone to make mistakes, which impairs productivity (Bakker, Van Emmerik, & Van Riet, 2008).

### *2.4. Individual ambidexterity*

Ambidexterity among employees can help a business make the best use of its current offerings and look for new and innovative ways to provide its services. Organizations in the tourism sector should adopt ambidexterity to deal with high levels of dynamism, uncertainty, and competitive pressure (Darvishmotevali, Altinay, & K¨oseoglu, 2020; Tang, 2014). This includes ensuring the quality of current services and creating new services or

adapting existing ones (Pertusa-Ortega, Tarí, Pereira-Moliner, Molina-Azorín, & L´opez-Gamero, 2021). Ambidexterity is crucial because the right combination of exploration and exploitation reveals a sophisticated skill that offers a competitive advantage beyond what can be gained by either activity alone (Colbert, 2004). Ambidexterity is often understood to be the ability to strike a balance between the processes of exploration and exploitation. Efficiency, control, certainty, refinement, variance reduction, and enhancement of current technologies and knowledge are all associated with exploitation (Katila and Ahuja, 2002; March, 1991; O'Reilly and Tushman, 2008). According to Lubatkin et al. (2006), March, 1991, O'Reilly and Tushman (2008), exploration is linked to experimentation, flexibility, divergent thinking, risk-taking, variance growth, new knowledge, and the use of new technology. The imbalance's risks have been highlighted. Organizations that prioritize exploitation may see short-term increases in productivity, but over time, they suffer self-destruction. However, companies prioritizing investigation do not benefit financially from their expertise and typically experience inefficiencies that reduce their capacity to compete (Levinthal and March, 1993). The notion of exploratory and exploitative innovation comprises two elements, according to Abernathy and Clark (1985), Benner and Tushman (2003), and Danneels (2002): (1) closeness to goods and services. and modern technologies and (2) closeness to current clients and commercial market divisions. Benner and Tushman (2003) and Danneels (2002) argue that exploratory innovation refers to radical innovation efforts designed to address customer requirements or open up new markets. drifting. According to Abernathy and Clark (1985), exploratory innovation entails the development of new designs, new markets, and new means of distribution. Furthermore, according to Benner and Tushman (2002), Levinthal (1993), and McGrath (2001), exploratory innovation necessitates either gaining new knowledge or discarding old knowledge that already exists. There is an imbalance between exploitation and exploratory operations in Vietnamese real estate brokerage firms, according to research by Luan Pham (2024). According to the study, the organization's workers engage in more exploitation than exploration. Employees will eventually become weary and exhausted, and there is a significant chance that they may intervene, suffer health problems, or perform less well. Benner and Tushman (2003) and Danneels (2002) define the idea of operational innovation as initiatives that boost internal innovation while aiming to satisfy client demands—present market or product. Exploitative innovations are described by Abernathy and Clark (1985) as actions that enhance current designs, increase knowledge, skills, products, and services, and boost the effectiveness of current distribution channels. Exploitative innovations, according to Abernathy and Clark (1985), Benner and Tushman (2002), Levinthal (1993), McGrath (2001), Lewin et al. (1999), and others, build on knowledge and strengthen preexisting abilities, processes, and institutions.

### *2.5. Knowledge management and knowledge sharing*

Knowledge is conceptualized as codified information including insight, interpretation, context, experience, wisdom, and so forth (Davenport and Volpel, 2001), which enhances a firm’s value and the achievement of its objectives, mission and vision. In an organization, job-related knowledge is an essential element determining the career success of an employee, together with her/his skills and ability. Knowledge is generated and resides in the mind of employees (Alavi and Leidner, 1999), and will contribute little to the firm if it is not widely shared among the organizational members. It is even more detrimental to the firm if knowledgeable employees leave it, following better opportunities offered by other firms. This results in a “brain drain”, with the employees taking their knowledge with them. There are two types of knowledge, with different propensity for sharing: explicit knowledge and tacit knowledge (Koskinen et al., 2003).

