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Effect of Collaborative Culture on Innovation in Nepalese Hotels: *Mediation By Knowledge Sharing and Moderation By Self-Efficacy and Experience*

Sabina Raut[1]

Abstract

This research investigates the association between collaborative culture (Cc) and creative capabilities in five-star hotels in Kathmandu, Nepal, connecting Social Cognitive Theory. This study examines the impact of collaborative culture on knowledge sharing and assesses whether knowledge sharing (ks) mediates the relationship between collaborative culture and innovative capability. The study also examines the moderating effects of education and work experience on this association. A cross-sectional quantitative approach was utilized to gather data from 215 hotel employees, comprising managers, supervisors, and junior staff, using convenience sampling. The results indicate that a collaborative culture enhances knowledge sharing. Knowledge sharing and self-efficacy are positively associated with innovative capability. A collaborative culture negatively impacts innovative capabilities. Knowledge sharing facilitates the connection between collaborative culture and creative capabilities. Self-efficacy and work experience substantially influenced the relationships examined. These findings highlight the significance of cultivating a collaborative culture to improve innovation capacity in the hospitality industry. In this study, ks is not considered as a construct or part rather its influence collaborative culture. Cc is the part of organizational culture represent environmental aspect whereas ks represents behavioural aspect.

Keywords: collaborative culture, innovation capability, knowledge sharing, self-efficacy, working tenure

INTRODUCTION

Innovation is commonly characterised as the generation, acceptance, and execution of novel ideas, processes, products, or services (Ferreira et al., 2020). As industries progress, innovation is crucial for survival and a competitive edge, particularly in the volatile and unpredictable tourism sector (Yasir, 2018). Naldi (2022) highlights that hotels are progressively using new strategies to address changing visitor expectations, technology improvements, and competitive challenges. Innovation in hospitality appears in several ways, including service, technical, human resource, and collaborative innovations, each enhancing client experiences and operational

[1]Miss Raut is an Instructor of Hotel Management at NATHM and an MPhil student at the Kathmandu University School of Management. Her email ID is: sabinaraut@nathm.edu.np

efficiency. Nepal's hospitality sector is acknowledged as a vital economic driver (UNWTO, 2020) and plays a critical role in national development. The COVID-19 epidemic has significantly affected the industry (Prasain, 2023). It is very crucial to remain versatile for the sustainable growth of this industry. Employees are considered as essential part where their knowledge, trust within and common objective is important to sustain in ever changing environment. The foundation of Collaborative Culture lies in mutual respect, caring, and support (Bstieler & Hemmert, 2010; Lei et al., 2017). The fundamental elements of organizational culture promote coordination, cooperation, and open communication will enhance interaction, knowledge sharing within the organization (Hogan & Coote, 2014). CC the part of organizational culture, mobilizes all members to achieve shared objectives which considerably improve firms' capacity to innovate.

Empirical research indicates that knowledge sharing (KS), when combined with the organisational environment, leadership support, reward systems, and communication infrastructure, substantially impacts innovation capabilities (Camelo-Ordaz et al., 2011). Effective knowledge sharing is crucial for operational performance in the hotel sector (Gupta & Govindarajan, 2000).

Both CC and KS are key catalysts of the invention (Kucharska & Kowalczyk, 2016). CC promotes KS, and a collaborative atmosphere facilitates the implementation of knowledge-sharing techniques at all organisational tiers (Yang, 2007). Employees are integral to this process, as their propensity to share knowledge is influenced by a collaborative work culture. Knowledge Sharing (KS) has been demonstrated to facilitate the connection between Creative Capital (CC) and innovation (Yang et al., 2018). Although individual traits such as optimism, self-efficacy, and work experience significantly influence the knowledge-sharing (KS) process, prior research has not explored this relationship considering these moderating variables. The present study aims to address this gap by contributing to the existing literature on knowledge sharing and innovative capability. This study also enhances knowledge-based theory, which aligns with the concept of fundamental resources as the intrinsic foundation for organisational capability. Previous research focused on elucidating the relationship among CC, KS, and IC across various firms and industries, recommending additional investigations in the hotel sector and other enterprises as well as including moderating variables of individual characteristics i.e., self-efficacy, working experience and education level as they strongly influence on Knowledge sharing process (Wang & Noe 2010;Yan et al., 2018).

