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Integrating knowledge sharing and organizational climates to drive talent retention: Insights from the high-end hospitality industry

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Abstract

This study addresses critical gaps in understanding how knowledge-sharing (KS) practices and organizational climates influence talent retention (TR) in the high-end hotel industry, where high employee turnover and demanding service standards pose significant challenges. While previous research has recognized the importance of innovation climate (IC) and mindfulness climate (MC), their combined effects and mediating roles in translating KS into TR outcomes remain underexplored. Additionally, existing studies predominantly adopt linear approaches, overlooking the configurational nature of these relationships. To bridge these gaps, this study adopts a dual-method approach, integrating Partial Least Squares Structural Equation Modeling (Smart PLS-SEM) and fuzzy-set Qualitative Comparative Analysis (fsQCA). PLS-SEM results reveal that implicit knowledge (IK) and explicit knowledge (EK) significantly shape IC and MC, which directly enhance TR. Furthermore, IK and EK indirectly influence TR through the mediating effects of IC and MC, underscoring the critical role of supportive and adaptive organizational climates. Complementing these findings, fsQCA identifies key configurations, such as the combination of IC and MC, and the pairing of IC and IK, demonstrating how innovation and emotional resilience synergistically mitigate turnover. This research advances the literature by integrating theoretical perspectives, including the Knowledge-Based View, Conservation of Resources theory, and Nonaka's SECI Model, to position IC and MC as dual enablers of TR. By combining linear and configurational analyses, the study offers a comprehensive understanding of the interplay between KS, IC, MC, and TR. Practical recommendations emphasize embedding KS practices within innovation and mindfulness initiatives to foster employee well-being, engagement, and sustainable TR in the high-end hospitality industry.

Keywords: High-End Hospitality, Innovation Climate, Knowledge Sharing, Mindfulness Climate, Smart PLS-SEM, fsQCA, Talent Retention.

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1. Introduction

Talent retention (TR) poses a significant challenge in the high-end hotel industry, where the demands for exceptional service, high turnover rates, and workplace pressures can adversely impact organizational performance and guest satisfaction [1]. Therefore, given the reliance of luxury hotels on skilled employees to deliver personalized and high-quality service, understanding the factors that drive TR is critical for maintaining a competitive advantage [2]. Although previous research has primarily focused on individual factors like compensation, benefits, and work-life balance, the roles of organizational climates and knowledge-sharing (KS) practices remain underexplored [3-5]. This gap, moreover, is particularly pronounced in the context of high-end hotels, where fostering supportive, innovative, and emotionally resilient workplace cultures is essential for addressing the complexities of luxury service environments [6].

Organizational climates, particularly innovation climate (IC) and mindfulness climate (MC), have emerged as key enablers of TR [7]. Specifically, IC drives creativity, adaptability, and collaborative problem-solving, while MC supports emotional resilience, stress management, and overall psychological well-being [8, 9]. While these climates are recognized as essential for TR, the specific pathways through which they mediate the effects of knowledge-sharing remain underexplored [9]. Furthermore, implicit knowledge (IK), characterized by informal, experiential knowledge-sharing, and explicit knowledge (EK), defined as structured, codified knowledge, are critical for maintaining service quality in luxury hospitality [10, 11]. Nevertheless, the indirect effects of IK and EK on TR, through the mediating roles of IC and MC, require deeper investigation to fill this gap [12, 13].

Consequently, several research gaps in the literature highlight the need for this study. Firstly, while IC and MC have been identified as pivotal for TR, their combined effects and mediating roles remain underexplored in high-end hotels [14]. Secondly, although IK and EK are fundamental to shaping organizational climates, their indirect influence on TR through IC and MC has not been adequately examined [15]. Thirdly, existing studies predominantly employ linear models, which fail to capture the configurational nature of retention dynamics [16, 17]. Lastly, research in emerging markets like Vietnam, where the luxury hospitality sector is expanding rapidly, remains limited, leaving a significant gap in understanding TR in this context [18].

To address these gaps, the study integrates multiple theories to underpin its analysis. The Knowledge-Based View (KBV) emphasizes the role of IK and EK as critical organizational resources for competitive advantage, enabling the creation of IC and MC [19]. Additionally, Herzberg, et al. [20] Two-Factor Theory highlights intrinsic motivators like supportive climates as key drivers of satisfaction and retention [21]. Conservation of Resources (COR) Theory, furthermore, provides a framework for understanding how IC and MC mitigate stress and promote psychological well-being, facilitating TR [22]. Moreover, Nonaka's SECI Model explains the interplay of IK and EK in shaping IC and MC through dynamic processes of knowledge-sharing, while Job Demands-Resources (JD-R) Theory illustrates how IC and MC balance job demands and resources to enhance retention in high-stress environments [23, 24].

To this end, the study adopts an integrated methodological approach, combining Partial Least Squares Structural Equation Modeling (Smart PLS-SEM) and fuzzy-set Qualitative Comparative Analysis (fsQCA). On the one hand, PLS-SEM facilitates the examination of linear relationships and identifies the mediating roles of IC and MC, while on the other hand, fsQCA uncovers configurational pathways that reveal the interplay between KS practices, IC, MC, and TR. By combining these methods, this dual-method approach bridges reductionist and holistic perspectives, offering a comprehensive understanding of how TR is driven by the dynamic interplay of these factors.

Accordingly, this study addresses the identified gaps through three primary objectives:

- To examine how IK and EK influence IC and MC in the high-end hotel industry.
- To explore the mediating roles of IC and MC in the relationship between KS practices and TR.
- To identify specific configurational pathways that drive TR using fsQCA.

By focusing on Vietnam's high-end hotel industry, this research provides novel insights into a rapidly growing but under-researched context, offering actionable recommendations for fostering employee engagement and loyalty in luxury hospitality.

In conclusion, this study advances the theoretical understanding of TR by integrating KBV, COR, and JD-R theories into a comprehensive framework that emphasizes the roles of KS, IC, and MC. The findings reveal that while IK and EK influence IC and MC, these climates are essential mediators for translating KS practices into TR outcomes. Furthermore, by combining linear and configurational methods, this study provides a nuanced understanding of the dynamic interplay

among these factors, contributing both theoretical and practical insights to talent management in high-stress environments like luxury hospitality.

2. Literature Review

2.1. Theoretical Framework

The theoretical framework integrates diverse perspectives to explore the intricate relationships among TR, IC, MC, IK, and EK in the high-end hospitality industry. These constructs collectively illuminate how organizational climates and knowledge-sharing practices drive sustainable TR in a highly demanding sector.

2.1.1. Herzberg's Two-Factor Theory

This theory highlights the importance of intrinsic motivators, such as a supportive organizational climate, in reducing turnover and improving job satisfaction [21]. IC fosters creativity and growth opportunities, while MC provides emotional support and psychological safety, addressing employees' higher-order needs for belonging and resilience [6, 25]. In the context of TR, IC and MC are pivotal in creating a culture that retains talent by promoting engagement and satisfaction, as found in similar studies on supportive organizational environments [26, 27].

2.1.2. Conservation of Resources (COR) Theory

COR Theory emphasizes how IC and MC help employees conserve and enhance their emotional and psychological resources [28]. IC reduces cognitive stress by fostering problem-solving and innovation, while MC mitigates emotional strain by providing psychological safety and reducing burnout. This interplay is critical in high-pressure environments like luxury hospitality, where fostering IC and MC directly supports TR by reducing the stress that often leads to turnover [29, 30].