Explicit knowledge is usually shared and communicated by employees willingly, e.g. technical details of products, materials, tools, etc. Conversely, tacit knowledge is reluctantly and rarely shared among employees, e.g., perceptions, beliefs, experience, etc. According to Hsu and Shen (2005), tacit knowledge should not be seen as independent of explicit knowledge, as the sharing of explicit knowledge must rely on the tacit knowledge of the receiver for explicit knowledge to be understood and facilitate new knowledge creation. Knowledge sharing is the dissemination of information and knowledge through the whole department and/or organization (Yang, 2004). Knowledge sharing should be encouraged so that firms can enjoy the synergistic effect of collective wisdom by exchanging ideas and information. Consequently, the capability to generate better ideas will enable the firm to create and maintain long-run sustainable competitive advantage (Lin, 2007a) as it facilitates the generation of new and better ideas, processes, products and services. Hence, knowledge sharing acts as a mechanism that drives the formation of new knowledge and refinement of old knowledge, as well as the synthesis of more knowledge in the

future. Knowledge sharing is confirmed leading to improvement in innovation capability (Lin, 2007a), better performance in business process enhancement and better product and service offering to customers

## 3 Hypothesis

### *3.1. Inspirational leadership and Knowledge Sharing*

One factor that is used to gauge the success of knowledge management is leadership. Service quality, productivity, inventiveness, competitiveness, employee and customer satisfaction, communication, information sharing, and retention are all indicators of a successful knowledge management program (Jennex et al., 2011). According to Masa'deh et al. (2016), transactional leadership impacted knowledge sharing but not transformational leadership. On the other hand, it has been discovered that transformational leadership directly affects organizational citizenship behavior, organizational commitment, and psychological empowerment—all of which are important elements in encouraging knowledge sharing (Han et al., 2016). Transformational leadership benefits knowledge management and organizational innovation (Choi et al., 2016). One of the components of transformative leadership is thought to be leadership inspiration (Bass, 1998). Enhancing knowledge exchange procedures benefits the firm as a whole and the individual (Yang and Wu, 2008). Knowledge sharing procedures and resources are designed to facilitate the exchange of problem-solving experiences between senders and recipients (Sammour et al., 2008). Consequently, the following theories were put forth to expand on earlier studies regarding knowledge sharing techniques and leadership inspiration:

H1: Inspirational leadership positively affects on Knowledge Sharing

### *3.2. Knowledge sharing and individual ambidetexterity*

Several Studies show that employee knowledge sharing positively influences individual ambidexterity. Knowledge is contained within people (Nonaka and Takeuchi, 1995), and more specifically, it is contained within workers who use knowledge while performing their duties (Bock et al., 2005, p. 88). Throughout the research, it has been emphasized how important it is for organizations to have a culture of information sharing (Jackson et al., 2006). Learning must take place in an environment where individuals from different departments collaborate (Goh and Richards, 1997). Since it is difficult for a single person to be knowledgeable about everything and to stay constantly updated on all pertinent information, effective knowledge sharing among staff leads to efficient use of resources. Employee knowledge sharing enables quick and simple access to crucial information (Jackson et al., 2006). Employees will more likely explore new ideas in an open-minded workplace atmosphere. Exploration is encouraged because key information is readily available—additionally, knowledge application results from knowledge sharing. According to Radaelli et al. (2014), knowledge exchange among coworkers is favorably correlated with innovative work practices.

Employees who communicate their knowledge can help other workers solve issues, increase productivity in daily tasks, or develop new products (Von Krogh et al., 2000; Jackson et al., 2006). According to Grinsven and Visser (2011) contend in a conceptual article that employees' levels of exploitation increase with their alignment with company policies. Employees can hone and improve their exploitative behaviors when they are acutely aware that the organization is devoted to information sharing (and as a result, experiencing a knowledge-sharing culture). Employees will share information about effective working methods, for example, in a knowledge-sharing culture, leading to further exploitation. According to the justifications above, employee exploration and exploitation skills are likely linked to knowledge sharing among colleagues inside a business. Therefore, it is implied that an employee's ambidextrous behavior should be tied to a knowledge-sharing

H2: Knowledge Sharing has a positive impact on Individual Ambidexterity

### *3.3. Inspirational leadership and Individual Ambidexterity*

It is believed that transformative leaders require inspiration as a component of their leadership style. Transformational leadership is defined by four factors: ideal influence, intellectual stimulation, inspirational drive, and customized concern (Avolio and Bass, 2002). While transformational leadership usually concentrates on organizational goals, inspiration, according to Downton (1973), is an intellectual or emotional motivating action or force (Stone et al., 2004). Yukl (2013) asserts that a subordinate's enthusiasm and self-assurance are correlated

with their capacity to motivate others (Nemanich and Vera, 2009). Nevertheless, not much study was found when looking at how the inspirational component of transformational leadership affects ambidexterity on a personal level. We contend that motivating factors like individual ambidexterity catalyze positive workplace behaviors. According to Maladzhi and Yan (2014), leaders can promote the exploration of creativity and innovation by possessing the skills of coaching, facilitating, and inspiring. But sometimes, motivating leaders promote overtime—exploitative labor (Howell and Avolio, 1993).