Addressing the gap, this study examines the correlation between collaborative culture and the innovation capability of five-star hotels in Kathmandu, Nepal. This study examines whether knowledge sharing (KS) mediates the relationship between Collaborative culture (CC) and Innovation capability (IC) and whether education and work experience mitigate the connection between KS and IC, thereby enhancing knowledge-based theory and literature on innovation within the hospitality industry.

The main objective of this study is to know about the impact of collaborative culture on innovative capability based on the product with the mediation of knowledge sharing, and to examine the moderation effect of KS and IC by self-efficacy and working experience in the context of a Nepalese five-star hotel in Kathmandu.

REVIEW OF LITERATURE

This study is based on Social Cognitive Theory (Bandura, 1986), which says that individual behaviour, cognitive processes, and environmental factors all work together to affect learning and performance outcomes. A collaborative organisational culture creates an environment that is good for observational learning and social reinforcement, which encourages people to share what they know. Additionally, self-efficacy and job experience, as individual cognitive characteristics, may influence the extent to which individuals utilise common information to improve innovation capacity.

Innovative capability and Collaborative culture

Innovation is essential for business development and competitiveness. It entails the creation of novel or enhanced products, processes, markets, and management methodologies (European Commission, 1995; Ferreira et al., 2020; OECD, 2005). In the swiftly transforming tourist sector, particularly in the hotel business, innovation is crucial to address shifting customer expectations and manage market volatility (Yasir, 2018). Hotels encounter increasing strain from technological advancements, fierce rivalry, and evolving visitor expectations (Kim & Lee, 2013). As travel preferences change, providing quality, flawless service is insufficient; hotels must also present creative and unforgettable experiences (Hu et al., 2009; Swanson et al., 2020).

Research indicates that the hotel industry is deficient in adopting innovations compared to other sectors (Gomezelj, 2016; Martin-Rios & Pasamar, 2018; Tajeddini et al., 2017). Technological advancements and innovative thinking in product and service development can distinguish hotels, improve client happiness, and establish an enduring competitive advantage (Evangelista & Vezzani, 2010). Lopez et al. (2004) state that Collaborative Culture is a key element of organisational culture. It is characterised by strategic foresight, sophisticated change management, collaboration, transparency, risk-taking, trust, and the empowerment of personnel. CC was established on the principle that individuals ought to respect, care for, and support one another (Lei et al., 2017). Collective power is centred on uniting all members to collaboratively pursue a common goal. Consequently, it will markedly enhance organisations' ability to innovate. Collaboration has been demonstrated to correlate with inventive and creative outcomes. DeCusatis (2008) and Barczak et al. (2010) concluded that innovation strategy relies on robust cooperation, engagement, and knowledge exchange. Their findings indicated a strong correlation between CC and inventiveness. Holtzman (2014) asserts that cultivating collaborative partnerships is a fundamental method to enhance an individual's creative capacity. Hogan and Coote (2014) observed that several core

characteristics of CC, including openness, flexibility, communication processes, and commitment, foster creativity, empowerment, and transformation, which are essential for stimulating innovation. Enhancing engagement and collaboration will facilitate the modification of existing processes and the creation of new goods Kumar et al. (2016). Based on theoretical reasons and facts, the researchers put forth this hypothesis.

H_1: Collaborative Culture has a positive relationship with Innovative Capability.