2.1.3. Knowledge-Based View (KBV)

KBV frames IK and EK as strategic resources essential for organizational competitiveness [31]. IK, shared informally through personal interactions, drives the creativity and adaptability central to IC, while EK provides structure and consistency, enhancing MC. Together, IK and EK form the foundation of climates that promote TR, enabling organizations to leverage innovation and emotional well-being effectively [32, 33].

2.1.4. Job Demands-Resources (JD-R) Theory

JD-R Theory explains how IC and MC balance the demands placed on employees with the resources provided to meet those demands [34]. IC addresses employees' needs for growth and challenge by encouraging innovation, while MC provides emotional support to help employees manage stress and maintain resilience. This balance is crucial for TR in the high-end hospitality industry, where employees face significant cognitive and emotional demands [35].

2.1.5. Nonaka's SECI Model

The SECI Model (Socialization, Externalization, Combination, Internalization) underscores how IK and EK interact dynamically to shape IC and MC [36]. Socialization processes foster IK sharing, contributing to IC, while externalization and combination processes codify EK, strengthening MC. These continuous knowledge-sharing processes underpin adaptive and supportive climates that enhance TR by fostering innovation and emotional well-being [37, 38].

2.1.6. Interaction Between IC and MC

The synergistic interaction between IC and MC reflects their complementary roles in promoting TR [16, 39]. MC enhances focus, adaptability, and emotional resilience, amplifying the creative and innovative potential of IC [25]. Together, IC and MC form a cohesive framework that addresses both cognitive and emotional dimensions of work, supporting employee engagement and retention in high-stress environments [27].

By integrating these theories, the framework provides a cohesive understanding of the mechanisms through which IK and EK influence IC and MC, and how these climates contribute to TR. This interconnected approach ensures alignment with the study's broader exploration of fostering sustainable TR through knowledge sharing and supportive organizational climates.

2.2. Talent Retention in the High-End Hotel Industry

Talent Retention (TR) is a critical concern in the high-end hotel industry due to its reliance on a skilled and committed workforce to deliver service excellence and guest satisfaction [16]. However, the industry faces high turnover rates, with reports of annual rates reaching 30% to 50% in certain regions [1, 40]. These challenges are amplified by the unique pressures of luxury hospitality, including demanding guest expectations, irregular working hours, and the emotional labor required for personalized service delivery [7, 41]. While traditional strategies, such as competitive compensation and career development opportunities, are necessary Dhar [42] research increasingly highlights the role of organizational culture and workplace climates in fostering employee commitment [27].

Theoretical insights from Herzberg's Two-Factor Theory suggest that intrinsic motivators, such as supportive workplace climates, are critical for enhancing job satisfaction and reducing turnover [21]. Furthermore, the high-end hospitality sector demands creativity, adaptability, and emotional intelligence, emphasizing non-monetary drivers of retention [5]. Supportive organizational climates have been shown to enhance job satisfaction while mitigating the

psychological and emotional toll of high-pressure environments, making them essential for retaining talent in this sector [43]. However, the specific mechanisms through which these climates influence TR, especially when shaped by knowledge-sharing practices, remain underexplored [39].

2.3. Organizational Climates and Talent Retention

Organizational climates, such as IC and MC, are pivotal in creating supportive and engaging work environments [9]. IC, characterized by openness to ideas, creativity, and collaborative problem-solving, is essential for fostering employee engagement and retention [26]. In the hospitality sector, IC drives service innovation, particularly in luxury hotels where differentiation is critical [6]. For instance, employees in hotels with a strong IC experienced higher job satisfaction and loyalty due to opportunities to contribute creatively [14].

MC emphasizes emotional well-being, stress management, and supportive interpersonal relationships. These attributes are critical in mitigating burnout in high-stress environments like luxury hospitality [29]. Studies show that MC fosters psychological safety, reduces turnover intentions, and strengthens employee belonging [4, 27]. COR Theory underpins this relationship, suggesting that supportive climates help employees conserve and manage emotional resources, reducing stress and promoting retention [28]. While IC and MC have been independently linked to TR, their combined effects remain underexplored, leaving a gap in understanding how these climates interact to create holistic retention strategies [44, 45].

2.4. Knowledge Sharing as a Foundation for Organizational Climates

Knowledge sharing, encompassing IK and EK, is foundational for fostering IC and MC, particularly in knowledge-intensive industries like luxury hospitality [10, 12]. IK refers to experiential, informal knowledge shared through personal interactions, mentorship, and collaboration [32]. Research shows that IK promotes creativity and adaptability, enabling employees to navigate complex service demands effectively [33]. In luxury hotels, where personalized guest experiences are paramount, sharing IK fosters innovation and emotional connections within teams [12].

Conversely, EK involves structured, codified knowledge, such as training manuals and operational guidelines [46]. EK ensures consistency, compliance, and reliability, essential for maintaining a brand reputation in luxury hospitality [47, 48]. Knowledge-Based View (KBV) highlights that both IK and EK are critical for organizational competitiveness [49]. EK supports IC by providing frameworks for continuous learning and improvement while contributing to MC by reducing role ambiguity and stress [11]. Despite their importance, the indirect effects of IK and EK on TR through IC and MC remain underexplored [11].

2.5. Methodological Approaches to Understanding Talent Retention

Research on Talent Retention (TR) often relies on structural equation modeling (SEM) to examine relationships among variables [50]. Structural Equation Modeling (SEM) is effective in capturing both direct and mediating effects [51]. However, its reliance on linearity constrains its ability to fully analyze complex and dynamic interactions.

FsQCA addresses these limitations by identifying configurational pathways, and uncovering how combinations of variables (e.g., IK, EK, IC, and MC) drive TR [52]. Despite its growing application, fsQCA is rarely integrated with SEM. This study bridges this gap by combining Smart PLS-SEM and fsQCA, providing granular insights into individual relationships and broader configurational dynamics influencing TR.

The integration of Smart PLS-SEM and fsQCA bridges reductionist and holistic approaches, offering both granular insights into linear relationships and a configurational perspective on how variables interact [53]. By examining both direct and mediated effects through SEM and exploring multiple pathways through fsQCA, the study provides a comprehensive understanding of how knowledge sharing and organizational climates collectively drive TR in the high-end hotel industry.

This dual-method approach advances theoretical understanding while offering practical guidance for fostering employee engagement and retention through adaptive and supportive workplace strategies.

2.6. Hypotheses and Propositions Development

2.6.1. Hypotheses Development

2.6.1.1. Knowledge Sharing and Organizational Climates

The first group of hypotheses addresses how knowledge sharing—both IK and explicit knowledge (EK)—influences organizational climates:

- *H_1: IK positively influences IC.*
- *H_2: EK positively influences IC.*
- *H_3: IK positively influences MC.*
- *H_4: EK positively influences MC.*

These hypotheses build on Marshall and Nonaka [54] SECI Model, which emphasizes the dynamic interaction between tacit and codified knowledge in shaping organizational climates that foster innovation and emotional well-being [33, 37]. IK, shared through informal interactions, drives creativity and adaptability in IC, while EK supports operational consistency, providing structure to MC. The hypothesized relationships align with the KBV, positioning knowledge as a critical resource for organizational success [32].