The inspirational feature of transformational leadership illustrates how this could have a particularly noteworthy effect on an individual's ambidexterity. The positive impacts of unrestricted supervision and inspired leadership on knowledge creation could cause this (Jeong et al., 2017). Moreover, supportive leadership fosters innovation (Liao et al., 2017). Concurring with Turner et al. (2013), who discovered that increased communication among members of an organization might promote the development of ambidexterity, Gibson and Birkinshaw (2004) claimed that Ambidexterity dictates context is facilitated by several circumstances, including trust and support. They think that internal processes that support inspirational leaders—like creating strong ties amongst subordinates—combine with formal aspects of power to foster ambidexterity (Turner et al., 2013).

According to Lopez-Cabrales et al. (2017), dynamic capacities (exploitation) are enhanced by inspirational leaders, which can facilitate the resolution of conflicts between successful clinical practice and the creation of new knowledge (discovery). Tushman and O'Reilly (1997) and Lubatkin et al. (2006) discovered that an individual's ambidexterity was independently correlated with their top supervisors. To strike a balance between exploitation and exploration, leadership is recognized as a significant component of ambidexterity at the individual level by Lin and McDonough (2011). pause. On the other hand, not much research has been done on this problem. The study's objective was to look into this matter, more precisely the effect of motivating leadership on each person's ambidexterity, which needs more research. With previous research, we hypothesize that inspirational leadership affects employee's ambidexterity.

H3. Inspirational leadership positively affects followers' ambidexterity.

According to H1 and H2, we see that according to hypothesis H1, inspirational leadership has a positive impact on knowledge sharing; inspirational leadership helps employees increase knowledge sharing in the organization. According to hypothesis H2, Knowledge-sharing increases individual ambidexterity; employees with good knowledge-sharing ability will help them increase exploitative and exploratory behavior. Hypothesis H3 shows that inspirational leadership affects employees' ambidexterity. Through 3 hypotheses, H1, H2, and H3, we can see that knowledge sharing plays a mediating role in the impact relationship between inspirational leadership and individual ambidexterity. So, in this study, we will test the mediating of knowledge sharing between inspirational leadership and individual ambidexterity. Therefore, the study hypothesizes:

H4: Knowledge sharing partially mediates the relationship between inspirational leadership and Individual Ambidexterity

And the the study summarizes the conceptual model Fig1.

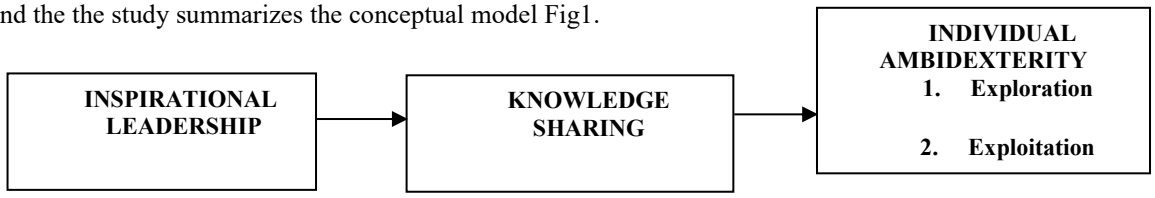


Fig. 1. Theoretical model.

## 4 Methodology

### *4.1. Qualitative research*

Qualitative research was conducted through direct face-to-face interviews with 10 tourism company directors working in Ho Chi Minh City to adjust existing scales to suit the research context in Vietnam. Based on the qualitative research results, the measurement scales are adjusted explicitly as follows:

*Individual Ambidexterity: Exploitative Innovation (EX)* scale inherited from the scale of Swart, Turner, Van Rossenberg, and Kinnie (2019); Lubatkin, Simsek, Ling, and Veiga (2006); and Tiwana (2008) includes 3 observed

variables. Including the observed variable EX3 (I can apply my current knowledge to work effectively), the interview subjects proposed to edit it to EX3 (I can use my current knowledge to do more effectively) so that respondents can more easily understand the question and answer.