Knowledge sharing as a mediator

In the hospitality industry, knowledge includes information about clients, products and services, operating protocols, competitors, and coworkers (Yang & Wan, 2004). Knowledge sharing unfolds when individuals are incentivised to both receive and convey information (Chen et al., 2013). This process generally encompasses two primary behaviours: knowledge donation-the readiness to disseminate information to others-and knowledge collection-the endeavour to obtain knowledge from others. Since hospitality services are generated and consumed concurrently, it is essential to proactively avert service breakdowns. An effective method for reducing errors is the sharing of information and experience (Swanson et al., 2020). Furthermore, the elevated rate of turnover in the hotel business hinders continual knowledge acquisition and retention, making knowledge sharing an essential technique for the preservation and transfer of organizational expertise (Shamim et al., 2017). Polanyi (1958) distinguished between two types of knowledge: explicit and tacit. Tacit knowledge encompasses intangible skills and abilities that are inherently difficult to articulate, document, or codify. In contrast, explicit knowledge refers to information that can be easily communicated and recorded in formats such as books, documents, databases, and reports. Despite its intangible nature, tacit knowledge is considered essential to the success of individuals, teams, and organisations (Styhre, 2004).

De Long and Fahey (2000) argued that a collaborative organisational culture promotes knowledge-sharing behaviours, thereby enhancing overall organisational performance. A positive culture encourages the free exchange of knowledge, contributing to improved effectiveness and productivity. Knowledge sharing also creates opportunities for organisations to innovate by developing new programs and solutions, ultimately leading to a competitive advantage (Reid, 2003). Similarly, Yang (2007) found that collaborative cultures have a significant positive influence on knowledge-sharing behaviour. Empirical studies have repeatedly recognised knowledge sharing (KS) as a crucial precursor to innovation potential, alongside other significant aspects such as organisational environment, management support, reward systems, and communication infrastructure (Camelo-Ordaz et al., 2011). In the hospitality sector, knowledge sharing is essential, since it improves employees' abilities in service innovation and client focus, while also augmenting organisational efficiency (Kim & Lee, 2013; Lombardi et al., 2019).

Collaborative culture (CC) is seen as a fundamental component that promotes knowledge sharing (KS) among employees. Sveiby and Simons (2002) assert that cooperation expedites the implementation of knowledge-sharing methods, particularly when employees participate at all organizational levels. Yang (2007) underscored the beneficial impact of a collaborative culture on the efficacy of knowledge sharing (KS). Mueller (2014) showed that a collaborative and transparent organisational culture markedly improves information exchange. Considering these theoretical frameworks and empirical evidence, the subsequent hypothesis is posited.

H_2: Knowledge sharing mediates the relationship between CC and IC.

Self-Efficacy and Work Experience as Moderators

Self-efficacy (SE) denotes an individual's belief in their capacity to execute acts that advantage others (Chen & Hung, 2010). It signifies assurance in one's ability to get desired results through individual effort and affects the propensity to participate in diverse activities (Maddux, 2016). Research has continuously demonstrated that self-efficacy (SE) favourably influences knowledge sharing (KS), as individuals with elevated SE are more predisposed to disseminate knowledge within organizations (Bilginoglu & Yozgat, 2018; Carmeli et al., 2013; Chen & Hung, 2010; Jung, 2014).

SE also has a crucial function in fostering inventive behaviour. It functions as an indicator of creativity, a mediator between individual characteristics and inventive work behaviour, and an assessment of one's capacity to execute creative activities (Ford, 1996; Gong et al., 2009; Karwowski et al., 2013). Employees with elevated self-efficacy are more inclined to suggest ideas, champion innovation, and proactively implement creative solutions (Hsiao et al., 2011; Scott, 1994). Furthermore, SE catalyses innovation inside organisational settings (Mielniczuk & Laguna, 2020). This study posits a hypothesis that investigates the moderating influence of self-efficacy and job experience on the link between information sharing and innovative capability.

H_3: Self-efficacy moderates the relationship between knowledge sharing and Innovative capability.

Working Tenure as a Moderator

Organisational tenure, defined as the duration of an employee's service inside an organisation, can impact psychological characteristics, cognitive viewpoints, experience, and career objectives, hence potentially influencing creative behaviour (Ng & Feldman, 2013). Research presents inconclusive results about the influence of tenure on creativity. Certain research indicates that individuals with shorter tenure demonstrate greater innovation, workplace engagement, and satisfaction than their long-tenured colleagues (Liu et al., 2015).