2.6.1.2. Organizational Climates and Talent Retention

The second group of hypotheses examines the direct impact of organizational climates on TR:

- *H_5: IC positively influences TR.*

- *H_6: MC positively influences TR.*

These hypotheses are grounded in Herzberg's Two-Factor Theory, which identifies intrinsic motivators, such as supportive climates, as essential for reducing turnover [21]. They also draw on the COR Theory, suggesting that IC addresses cognitive demands by fostering innovation and adaptability, while MC mitigates emotional stress by promoting resilience and psychological safety [27, 30].

2.1.6.3. Mediation of Organizational Climates

The third group explores the mediating role of IC and MC in the relationship between knowledge sharing and TR:

- H7: IC mediates the relationship between IK and TR.
- H8: IC mediates the relationship between EK and TR.
- H9: MC mediates the relationship between IK and TR.
- H10: MC mediates the relationship between EK and TR.

Drawing on JD-R Theory, these hypotheses propose that IC and MC act as channels through which IK and EK influence TR. By balancing job demands with cognitive and emotional resources, IC and MC reduce burnout and foster engagement, ultimately enhancing retention outcomes [24, 26].

2.1.6.3.4. Interaction Between Organizational Climates

The final group examines the interplay between IC and MC:

- *$H1_1$: MC positively enhances IC.*
- *$H1_2$: IC mediates the relationship between MC and TR.*

These hypotheses emphasize the synergistic relationship between IC and MC, where mindfulness enhances focus and emotional resilience, reinforcing the innovative capacity of IC. This dynamic interplay reflects a holistic approach to fostering TR by addressing both cognitive and emotional dimensions of work [25, 27].

2.6.2. Propositions for fsQCA

To complement the hypotheses, fsQCA identifies configurational pathways that explain TR through combinations of IK, EK, IC, and MC. The three proposed models offer a nuanced understanding of how these factors interact.

2.6.2.1. Knowledge Sharing as Drivers of Organizational Climates

- P1: IK and EK together form the foundation of a strong IC.
- P2: IK and EK synergistically contribute to MC.
- P3: The combined presence of IK and EK enhances both IC and MC, creating an integrated supportive work environment.

These propositions align with the SECI Model, which illustrates how tacit and codified knowledge interact to shape innovation and emotional support within organizations [23]. By fostering IC and MC, knowledge sharing creates climates that enhance employee engagement and loyalty [33, 37].

2.6.2.2. Organizational Climates as Drivers of Talent Retention

- P4: A robust IC is sufficient to drive high TR.
- P5: MC alone mitigates turnover by addressing emotional and psychological needs.
- P6: The interaction of IC and MC creates a comprehensive mechanism for retaining talent.

These propositions reflect insights from COR Theory and Herzberg's Two-Factor Theory, highlighting the independent and combined effects of IC and MC on TR. While IC drives creativity and innovation, MC addresses emotional resilience, together forming a balanced framework for retention [27, 30].

2.6.2.3. Configurational Effects on Talent Retention

- P7: The combination of IK, EK, and a strong IC is sufficient for high TR.
- P8: IK, coupled with MC, drives TR by fostering emotional resilience.
- P9: The simultaneous presence of IK, EK, IC, and MC constitutes an optimal configuration for TR.

These propositions underscore the configurational approach of fsQCA, which identifies combinations of factors that produce desired outcomes. The simultaneous integration of IC, MC, IK, and EK offers a holistic understanding of the mechanisms driving TR in complex organizational settings [9, 52].

3. Research Methodology

3.1. Survey Instrument

This study employs established scales to measure the constructs of TR, KS (comprising IK and EK), IC, and MC, ensuring reliability and validity in data collection.

TR is assessed using an adapted scale from Hom and Griffeth [55] focusing on employees' intentions to remain with their organization. Items evaluate loyalty, satisfaction with professional growth opportunities, and the likelihood of recommending the organization as a workplace.

KS is divided into Implicit Knowledge (IK) and Explicit Knowledge (EK). IK assesses the sharing of personal experiences, intuitive solutions, and insights to enhance team performance and service quality. EK captures the exchange of

written guidelines, training materials, and documented knowledge to support consistency and operational efficiency. The scale is based on Wang and Noe [56].

IC is measured using Janssen's scale Janssen [57] focusing on the processes of idea generation, promotion, and implementation. Items reflect how organizations encourage creativity, adopt new approaches, and foster environments that support innovative service delivery.

MC is evaluated using the Mindfulness Attention Awareness Scale Brown and Ryan [4] adapted to the organizational context. Items assess how the workplace promotes mental well-being, mindfulness practices, and emotional resilience. MC captures mindful communication, stress management, and support for maintaining focus under pressure.

A five-point Likert scale is used to measure perceptions across all constructs, ranging from strongly disagree to strongly agree. This approach adheres to best practices for evaluating attitudes and perceptions in organizational research [58].

3.2. Target Population and Sampling

The target population for this study comprises employees from high-end hotels in Vietnam with a minimum of six months of experience. This criterion ensures that participants have adequate familiarity with the operational dynamics of luxury hospitality, including its emphasis on KS, IC, and MC. Key roles such as managers, supervisors, department heads, and skilled staff were specifically targeted, as these positions are essential for implementing strategic initiatives that enhance TR and foster organizational climates.

Purposive sampling was employed to ensure the sample's representativeness in capturing insights from individuals integral to high-end service delivery and organizational practices. This approach is well-regarded in organizational behavior research [59, 60].

3.3. Sample Size

The sample size was set at 290 respondents, adhering to the "10 times rule" commonly applied in Partial Least Squares Structural Equation Modeling (PLS-SEM). This guideline recommends a sample size of at least ten times the number of indicators for the most complex construct in the model. The selected size ensures robust statistical power for analyzing complex relationships between constructs [61, 62].

3.4. Data Collection Procedures

Purposive sampling was used to recruit participants occupying key roles in high-end hotels, such as managers, supervisors, department heads, and skilled staff. These positions are critical in driving TR and fostering KS, IC, and MC. Data collection was conducted via online platforms, including Google Forms and Qualtrics, ensuring accessibility for respondents in geographically dispersed locations, as suggested in hospitality research [63].

To improve response rates, reminders were sent via email, which is a well-established strategy for increasing participation in surveys [64]. Of the 390 distributed questionnaires, 290 were completed and returned, resulting in a response rate of 74%. This rate exceeds the average in hospitality studies, which generally range from 50% to 70%, reflecting the effectiveness of the survey design and the trust established through informed consent, confidentiality, and anonymity.

3.5. Descriptive Statistics

Table 1 provides a summary of the demographic characteristics of the 290 respondents. The sample reflects a nearly balanced gender distribution, with slightly more men (52.41%) than women (47.59%).

Table 1.
Demographic Information.