*The Individual Ambidexterity-Exploration (ER*) scale is inherited from the scales of Swart, Turner, Van Rossenberg, and Kinnie (2019); Lubatkin, Simsek, Ling, and Veiga (2006); and Tiwana (2008), which include four observed variables. Including the observed variable ER4 (I look for new or creative ways to meet customer needs), the interview subjects suggested editing it into two sentences: ER4 (I look for new ways to meet customer needs) and ER5 (I am always creative in my work to meet customers' needs) because 1 sentence has 2 ideas, so they should be separated so that respondents can understand and answer more easily.

*Knowledge sharing (KS)* is inherited from the scale of Schepersand and Van den Berg (2007). In which the observation variable KS5 (In my role in this organization, I know who I can contact with specific questions) is revised to KS5 (At the organization, if there are questions, I know who I need to contact) to make the questions more concise, making it easier for the surveyor to answer.

*Inspirational leadership (IL)* inherits from the scale of Rafferty and Griffin (2004). In which the observed variable IL1 (Our leaders always make employees proud to say they are part of this organization) was adjusted to IL1 (We are proud when our leaders recognize our contributions to the organization) to make the question shorter and easier to understand.

Thus, a Likert scale with five levels—from 1 for "completely inappropriate" to 5 for "completely appropriate" will be utilized in quantitative research to represent the variables modified in qualitative research.

### *4.2. Quantitative research*

In science, structural modeling methods (SEM) are a portfolio of techniques used for multi-variable analysis. Count of samples: A minimum sample size of 100 is required for SEM linear structural model analysis for latent structures of group 5 or below (Hair et al., 2013). However, the author opted for a non-convenience sampling procedure and a sample size of 260 to achieve the highest possible study quality. After distributing 325 surveys, the author received 294 legitimate responses (31 surveys did not fulfill the required number of responses). Next, using a sample size of 325, the author analyzed the linear structural model of SmartPLS 4.0.

Convenience sampling was used in this study to gather data from 325 respondents using the Google Forms platform. The survey will be conducted between January 2023 and March 2024. Using questionnaires, primary data is gathered and examined using the SmartPLS data analysis tool. A descriptive and targeted statistical analysis to show how knowledge sharing can mediate the relationship between individual ambidexterity and inspirational leadership. Specifically, the suggested hypotheses are tested and the generated concepts' reliability, convergent validity, and discriminant validity are assessed using the PLS-SEM approach.

## 5 Results

### *5.1. Demography of respondents*

Percentages are used to describe the information about the respondents. 48,6% of the responders are female, and 51,4% are male. The ages of respondents include those between the ages of 18 and 24 (32,8%), 35 to 44 (24,9%), and 25 to 34 (39,9%). Less than 1 year (21,9%), 1 to 3 years (24,3%), 3 to 5 years (33,2%), and more than 5 years (20,5%) of experience. Academic level: college (4,4%), postgraduate (14,3%), and university (81,2%). Monthly average income: Less than 6.5 million VND (19.2%), between 6.5 and under 10 million VND (21.6%), between 10 and under 20 million VND (49%), and beyond 20 million VND (10,3%).

### *5.2. Results of SEM model analysis*

*Testing the reliability of the research scale*

Cronbach's alpha coefficient was used to examine the scale's reliability for the KS, IA, and IL variable components, and it shows that all of them have CA values greater than or equal to 0.07. It demonstrates how closely related the scale's elements are to one another. Based on the extracted variance (AVE) and the Outer Loading factor indices, the convergent validity of the latent variables is evaluated. (Extracted Average Variance).

Fornell and Larcker state that for a latent variable to be considered adequate, its average ability to explain more than half of its variance must be demonstrated by having the total variance extracted AVE value equal to or greater

than 0.5. A factor or latent variable is often deemed to be eliminated from the research model if its AVE value is less than 0.5 (Fornell & Larcker, 1981).

In addition, two common indicators are used to assess the reliability of the scale: the single component loading coefficient (Outer Loading) and the composite reliability coefficient (CR - Composite Reliability). In light of this, the model's test dependability is deemed adequate if CR is greater than 0,7 and Outer Loading is greater than 0,4. (Hair Jr et al., 2021). The findings of the analysis demonstrate that each of the factors above satisfies the following conditions: the single factor loading coefficient is > 0,4 (the observed variables in the model have Outer Loadings ranging from 0,789 - 0,894); the extracted variance is greater than 0,5 (the factors in the model have extracted variances ranging from 0,681 - 0,717); and the CR is greater than 0,7 (the factors in the model have CRs ranging from 0,906 - 0,945). As a result, all factors meet the requirements for reliability and convergence on all scales. The measures all complied with the specifications, and Tables 1 presents the findings.