New employees frequently exhibit heightened excitement for communication and information sharing, motivated by a desire to forge relationships and assimilate into the organisation (Filstad, 2004; Kammeyer-Mueller et al., 2011; Morrison, 1993; Schermerhorn, 1977). These behaviours encompass soliciting feedback, obtaining emotional support, and acquiring job-related information.

In contrast, long-serving employees can serve as significant repositories of information owing to their broad expertise and organisational acumen (Calo, 2008; Lin & Lee, 2004). They frequently assume a pivotal role in guiding and integrating newcomers. Nevertheless, they might be disinclined to disseminate knowledge due to apprehensions over the preservation of authority, safeguarding entrenched social networks, or the fear of rivalry from fresher employees (Flamant, 2007; Hunter et al., 1990; Pelled et al., 1999 ; Titi Amayah, 2013). These dynamics indicate that employment duration may influence the link between knowledge sharing and creativity.

H_4: Working tenure moderates the relationship between KS and IC.

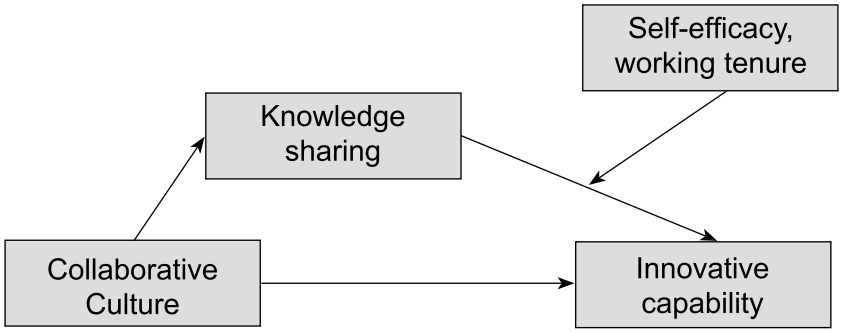

Figure 1. *Conceptual Framework*

RESEARCH METHODS

This study employed a descriptive research approach to investigate the association between collaborative culture (CC) and innovation capability (IC) in five-star hotels, with knowledge sharing (KS) serving as a mediating variable. The moderating effects of self-efficacy and working tenure on the connection between knowledge sharing and innovative capability were examined. This approach facilitated the systematic study of interactions within a real-world setting, contextual-specific results. The approach was suitable since the study aimed to characterize and quantify connections rather than determine causation, providing a robust basis for more comprehensive or experimental investigations. A cross-sectional, quantitative methodology was employed, utilising moderated multiple regression (MMR) for data analysis. Data were gathered through an online survey disseminated via

Google Forms. The target demographic comprised personnel, including managers, supervisors, and operational staff, employed in the 20 five-star hotels situated in Kathmandu, as identified by published records from the Nepal Tourism Board and Hotel Association Nepal. This study was focused on Kathmandu for its prominence as a strategic hub for luxury hotels and a key entry point for travellers and also due to the accessibility to five star hotels and their department heads, managers and supervisors as they participate more in improving and sharing knowledge, whereas future scope for further study can broaden these areas, which can be generalized. A non-probability convenience sample technique was utilised for accessibility and dissemination purposes. The questionnaire, conducted in English, comprised demographic items including age, position, and length of employment, presuming respondents' language competency. This research is limited to collaborative culture and its impact on innovative capability via the mediating role of Knowledge sharing, where future studies can consider other roles of organizational culture. In this research, self-efficacy and working experience are taken as moderating constructs between KS and IC, whereas future studies can consider other constructs such as education and optimism. This research has limits within a quantitative research design; further studies can concentrate on a qualitative approach.

Four validated tools, extensively utilised in research, were employed to measure the variables in this investigation. Innovative Capability (IC): Derived from Tsai et al. (2001), this six-item scale evaluates innovation using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Example item: "Our firm frequently creates innovative products and services that are well-received by the market." Knowledge Sharing (KS): According to Cheng and Li (2001), this ten-item scale assesses knowledge sharing using a 5-point Likert scale. Sample statement: "I am generally inclined to disseminate my knowledge and expertise to others." Collaborative Culture (CC): Based on Lopez et al. (2004), this eight-item scale assesses collaborative culture utilising a 5-point Likert scale. Examples of items include: "All opinions and contributions are valued", and "Interdepartmental collaboration is promoted." Self-Efficacy (SE): According to Chen et al. (2001), this eight-item scale assesses self-efficacy using a 5-point Likert scale. Sample statement: "Despite challenging circumstances, I am capable of performing effectively."