Category	Subcategory	Frequency	Percentage (%)
Sex	Men	152	52.41
	Women	138	47.59
Position	Manager	67	23.10
	Supervisor	79	27.24
	Department Head	75	25.86
	Skilled Staff	69	23.79
Educational Level	High School	73	25.17
	Bachelor's Degree	154	53.10
	Master's Degree	52	17.93
	Ph.D.	11	3.79
Work Experience	6 months–1 year	63	21.72
	1–3 years	61	21.03
	4–6 years	55	18.97
	7–10 years	59	20.34
	Over 10 years	52	17.93
City	Hanoi	96	33.10
	Da Nang	101	34.83
	Ho Chi Minh City	93	32.07

Source: Leducq and Scarwell [67]; Nguyen, et al. [65] and Quinn-Judge [66]

Respondents' roles were distributed as follows: managers (23%), supervisors (27%), department heads (26%), and skilled staff (24%). Educational attainment shows that most participants hold a bachelor's degree (53%), with smaller proportions reporting a high school education (25%), a master's degree (18%), or a Ph.D. (4%). Work experience varied, with 18% having over 10 years of experience and a majority falling into the 1–6 years category. Respondents were primarily located in major urban centers, including Hanoi (33%), Nguyen, et al. [65] (35%), and Quinn-Judge [66] City (32%).

3.6. Construct Descriptive Statistics

Table 2 presents the descriptive statistics for the study constructs, summarizing responses from the 290 participants. Mean scores for the constructs range from 3.88 (MC) to 4.12 (IC), indicating a generally positive perception among respondents. Standard deviations (SD) range from 0.74 to 0.82, reflecting moderate variability, while skewness and kurtosis values indicate a near-normal distribution of responses.

The demographic distribution and descriptive statistics confirm the robustness of the data, supporting its reliability for further empirical analysis.

Table 2.
Descriptive Statistics of Constructs

Construct	Mean	Median	SD	Min	Max	Skewness	Kurtosis
IK	4.11	4.00	0.74	2	5	-0.42	-0.40
EK	3.96	4.00	0.81	1	5	-0.40	-0.35
IC	4.12	4.00	0.74	2	5	-0.60	0.03
MC	3.88	4.00	0.82	1	5	-0.48	0.09
TR	3.95	4.00	0.81	1	5	-0.39	-0.34

4. Results of PLS-SEM

4.1. Scale Consistency, Validity, and Model Evaluation

The evaluation of scale consistency and validity was conducted using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). As shown in Table 3, all constructs demonstrated good internal consistency, with Cronbach's Alpha values exceeding 0.7 and AVE values above 0.5, confirming convergent validity [68].

Table 3.
Scale Consistency and Validity.

Variables	Cronbach's Alpha	CR	AVE
Ik	0.776	0.857	0.600
EK	0.880	0.909	0.626
IC	0.844	0.895	0.681
MC	0.895	0.916	0.577
TR	0.845	0.896	0.682

4.2. Discriminant Validity

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio and the Fornell-Larcker Criterion.

The HTMT ratio compares cross-construct correlations with within-construct correlations. As shown in Table 4 all HTMT values were below 0.85, confirming clear separation among constructs [69]. For instance, the highest HTMT value of 0.785 occurred between Implicit Knowledge (IK) and Explicit Knowledge (EK), remaining within acceptable limits.

Table 4.
HTMT Ratio.

Constructs	EK	TR	IC	IK	MC
Explicit Knowledge (EK)	1.000				
Talent Retention (TR)	0.574	1.000			
Innovation Climate (IC)	0.652	0.639	1.000		
Implicit Knowledge (IK)	0.785	0.583	0.732	1.000	
Mindfulness Climate (MC)	0.702	0.663	0.578	0.648	1.000

Fornell-Larcker Criterion: This method compares the square root of AVE with inter-construct correlations. As shown in Table 5, each construct's AVE (diagonal values) exceeded its correlations with other constructs, confirming discriminant validity. For example, the AVE for Explicit Knowledge (EK) was 0.791, which is higher than its correlations with other constructs.

Table 5.
Fornell-Larcker Criterion.

Constructs	EK	TR	IC	IK	MC
EK	0.791				
TR	0.505	0.826			
IC	0.566	0.544	0.825		
IK	0.658	0.473	0.597	0.774	
MC	0.626	0.576	0.507	0.540	0.760

4.3. Model Fit

The model fit indices were evaluated to determine how well the proposed model aligned with the observed data. As shown in Table 6, the SRMR value was 0.065, below the recommended threshold of 0.08, indicating an acceptable fit [69]. The NFI value of 0.754 indicated a moderate fit, and values for d_ULS (1.478) and d_G (0.721) were within acceptable ranges. The Chi-square value of 1041.699 reflected some degree of discrepancy, which is common in complex models with large sample sizes. Collectively, these indices demonstrate that the model aligns reasonably well with the observed data.

Table 6.
Model Fit Indices

Fit Index	Saturated Model	Estimated Model
SRMR	0.065	0.065
d_ULS	1.478	1.478
d_G	0.721	0.721
Chi-square	1041.699	1041.699
NFI	0.754	0.754

4.4. R^2 Analysis

The R^2 values represent the proportion of variance in each dependent variable explained by the independent variables, reflecting the model's explanatory power. As shown in Table 7, the R^2 values indicate moderate explanatory capacity for all dependent variables. For instance, Innovation Climate had an R^2 value of 0.428, meaning the model explained 42.8% of its variance. Similarly, Mindfulness Climate and Talent Retention had R^2 values of 0.421 and 0.426, respectively, demonstrating substantial predictive power.

Table 7.
R-Square Values.

Variables	R^2	R^2 Adjusted
IC	0.428	0.421
MC	0.421	0.416
TR	0.426	0.417

4.2. Hypothesis Testing

The results presented in Table 8 highlight the relationships among implicit knowledge, explicit knowledge, organizational climates (innovation and mindfulness), and talent retention. The analysis reveals that H1, H2, H5, H6, H8, H11, and H13 were supported, indicating significant positive effects, while H3 and H9 were not supported, showing that neither implicit nor explicit knowledge had direct significant effects on talent retention.

The supported hypotheses emphasize that implicit knowledge positively impacts both innovation and mindfulness climates (H1, H5), suggesting that informal sharing of experiences fosters creativity and a supportive environment. Additionally, both innovation and mindfulness climates significantly enhance talent retention (H2, H6), confirming that cultivating such climates reduces employee turnover and increases satisfaction. Furthermore, explicit knowledge also contributes positively to innovation and mindfulness climates (H8, H11), demonstrating that documented knowledge plays a key role in creating a positive organizational culture.

Conversely, the unsupported hypotheses (H3 and H9) indicate that neither implicit nor explicit knowledge directly influences talent retention. These findings suggest that knowledge sharing does not translate into retention unless mediated by organizational climates. The mediation analysis, as detailed in Table 10, confirms this perspective. Specifically, innovation and mindfulness climates mediate the relationships between knowledge sharing (implicit and explicit) and talent retention (H4, H7, H12, H14). However, explicit knowledge's mediation through the innovation climate (H10) was not significant, highlighting that its impact on retention is more pronounced in a mindfulness-oriented work environment.

These results align with prior research emphasizing the importance of organizational climates in leveraging knowledge sharing to retain talent.

Knowledge sharing alone is insufficient; it must be embedded within a supportive and innovative culture to foster retention effectively.

Table 8.
Hypothesis Testing Results.