Table 1. Results of testing scale reliability

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| IA | 0,933 | 0,945 | 0,681 |
| IL_ | 0,845 | 0,906 | 0,764 |
| KS_ | 0,921 | 0,938 | 0,717 |

*Source: Survey data of 325 respondents in 2024*

Table 2. Outer Loadings – Matrix

| | IA | IL_ | KS_ |
|---|---|---|---|
| ER1 | 0,820 | | |
| ER2 | 0,813 | | |
| ER3 | 0,802 | | |
| ER4 | 0,833 | | |
| ER5 | 0,814 | | |
| EX1 | 0,789 | | |
| EX2 | 0,894 | | |
| EX3 | 0,832 | | |
| IL1 | | 0,864 | |
| IL2 | | 0,868 | |
| IL3 | | 0,890 | |
| KS1 | | | 0,862 |
| KS2 | | | 0,865 |
| KS3 | | | 0,841 |
| KS4 | | | 0,818 |
| KS5 | | | 0,864 |
| KS6 | | | 0,830 |

*Source: Survey data of 325 respondents in 2024*

### *5.3. Analysis the structural model*

Table 3. Results of testing Path Coefficients

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| IL_ -> KS_ | 0,895 | 0,895 | 0,021 | 41,653 | 0,000 |
| KS_ -> IA | 0,910 | 0,910 | 0,021 | 44,365 | 0,000 |

*Source: Survey data of 325 respondents in 2024*

Table 3 shows that the remaining impact relationships are statistically significant because the P value is less than 0.05. All impact coefficients have positive signs, so the impact relationships in the model are all positive. The order of impact from strong to weak is as follows: the relationship KS-> IA with a Sample mean coefficient of 0.910 is stronger than the relationship IL -> KS with a Sample mean coefficient of 0.895.

*5.4. Mediating relationships between variables in the study*

Table 4. Total Indirect Effects

| | IA |
|---|---|
| IA | |
| IL_ | 0,815 |
| KS_ | |

Table 5. Specific Indirect Effects

| | Specific Indirect Effects |
|---|---|
| IL_ -> KS_ -> IA | 0,815 |
| | |

Source: Survey data of 325 respondents in 2024

The specific indirect effects index may be seen in the intermediate relationship between KS and the impact relationship from IL to IA in the above table, where each indirect effect has a P-Value less than 0.05. The KS, IA, and IL variables have a temporal interval of 0.815.

Table 6. Total Effects

| | IA | IL_ | KS_ | P.value |
|---|---|---|---|---|
| IA | | | | 0.000 |
| IL_ | 0,815 | | 0,895 | 0.000 |
| KS_ | 0,910 | | | 0.000 |

Source: Survey data of 325 respondents in 2024

*5.5. Results of SEM model analysis*

Fisher states that academics typically use a P value of 5% to determine significance (Fisher, 1922). The investigation results show that the P-value for each hypothesis is less than 5%. As a result, the ability to convey knowledge and inspire others has a favorable effect on the personal ambidexterity of tourism professionals. The results of the study show that all factors have effect coefficients bigger than 0, which suggests that the independent variable (IL) and the intermediate variable (KS) have an equal impact on the dependent variable (IA).

Table 7. Hypothesis testing

| Hypothesis | | Direct effect (ß) | P-value | Conclusion |
|---|---|---|---|---|
| H1 | IL→ KS | 0,895 | 0,000 | Accepted |
| H2 | KS → IA | 0,910 | 0,000 | Accepted |
| | | Indirect effect | | |
| H3 | IL→ IA | 0,815 | 0,000 | Accepted |

Source: Survey data of 325 respondents in 2024

*5.6. Multicollinearity of independent variables*

Table 8. Multicollinearity of independent variables

| | VIF |
|---|---|
| ER1 | 2,452 |
| ER2 | 2,546 |
| ER3 | 2,876 |
| ER4 | 2,655 |
| ER5 | 2,460 |
| EX1 | 2,391 |
| EX2 | 4,012 |
| EX3 | 2,682 |
| IL1 | 1,943 |
| IL2 | 1,987 |
| IL3 | 2,212 |
| KS1 | 2,776 |
| KS2 | 2,823 |
| KS3 | 2,450 |
| KS4 | 2,232 |
| KS5 | 2,866 |
| KS6 | 2,398 |

*Source: Survey data of 325 respondents in 2024*

According to Hair et al. (2021), the Outer VIF table's results demonstrate that the observed variables ER, EX, IL, and KS do not exhibit collinearity because every VIF is less than 3.