DATA ANALYSIS AND DISCUSSION

Inferential and descriptive statistics are used for data analysis. Central tendency (mean) and dispersion (standard deviation) are measured for data analysis from descriptive statistics. Correlation analysis is conducted between the dependent and independent variables for the purpose of hypothesis testing. Moderated multiple regression for all the relevant statistical analyses.

The mean value and standard deviation of 3.96, 0.96 for the independent variables CC suggest that the employees of the hotel industry agree with the importance of

Table 1
Descriptive Analysis and Correlation

Correlation	Mean	SD	tot_CC	tot_KS	tot_IC	tot_SE	WE
tot_CC	3.968	0.962	1				
tot_KS	3.905	0.832	0.701**	1			
tot_IC	3.917	0.821	0.447**	0.719**	1		
tot_SE	3.929	0.747	0.419**	0.560**	0.791**	1	
WT	2.600	1.026	-0.112	0.185**	0.126	0.076	1

*** Correlation is significant at the 0.01 level (2-tailed).*

Note. Field survey, 2024

Table 2
Reliability and Validity Test: Factor Analysis

Measure	Value
KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity	0.928
Approx. Chi-Square	6420.902
df	465
Sig.	0.000

Note. Field survey, 2024

CC in their organization, with a mean value, standard deviation of 3.90, 0.83 for KS showing the existence of knowledge sharing practices in the hotel industry. The employees are in agreement with the presence of the dependent variable IC in their organizations, with a mean value and standard deviation of 3.91, 0.82. Respectively, the mean value, the standard deviation of 3.92, 0.74 for SE suggest the presence of self-efficacy among the hotel employees.

The results of the Factor loading analysis evaluated for the items of the researched variables using the KMO test indicated values over 0.7, which is 0.928 and it is highly acceptable. According to Bartlett's test of sphericity, which identifies a significant p-value, 0.000, the data are normally distributed, suggesting that factor analysis is suitable for further analysis.

For the reliability test, Cronbach's Alpha is performed, resulting in all four scales' values above 0.70, ensuring the reliability of measures: Collaborative culture, Knowledge sharing, Self-efficacy and Innovative Capability.

The model shows an R-squared value of 0.4913, resulting in a variance of 49.13% in the mediating variable, Knowledge sharing, which is explained by the independent

variable Collaborative Culture. The p-value indicates that the overall model is statistically significant. The coefficients, the intercept is -2.4072, which indicates the estimated value of KS when CC is zero. The coefficient for CC is 0.6067, which suggests that for every unit increase in CC, KS is expected to increase by 0.6067 units. The p-value is 0.0000, which shows that they are statistically significant. Thus, the hypotheses H1 is accepted.

The aforementioned model's R-squared value is 0.7476, indicating that the dependent variable's variance accounts for 74.76% of the total variance. The independent variable explains the innovative capability (IC). The whole model appears to be statistically significant based on the p-value.

The estimated value of IC when all independent variables are at zero is represented by the coefficients, the intercept, which is 4.4048. The relative coefficients for CC, KS, and SE are -0.1214, 0.4953, and 0.6109. These imply that for every unit rise in KS and SE, IC is predicted to grow by 0.4953 and 0.6109 units, respectively, whereas for every unit increase in CC, KS, IC is likely to drop by 0.1214 units. The interaction between KS and SE, as well as KS and work experience, is shown by

Table 3
Reliability Statistics

Cronbach's Alpha	N of Items
0.949	8
0.893	8
0.874	5
0.938	10

Note. Field survey, 2024

Table 4

Model Summary

tot_KS

R	R-sq	MSE	F	df1	df2	p
0.7009	0.4913	0.3540	205.7286	1.0000	213.0000	0.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-2.4072	0.1727	-13.9415	0.0000	-2.7476	-2.0669
tot_CC	0.6067	0.0423	14.3432	0.0000	0.5233	0.6900