Hypothesis	Relationship	Path/Indirect Effect	T-value	p-value	Result
H1	IK → IC	0.357	4.720	0.000	Supported
H2	IC → TR	0.283	3.688	0.000	Supported
H3	IK → TR	0.059	0.809	0.419	Not Supported
H5	IK → MC	0.226	3.740	0.000	Supported
H6	MC → TR	0.344	3.907	0.000	Supported
H8	EK → IC	0.221	2.559	0.011	Supported
H9	EK → TR	0.091	0.895	0.371	Not Supported
H11	EK → MC	0.477	7.180	0.000	Supported
H13	MC → IC	0.177	2.602	0.009	Supported
H4 (Mediation)	IK → IC → TR	0.101	3.066	0.002	Supported
H7 (Mediation)	IK → MC → TR	0.078	3.061	0.002	Supported
H10 (Mediation)	EK → IC→ TR	0.062	1.908	0.056	Not Supported
H12 (Mediation)	EK → MC → TR	0.164	3.127	0.002	Supported
H14 (Mediation)	MC → IC → TR	0.050	2.175	0.030	Supported

5. Findings of fsQCA

5.1. Descriptive Data

The descriptive statistics in Table 9 show high levels of talent retention (mean = 0.77), innovative climate (mean = 0.82), mindfulness (mean = 0.77), implicit (mean = 0.78), and explicit knowledge (mean = 0.76), with moderate variability (SD = 0.16–0.18). Innovative climate scored highest, highlighting a strong focus on creativity and adaptability. The consistent distribution supports the robustness of the measures, indicating a positive work environment for retention.

Table 9.
Descriptive data for the conditions and outcome.

Dimension	Valid N	Mean	Standard Deviation	Minimum	Maximum
TR	300	0.77	0.18	0.3	1
IC	300	0.82	0.16	0.25	1
IK	300	0.78	0.18	0.375	1
EK	300	0.76	0.18	0.25	1
MC	300	0.77	0.16	0.44	1

5.2. Truth Table Analysis

The truth table highlights key combinations of conditions *f_IC, f_IK, f_EK, f_MC* associated with Talent Retention *(f_TR).* The combination *f_IC=1, f_IK=1, f_EK=1, f_MC=1* dominates, representing 230 cases with high consistency scores (raw: 0.971943, PRI: 0.958696, SYM: 0.993169), underscoring the synergy of innovation climate, knowledge-sharing, and mindfulness climate. Other configurations with *f_IC=1* also exhibit high consistency, reinforcing its central role. Conversely, combinations with *f_IC=0* or missing conditions are rare or absent, indicating their limited relevance in predicting Talent Retention. These findings (Table 10) emphasize the importance of integrating all factors to achieve high retention outcomes.

Table 10.
Truth Table.

f_IC	f_IK	f_EK	f_MC	Number	f_TR	raw consist.	PRI consists.	SYM consist.
1	1	1	1	230 (95%)		0.971943	0.958696	0.993169
1	1	1	0	4 (96%)		0.999554	0.997702	1.0
1	0	0	1	2 (97%)		0.995907	0.98563	0.98563
1	1	0	1	2 (98%)		1.0	1.0	1.0
1	0	1	1	2 (99%)		0.993149	0.939577	0.939577
0	1	1	1	1 (99%)		1.0	1.0	1.0
1	1	0	0	1 (100%)				
0	0	0	0	0 (100%)				
0	1	0	0	0 (100%)				
0	0	1	0	0 (100%)				
0	1	1	0	0 (100%)				
0	0	0	1	0 (100%)				
0	1	0	1	0 (100%)				
0	0	1	1	0 (100%)				
1	0	0	0	0 (100%)				
1	0	1	0	0 (100%)				

5.3. The Configuration Outcomes

The fsQCA output in Table 11 identifies key combinations of conditions *(f_IC,f_IK,f_EK,f_MC)* associated with Talent Retention (f_TR), all showing high consistency levels. The configuration *f_IC=1, f_IK=1, f_EK=1, f_MC=1* dominates, representing 230 cases with strong raw (0.971943), PRI (0.958696), and SYM (0.993169) consistency scores, emphasizing the critical role of integrating all factors. Other combinations, such as *f_IC=1, f_IK=0, f_EK=0, f_MC=1* and *f_IC=1, f_IK=0, f_EK=1, f_MC=1*, also demonstrate perfect consistency (1.0 across all measures), highlighting specific pathways to high retention. Conversely, configurations with *f_IC=0* appear less frequently but maintain high consistency, reinforcing the centrality of the innovation climate. These results underscore the synergistic effects of innovation climate, knowledge-sharing, and mindfulness climate in driving retention.

Table 11.
fsQCA output.

f_IC	f_IK	f_EK	f_MC	number	f_TR	raw consist.	PRI consists.	SYM consist.
1.0	0.0	0.0	1.0	2	1	1.0	1.0	1.0
1.0	0.0	1.0	1.0	2	1	1.0	1.0	1.0
1.0	1.0	0.0	0.0	1	1	1.0	1.0	1.0
1.0	1.0	1.0	0.0	4	1	0.999554	0.997702	1.0
1.0	1.0	0.0	1.0	2	1	0.995907	0.98563	0.98563
0.0	1.0	1.0	1.0	1	1	0.993149	0.939577	0.939577
1.0	1.0	1.0	1.0	230	1	0.971943	0.958696	0.993169

Note: PRI, Proportional reduction in consistency; SYM, Symmetric consistency.

The fsQCA findings in Table 12 identify three key configurations of conditions (f_IC, f_IK, f_EK, f_MC) that contribute to Talent Retention (f_TR). These results emphasize the critical role of integrating IC, MC, and knowledge-sharing practices (IK and EK) in driving retention outcomes.

5.3.1. Knowledge Sharing as Drivers of Organizational Climates

This model examines how knowledge-sharing practices foster IC and MC to create supportive workplace environments that enhance retention.

- P1: The combination of f_IK and f_EK forms the foundation of a strong f_IC. This configuration explains a significant proportion of TR cases, as IC thrives when both tacit (IK) and codified (EK) knowledge-sharing practices are effectively utilized to drive creativity and innovation (coverage: 89.70%, consistency: 0.935587).
- P2: The integration of f_IK and f_EK synergistically contributes to the development of a robust f_MC. Mindfulness initiatives are supported by both informal knowledge exchanges and structured knowledge frameworks, creating an emotionally resilient work culture.
- P3: When f_IK and f_EK are simultaneously present, they enhance both f_IC and f_MC, fostering an integrated, supportive climate that mitigates turnover intentions (consistency: 0.987708).

5.3.2. Organizational Climates as Drivers of Talent Retention

This model explores how IC and MC individually and collectively influence TR.

- P4: A robust f_IC alone is sufficient to drive high levels of f_TR, as innovation-friendly environments support employees' intrinsic motivators and professional growth aspirations (coverage: 92.87%, consistency: 0.957859).
- P5: A strong f_MC alone mitigates turnover by addressing employees' emotional and psychological needs, fostering resilience and loyalty in high-pressure work environments (coverage: 90.51%, consistency: 0.989329).
- P6: The combination of f_IC and f_MC creates a more comprehensive mechanism for retaining talent. This synergy addresses both cognitive and emotional dimensions of work, ensuring higher levels of employee engagement and retention (unique coverage: 6.04%).

5.3.3. Configurational Effects on Talent Retention

This model examines the interplay of IC, MC, IK, and EK as holistic enablers of TR.