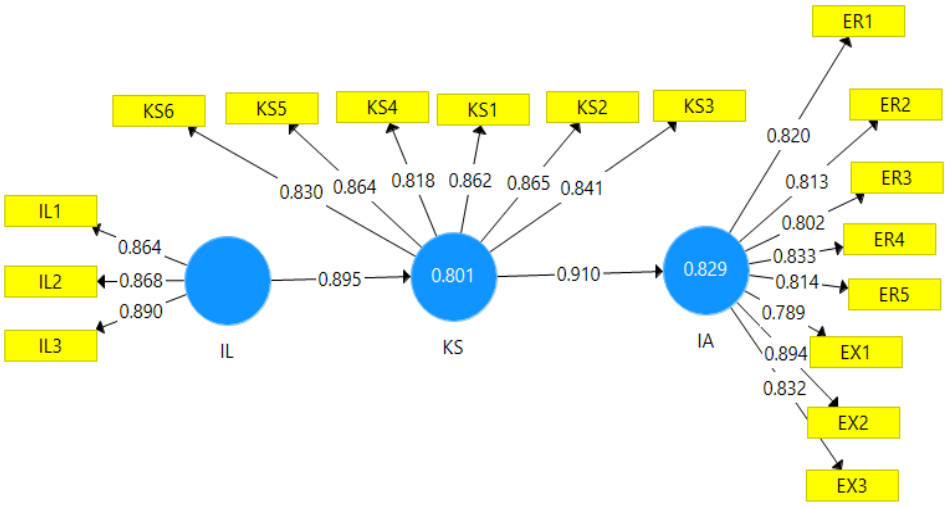


Figure 2. Structural model output

*Source: Results processed with SmartPLS from survey results of 325 respondents in 2024*

## 6 Conclusion

This study aims to investigate how the two component variables—exploitative innovation and explorative innovation—relate to the three variables—knowledge sharing, inspirational leadership, and individual ambidexterity. In particular, the study confirms that inspirational leadership has a positive effect on staff members'

capacity to explore and exploit opportunities when they are in direct contact with customers in the tourism sector, according to the results of bootstrapping analysis with 5,000 replicate samples for the structural model including three variables (IL, IA, and KS). Positive reinforcement and inspiration are how inspirational leadership generates motivation in staff members, enabling them to engage in creative work practices that augment productivity. The study's conclusions contradict those of earlier research (Kouzes and Posner, 2006; Lee, 2003) which bolster the notion that inspirational leaders are few in number. However, the study's results supported previous studies in developed countries (Han et al., 2016) and developing countries (Seba et al., 2012a, 2012b), highlighting the importance of leaders promoting knowledge sharing and the benefits of transformational leadership style in practice. The study also examines how information sharing skills affect the relationship between personal behavioral competency and inspirational leadership. The capacity for knowledge sharing encourages workers to become more exploitative and exploratory to enhance productivity (path coefficient = 0.910), while motivating leadership serves as a conduit for the dissemination of knowledge. information to employees to carry out their work activities (path coefficient = 0.895). When motivating leaders impart knowledge constructively and efficiently, staff members will be more equipped to experiment and find new opportunities, which will increase productivity.

## 7 Limitations and Future Research

There are a few limitations to this study that should be considered. First, data was only gathered from a small sample of employees working for travel agencies in Ho Chi Minh City—only ten organizations were included in the sample. As a result, more companies need to be included to have a more comprehensive sample. further synopsis. Furthermore, non-response bias and general issues procedure bias—a term that characterizes measurement error exacerbated by the sociability of respondents who wish to provide affirmative answers—are also causes for concern in this survey (Chang et al., 2010).This work is an empirical assessment of a theoretical model that investigates how individual behavioral competency in the moderating role of information sharing is affected by inspirational leadership. Weick (1995) believes that research in which an isolated statement captures the link between two variables but further correlations are not explored means that it cannot be empirically generalized. To support the generality of the findings, the model must be assessed using data from multiple samples. Further research can examine additional variables related to knowledge management and innovative performance enhancement to better understand the relationship between individual ambidexterity and inspirational leadership. Other organizations not included in the study's scope of the tourism sector could benefit from this research.

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