Note. Field survey, 2024

Table 5
Moderating Relationship Analysis

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.8647	0.7476	0.1749	102.7041	6.0000	208.0000	0.0000
Model	coeff	se	t	p	LLCI	ULCI
constant	4.4048	0.1719	25.6290	0.0000	4.0660	4.7436
tot_CC	-0.1214	0.0421	-2.8830	0.0044	-0.2044	-0.0384
tot_KS	0.4953	0.0586	8.4597	0.0000	0.3799	0.6108
tot_SE	0.6109	0.0511	11.9518	0.0000	0.5101	0.7117
nt_1	-0.0280	0.0371	-0.7533	0.4521	-0.1012	0.0452
Work_T	-0.0006	0.0287	-0.0204	0.9837	-0.0573	0.0561
Int_2	-0.0249	0.0413	-0.6026	0.5474	-0.1063	0.0565

Note. Field survey, 2024

the coefficients of Int_1 and Int_2, which are -0.0280 and -0.0249, respectively. However, the p-values are not statistically significant, indicating at the interaction effects may not be important in explaining the variation in IC. According to this model, KS and SE have positive associations with IC, whereas CC has a negative relationship with it. H2: Knowledge sharing mediates the relationship between CC and IC, which is accepted. There is no statistically significant relationship between KS and Work experience or KS and SE.

The table shows that variable CC has a direct adverse impact on variable IC from its coefficient of -0.1214, standard error of 0.0421, t-value of -2.8830, and p-value of 0.0044. The 95% confidence interval for the effect ranges from -0.2044 to -0.0384. In addition, it appears that the three variables CC, KS, and IPC have an indirect relationship. With a value of -0.7472 for CC to KS and a coefficient of 0.3287 for KS to IC, SE and Work experience moderate the indirect impact. The confidence ranges for each of the above coefficients do not contain zero; however, the coefficients for SE and Working tenure change based on the sample.

The indirect relationship between CC and IC is moderated by SE and Working tenure according to the partially moderated mediation indices, where H4: Working tenure moderates the relationship between KS and IC is accepted and significant moderating effects for both variables, which shows that hypothesis H3 is also accepted. The findings of the study depict that CC has negative impacts on IC which is also supported by Kim et al. (2018) in South Korea among hotel employees highlights that collaborative culture does not promote innovative capability due to the chance that people would adopt as group norms and refrain from expressing different or opposing opinions, a phenomenon known as groupthink. To promote

Table 6

Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
- 0.1214	0.0421	-2.883	0.0044	-0.2044	-0.0384
Conditional indirect effects of X on Y					
Indirect effect:					
tot_CC -> tot_KS -> tot_C					
tot_SE	Work_E	Effect	BootSE	BootLLCI	BootULCI
-0.7472	-1.0263	0.3287	0.0582	0.2145	0.4418
-0.7472	0.0000	0.3132	0.0413	0.233	0.3958
-0.7472	1.0263	0.2977	0.043	0.2123	0.3799
0.0000	-1.0263	0.316	0.0562	0.2055	0.4242
0.0000	0.0000	0.3005	0.0369	0.2297	0.374
0.0000	1.0263	0.285	0.0373	0.2101	0.3549
0.7472	-1.0263	0.3033	0.0578	0.1933	0.4163
0.7472	0.0000	0.2878	0.0377	0.2139	0.3612
0.7472	1.0263	0.2723	0.0364	0.197	0.3406
Indices of partial moderated mediation:					
	Index	BootSE	BootLLCI	BootULCI	
tot_SE	-0.017	0.0189	-0.055	0.0196	
Work_E	-0.0151	0.0294	-0.077	0.0403	

Note. Field survey, 2024

creativity, they advise managers to set up a setting that strikes a balance between teamwork, individuality, and variety. The findings of the study supported that hotel production is much lower than in all other economic sectors, and the hospitality sector is less likely to innovate than other service industries (Gomezelj, 2016; Martin-Rios & Pasamar, 2018; Tajeddini et al., 2017). Innovative capability seems to be low due to the negative impact of CC on IC.