- P7: The combination of f_IK, f_EK, and a strong f_IC is sufficient for achieving high f_TR. IC leverages both tacit and explicit knowledge resources to foster a climate conducive to innovation and employee satisfaction (coverage: 84.91%, consistency: 0.968484).
- P8: The synergy between f_IK and f_MC drives f_TR by fostering emotional resilience and psychological safety. IK, when integrated with mindfulness initiatives, enhances employees' ability to navigate high-stress environments.
- P9: The simultaneous presence of f_IK, f_EK, f_IC, and f_MC constitutes the optimal configuration for achieving high f_TR. This comprehensive pathway demonstrates how integrating all factors creates a holistic and sustainable retention strategy (dominant configuration: f_IC=1, f_IK=1, f_EK=1, f_MC=1, coverage: 97.19%, consistency: 0.993169).

In summary, the fsQCA analysis confirms the critical role of IC as a central driver of TR, supported by IK and EK as foundational knowledge-sharing practices. MC emerges as a crucial enabler, particularly in configurations that pair

mindfulness with innovation or knowledge-sharing practices. These findings highlight the need for organizations to adopt multi-faceted approaches to retention by fostering innovation, promoting mindfulness, and integrating knowledge-sharing mechanisms.

Table 12.
fsQCA output: Intermediate solution.

Sets	Raw Coverage	Unique Coverage	Consistency
Model 1: f_IC*f_IK	0.897049	0.0287489	0.935587
Model 2: f_IC*f_MC	0.928697	0.0603966	0.957859
Model 3: f_IK*f_EK*f_MC	0.849148	0.00349963	0.968484
Solution coverage: 0.76518 *solution consistency: 0.996564*			

The analysis of necessary conditions in Table 13 shows that f_IC+f_MC has the highest consistency (0.989329) and coverage (0.905089), emphasizing the critical role of innovation and mindfulness climates in retention. Similarly, f_IC+f_IK (consistency: 0.987708) highlights the importance of combining innovation climate with implicit knowledge. Finally, f_IK+f_EK+f_MC (consistency: 0.980269) underscores the synergy of knowledge-sharing and mindfulness in driving retention.

Table 13.
Analysis of Necessary Conditions.

	Consistency	Coverage
f_IC+f_IK	0.987708	0.883773
f_IC+f_MC	0.989329	0.905089
f_IK+f_EK+f_MC	0.980269	0.889774

The fuzzy plots illustrate strong relationships between key combinations of conditions and Talent Retention (f_TR). Figure 1 (f_IC*f_IK) confirms a significant relationship (X<=Y:0.935587, X>=Y:0.897049), though slightly less pronounced. Figure 2 (f_IC*f_MC) exhibits even stronger alignment (X<=Y:0.957859, X>=Y:0.928697), emphasizing the importance of innovation and mindfulness climates. Figure 3 (f_IK*f_EK*f_MC) shows high consistency (X<=Y:0.900674, X>=Y:0.909985), highlighting the synergy of implicit and explicit knowledge with mindfulness climate. All plots consistently show clustering near the diagonal, underscoring the critical role of integrating organizational climates and knowledge-sharing practices for retention.

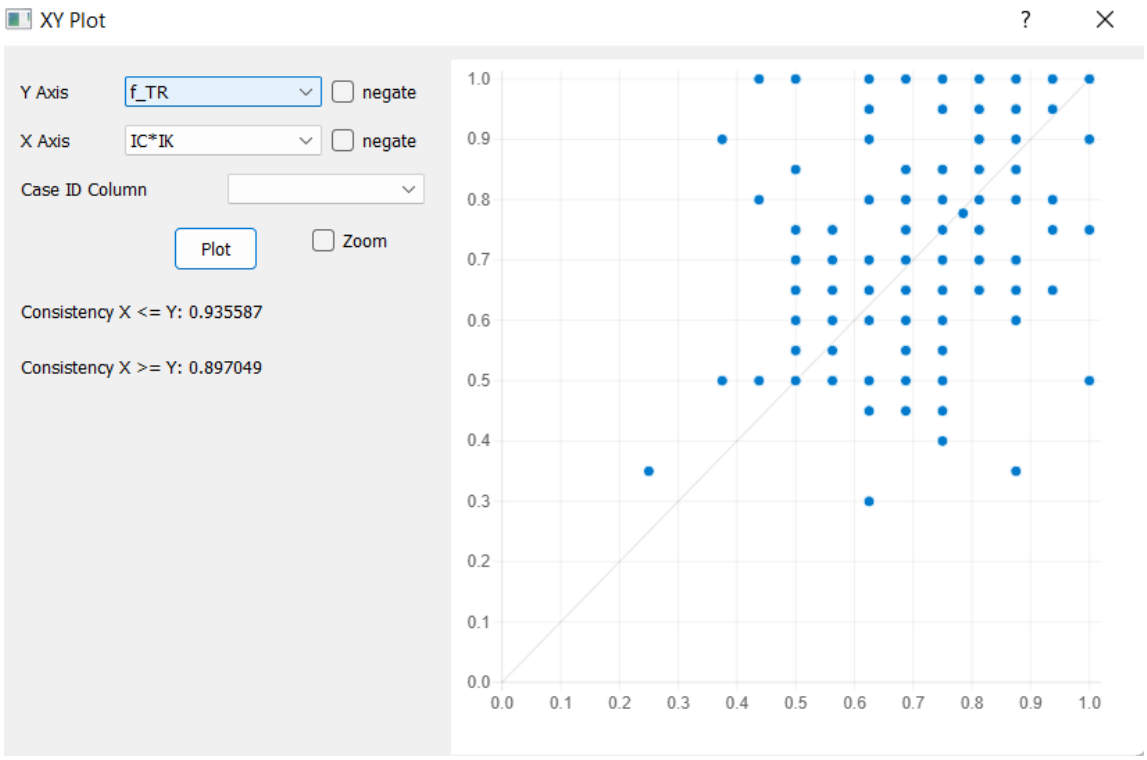

Figure 1.
Fuzzy plot for Model 1 (referenced in Table 12) based on data from the holdout sample