The result of the study shows that KS and SE have positive relationships with IC which is also generally supported by Chen et al. (2019) by promoting the sharing of knowledge between staff members and offering chances for training and development that enhance self-efficacy, the author contend that hotel managers may encourage the potential to produce creative products. Additionally, they stress how crucial it is to have an innovative, supportive workplace culture.

The relationship between CC and IP is partially mediated by KS, indicating that CC promotes innovation both directly and indirectly via these factors. Furthermore, this mediating impact is partially moderated by self-efficacy and working tenure,

suggesting that workers confidence and acquired experience affect the intensity of indirect interactions which is also supported by Wang et., (2020) discovered that the association between collaborative culture and creative product capacity was partially mediated by information sharing, which suggests that collaborative culture may improve innovative product capability by encouraging knowledge sharing among employees. The finding of the research is also supported by the social cognitive theory (SCT), where collaborative culture (CC) as an environmental factor promotes knowledge sharing (KS) as a behavioural factor, while self-efficacy (SE) serves as the personal factor enhancing confidence in innovative capability. KS and SE together augment innovative capacity (IC), with working tenure further enhancing SE's impact. Self-efficacy has a significant role in influencing one's behaviour and performance. With high self-efficacy, people are more likely to act in ways that produce positive results, according to SCT. Therefore, it makes sense to assume that staff members with high levels of self-efficacy would be more willing to share information and perform better on jobs requiring innovation. According to the JD-R model, collaborative culture (CC) serves as a job resource that promotes knowledge sharing (KS) and improves self-efficacy (SE), both of which augment innovative capacity (IC). Knowledge Sharing (KS) facilitates the sharing of ideas and best practices among workers, individuals who have a high degree of job resources such as self-efficacy and work experience are better able to handle the needs of innovative tasks and, therefore, are more inclined to succeed at them. The working tenure enhances the effect of SE, demonstrating that extended access to assistance may develop individual competencies.

According to the authors, hotel managers may encourage the production of creative products by developing a collaborative culture that values cooperation, communication, and information sharing. Additionally, they highlight the need of offering staff training and development opportunities to improve their knowledge and abilities as well as the significance of developing a supportive corporate culture that encourages creativity and experimentation (Wang et.al, 2020).

CONCLUSION AND IMPLICATIONS

Conclusion: This research examined the effect of a collaborative culture on innovative capabilities in five-star hotels in Kathmandu, with knowledge sharing serving as a mediating factor. It also evaluated whether self-efficacy and work experience shift the association between sharing knowledge and innovative capacity. The results enhance the existing knowledge-based approach by emphasising the significance of organisational culture and human capital in promoting innovation in the hospitality sector. The research indicated that knowledge sharing and self-efficacy significantly affect innovation. The relationship between Collaborative culture and Innovation is partially mediated by Knowledge sharing and Self-efficacy, and this indirect effect is partially moderated by SE and Working tenure.

Implications: The study's findings contribute towards the theory of innovation and act as a valuable addition to extant literature on knowledge management and innovation, and Collaborative culture. After COVID-19, the hotel industry and Nepal's economy have suffered badly. This research helps practitioners and managers to foster knowledge-sharing behaviour and provide new insights, developing a culture that promotes innovation effectively and uplifts the entire organisational performance. The innovative performance of the service industry is the key to organisational growth and survival. The business environment of the hotel may suffer if the connection between innovativeness and knowledge management is ignored. For a company to properly manage knowledge, cultural aspects must be shaped. Self–efficacy and working tenure of the employees should be considered as it has an impact on knowledge-sharing behaviour, which ultimately affects the Innovative capability of a hotel. They have a significant impact on IC, which entails that hoteliers need to empower self-efficacy within the employees, and working tenure should be prioritised while hiring or assigning tasks, as it ensures innovative capability along with knowledge-sharing behaviour. This study provides significant guidelines for managers and hoteliers, even while recruiting employees, their self-efficacy and working experience also instigate knowledge sharing, resulting in innovative capability.

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Conflict of interest

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