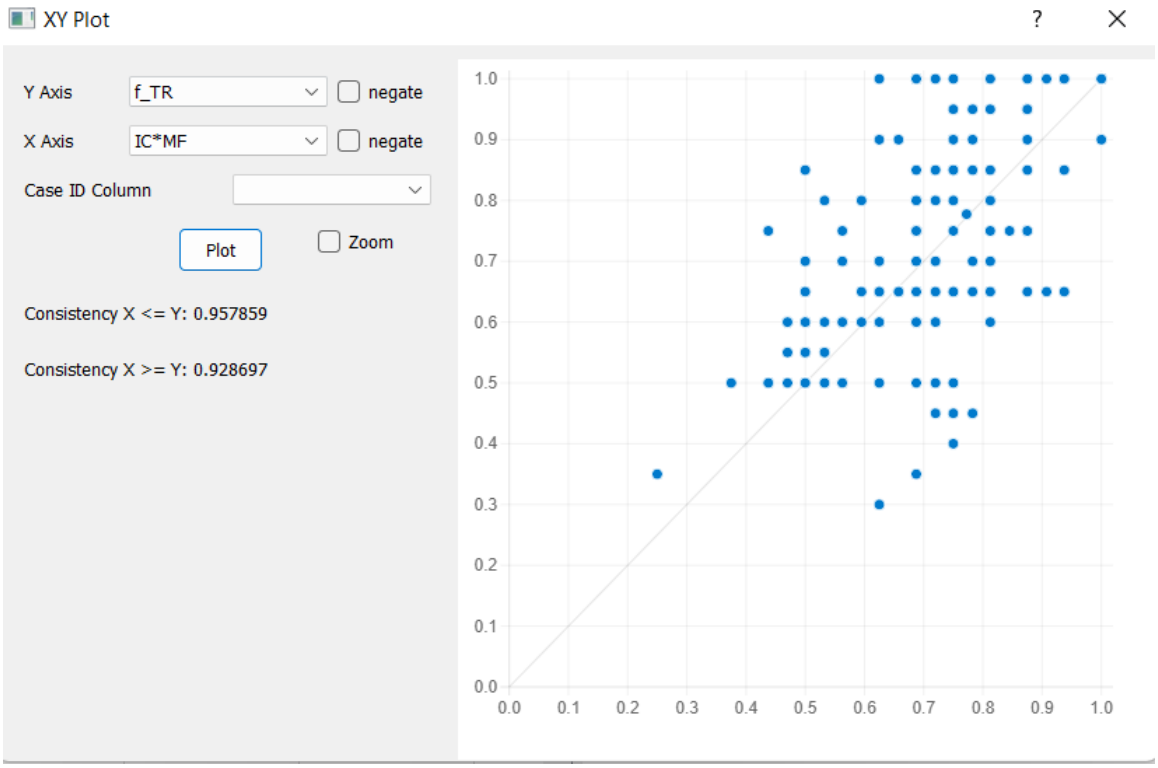

Figure 2.
Fuzzy plot for Model 2 (referenced in Table 12) based on data from the holdout sample.

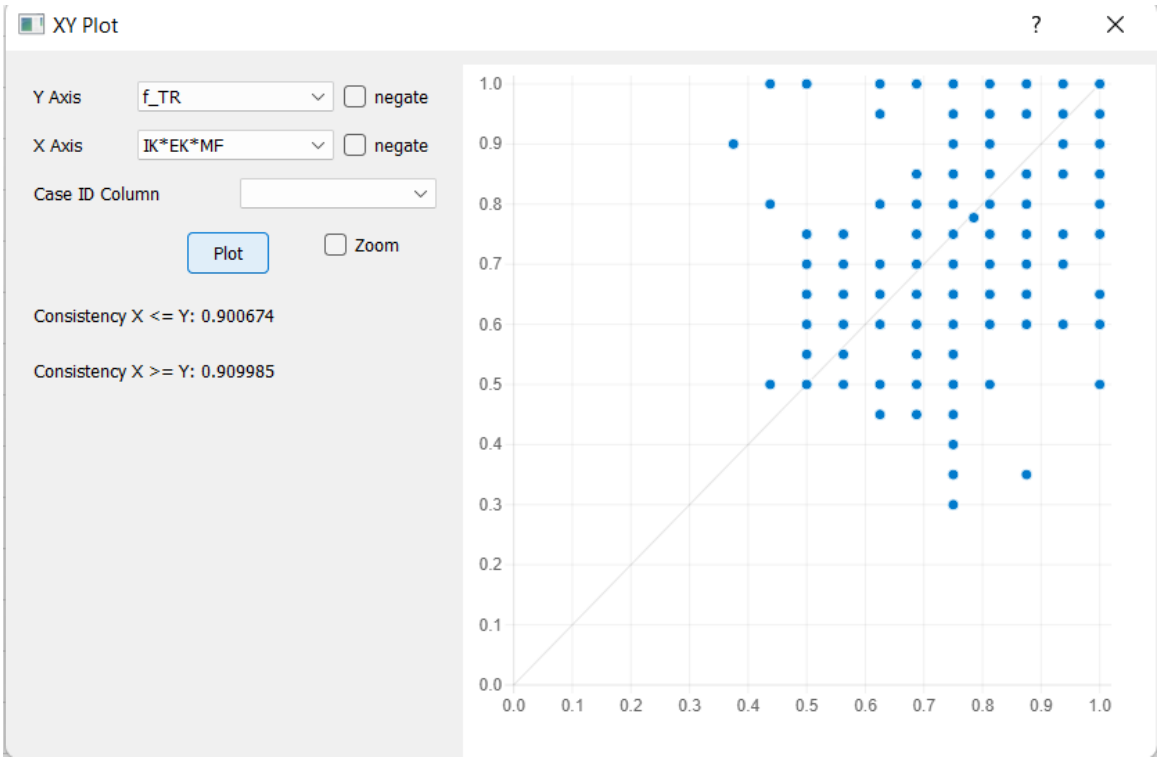

Figure 3.
Fuzzy plot for Model 3 (referenced in Table 12) based on data from the holdout sample.

6. Discussion on the Findings

The integration of findings from Smart PLS-SEM and fsQCA provides a comprehensive understanding of the drivers of talent retention, emphasizing the interplay between knowledge-sharing practices and organizational climates, specifically innovation climate and mindfulness climate.

6.1. Findings from Smart PLS-SEM

The results from Smart PLS-SEM reveal that IK significantly influences both IC and MC, highlighting the role of informal, experiential knowledge-sharing in fostering creative and supportive environments. Similarly, EK positively

impacts IC and MC, underscoring the importance of codified knowledge in shaping structured and positive organizational cultures. Both IC and MC have strong, direct effects on TR, reinforcing their critical roles as enablers of employee satisfaction and loyalty.

Interestingly, while IK and EK strongly influence IC and MC, they do not directly impact TR. This finding, supported by mediation analysis, suggests that IC and MC act as essential channels through which KS translates into retention outcomes. This underscores the importance of embedding KS practices within broader organizational climates to achieve their full impact.

6.2. Findings from fsQCA

The fsQCA results add depth by identifying specific configurations of factors that drive TR. Three key configurations emerge as critical pathways:

IC and IK: This combination explains 89.70% of TR cases, demonstrating the synergistic impact of fostering innovation while leveraging tacit knowledge. This pathway highlights how informal knowledge sharing enhances creativity and adaptability in the workplace.

IC and MC: This configuration is the most impactful, explaining 92.87% of cases with a unique contribution of 6.04%. It underscores the complementary roles of IC and MC, where innovation addresses cognitive demands, and mindfulness supports emotional well-being.

IK, EK, and MC: This holistic configuration explains 84.91% of cases, showing that integrating tacit and codified knowledge-sharing within a mindfulness-oriented climate effectively drives retention. This pathway demonstrates the value of combining knowledge management with emotional support strategies.

Across all configurations, IC emerges as a foundational driver of TR, either alone or in combination with other factors. MC complements IC by addressing the emotional dimensions of retention, creating a balanced approach that meets both cognitive and emotional needs.

6.3. Converging Insights

The findings from both methods converge on the centrality of IC and MC in driving TR. Smart PLS-SEM identifies their direct and mediating effects, while fsQCA highlights their role in conjunction with KS as key to retention. The absence of direct effects of IK and EK on TR across both methods reinforces the critical role of IC and MC in unlocking the potential of KS practices.

MC emerges as a strategic enabler that bridges cognitive demands and emotional needs, reflecting its importance in high-stress environments. IC consistently appears as a critical driver across all configurations, laying the foundation for effective retention strategies. The interplay between IK, EK, IC, and MC demonstrates the need for a holistic approach to leveraging knowledge-sharing within supportive climates.

7. Implications

7.1. Theoretical Contributions

This study makes significant contributions to the literature on TR by demonstrating how KS, comprising IK and EK, influences IC and MC, and how these climates mediate the relationship between KS and TR. Key contributions include:

7.1.1. Advancing KS Understanding Through KBV

The study extends KBV by showing that both IK and EK are critical for fostering IC and MC. IK contributes to creative problem-solving and innovation, which are essential for IC, while EK enhances operational efficiency and emotional stability, which are foundational for MC. These insights highlight the indirect role of KS in shaping TR by creating climates that address employees' cognitive and emotional needs.

7.1.2. Integrating IC and MC Using COR and JD-R Theories

IC and MC emerge as essential mechanisms for balancing job demands and resources. IC meets cognitive demands by fostering innovation and growth opportunities, while MC addresses emotional resources through mindfulness practices and stress reduction. This dual-role perspective aligns with COR and JD-R theories, emphasizing how IC and MC mitigate workplace stress and promote resource conservation to reduce turnover.

7.1.3. Developing a Dual-Focus Framework for TR

The integration of IC and MC offers a comprehensive framework for understanding TR in high-pressure environments. IC supports cognitive engagement through creativity and innovation, while MC complements it by enhancing emotional well-being and resilience. This dual-focus approach emphasizes the need for balanced strategies that cater to both the cognitive and emotional dimensions of employee engagement, advancing Herzberg’s emphasis on intrinsic motivators.

7.1.4. Methodological Contributions Using Dual Analysis Approaches

By combining Smart PLS-SEM and fsQCA, the study bridges reductionist and configurational methodologies. Smart PLS-SEM confirms the linear and mediating relationships of IC and MC, while fsQCA reveals the configurational pathways that integrate KS, IC, and MC to drive TR. This dual-method approach provides a richer and more nuanced understanding of the interplay between these variables.

7.1.5. Highlighting the Mediating Roles of IC and MC

The study challenges traditional retention models by showing that KS does not directly influence TR but operates through IC and MC. These climates act as mediators, transforming the effects of IK and EK into enhanced TR outcomes. This finding underscores the importance of embedding KS practices within organizational climates to unlock their full potential.

7.1.6. Recognizing the Synergy between KS, IC, and MC

The study emphasizes the complementary roles of IC and MC in leveraging KS for TR. IC provides a platform for innovation-driven engagement, while MC addresses emotional needs, creating an integrated approach to retention. The synergy between these climates demonstrates that fostering TR requires simultaneous attention to cognitive and emotional factors.

In summary, this study enriches theoretical discussions by integrating KBV, COR, and JD-R theories into a comprehensive framework that highlights the importance of KS, IC, and MC in shaping TR. It encourages a shift from traditional, compensation-focused retention strategies to holistic approaches that address the broader organizational and employee needs, providing a balanced and sustainable model for talent management.

7.2. Managerial Implications

The findings provide actionable strategies for hotel managers to enhance TR by leveraging KS and cultivating IC and MC, aligning with theoretical insights to create balanced and effective organizational climates.

7.2.1. Promoting KS to Drive IC and MC

Managers should prioritize fostering both IK and EK to enhance IC and MC. For IK, informal interactions such as team huddles, mentorship programs, and experiential storytelling can encourage employees to share tacit insights critical for addressing service challenges and fostering creativity. For EK, implementing structured practices such as training programs, digital knowledge repositories, and standardized service manuals can ensure consistency and scalability of best practices across teams. Together, IK and EK create the foundation for climates that support innovation and well-being.

7.2.2. Building IC and MC to Enhance TR

IC Development: Managers can promote IC by encouraging creativity through employee feedback mechanisms, recognizing innovative contributions, and establishing collaborative platforms for problem-solving. For instance, innovation labs, brainstorming sessions, or cross-departmental projects can empower employees to contribute to organizational growth. These practices align with Herzberg's focus on intrinsic motivators like creativity as drivers of satisfaction and retention.

MC Enhancement: Managers should integrate wellness programs that focus on stress management, mindfulness training, and emotional resilience. MC can be strengthened through initiatives like regular mindfulness workshops, emotional intelligence coaching, and peer-support programs. COR theory supports these efforts, emphasizing that reducing emotional strain and fostering resource recovery enhances employee loyalty and performance.

7.2.3. Integrating KS with IC and MC

Embedding KS within IC and MC is critical for creating climates that drive TR. For example, leveraging IK through informal brainstorming paired with MC-focused practices, such as mindfulness activities, creates an environment that supports innovation and emotional well-being. Similarly, EK-sharing in structured problem-solving sessions combined with mindfulness initiatives ensures that both cognitive and emotional resources are addressed. Managers should ensure that KS practices are systematically aligned with organizational goals to maximize their impact on IC, MC, and TR.

By focusing on KS and its integration into IC and MC, managers can create dynamic organizational environments that foster TR, enhance employee satisfaction, and drive long-term success in high-end hospitality.

8. Limitations and Future Research

8.1. Limitations

Despite its valuable contributions, this study has some limitations. First, its cross-sectional design restricts the ability to draw causal conclusions about the relationships among KS, IC, MC, and TR. Longitudinal studies could provide a more robust understanding of how these dynamics evolve over time. Second, the study's focus on Vietnam's high-end hotel industry limits the generalizability of findings to other cultural and operational contexts, particularly in different geographic regions or industry segments. Third, the use of self-reported data introduces potential biases, such as social desirability or recall bias, which could affect the accuracy of responses. Finally, the study excludes other potentially influential factors, such as leadership styles, career development opportunities, or organizational support systems, which could further illuminate the mechanisms driving TR.

8.2. Future Research Directions

8.2.1. Adopting Longitudinal Designs

Future research should employ longitudinal approaches to explore how the relationships between KS, IC, MC, and TR evolve over time. This would provide stronger evidence of causality and reveal potential temporal changes in the impact of IC and MC on TR.

8.2.2. Expanding Market and Industry Scope

To enhance generalizability, future studies could examine these constructs in different countries, cultural settings, and hotel segments (e.g., mid-tier or budget hotels). Exploring diverse industries beyond hospitality, such as healthcare, education, or technology, would also provide broader insights into the applicability of these frameworks.

8.2.3. Incorporating Qualitative Methods

Employing qualitative methods, such as interviews or focus groups, could capture richer insights into employee experiences with KS, IC, and MC. This approach would complement quantitative data by providing deeper context and understanding of individual and organizational perspectives.

8.2.4. Examining Additional Mediators and Moderators

Future studies could explore the roles of other mediating variables, such as job satisfaction, employee engagement, or organizational commitment, in the relationship between KS, IC, MC, and TR. Additionally, examining moderators like leadership styles, organizational culture, or career development opportunities could uncover more nuanced pathways to TR.

8.2.5. Applying Similar Frameworks Across Industries

Testing the relationships among KS, IC, MC, and TR in other high-pressure industries, such as healthcare or technology, would help validate and refine the proposed framework. These settings often share similar demands for innovation, emotional resilience, and knowledge-sharing practices, making them ideal contexts for comparative research.

By addressing these limitations and pursuing these research directions, future studies can build on the current findings to develop a more comprehensive and generalizable understanding of talent management, advancing both theoretical and practical insights.

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