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The Impact of Digital Technologies on Knowledge Sharing and Job Performance: Evidence from Vietnam's Tourism Industry

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KEYWORDS

Decision-making, Job performance, Knowledge sharing, Organizational support, Tourism industry.

ABSTRACT

This study aims to examine how digital technologies influence knowledge sharing and job performance in Vietnam's tourism sector during the post-COVID recovery period. A quantitative survey was conducted with 330 tourism employees, and the data were analyzed using structural equation modelling (SEM). The findings reveal that digital technologies positively affect coordination and communication, which enhance knowledge sharing and decision-making, ultimately improving job performance. Organizational support was also found to moderate the relationships between knowledge sharing, decision-making, and job performance. These results underscore the importance of digital tools in enhancing operational efficiency and employee outcomes. The study contributes to the literature by providingempirical evidence from Vietnam tourism's industry and suggests directions for future research across other sectors.

1. Introduction

Recently, enterprises have encountered increasing globalization and technological pressure. In a volatile environment, many enterprises have experienced stagnation, and the future remains ambiguous (Falk et al., 2021). Given the current conditions, organizations are adopting business strategies to sustain operational efficiency, improve performance, and secure competitiveness (Wang et al., 2020). Knowledge is essential in business and influences individual, organizational, and societal advancement. To sustain a competitive advantage, a business leader must adeptly utilize existing resources and cultivate intangible assets to meet organizational needs. Knowledge resources are among the intangible assets addressed. Business innovation and competitive edge rely on it. Knowledge facilitates innovation and prosperity within an organization. Knowledge is a crucial instrument for business expansion in the contemporary, dynamic industry and economy. Therefore, prioritizing knowledge dissemination within an organization is imperative.

In the digital age, technology influences knowledge transfer, decision-making, and work efficiency. Digital technology enhances coordination and communication in the workplace, thereby influencing knowledge exchange and decision-making, which can increase job efficiency and confer a competitive advantage. Emerging digital technologies provide novel methods

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of communication and information dissemination, particularly in the delivery of organizational products and services. Distributing information regarding the company's provision of products and services cultivates relationships among individuals. Organizations maintain a competitive advantage in the marketplace when their employees are engaged, make informed decisions, possess extensive knowledge, and demonstrate innovative thinking. To enhance individual performance and organizational competitiveness, firms have been implementing knowledge-sharing efforts. The promise remains unfulfilled due to human behavior influenced and restricted by technology (Wang et al., 2020) and the complex interactions among employees. Although digital technology can enhance organizational information exchange, it frequently results in challenges for individuals in their roles due to increased work-life conflict and uncertainty regarding the distinction between work and non-work domains. Additional examination of the influence of digital technologies on knowledge sharing is essential due to the divergence between anticipated outcomes and actual results in this domain. Moreover, digital platforms provide distinctive capacities for generating, disseminating, and sharing knowledge. Companies increasingly utilize digital technologies to enhance knowledge exchange and decision-making. Furthermore, the fourth industrial revolution has transformed operational processes and stakeholder interactions, enhancing performance. The emergence of a novel economic model, the "sharing economy" significantly impacts online ride-hailing platforms, workspaces, and commercial relationships. The research explores how firms driven by digital technology utilize digital tools to disseminate information and enhance work performance. This research examines how digital technologies improve teamwork and communication in aspects like information exchange, decision-making, and workplace productivity.

The prevailing climate of uncertainty in the country has led to the permanent closure of numerous Vietnamese enterprises, resulting in decreased revenue, earnings, and employment, while simultaneously increasing the unemployment rate. This is particularly applicable to the tourism sector following the COVID-19 pandemic. The tourism industry experienced a VND 143.6 billion loss at the start of 2020. The poll found that 98% of tourist companies must solve this problem. Service providers often share knowledge to address this issue (Zheng & Liang, 2023). Such cooperation maximizes their limited resources and improves work. Even more so, the epidemic has increased knowledge exchange and decision-making within a business by increasing the use of new communication tools and requiring workers to adapt to a new work environment. Lepore et al. (2021) noted that people and businesses are beginning to feel the effects of these changes, which have altered knowledge's amount, availability, accessibility, provenance, dissemination, and the role of individuals in all of these processes. This is also a terrible time for tourism. Their business's strong use of digital technology simplifies coordination and communication. This was a forced approach, but it altered workplaces and helped many Vietnamese organizations by making digital technology more important to their daily operations and improving information exchange. Many enterprises are recovering or preparing to launch post-COVID-19, so managers and businesses that can identify which aspects affect employee performance will benefit. These writers also recommended greater research on multi-approach mate selection theories to fill the gap. Our work significantly addresses the lack of tourism knowledge sharing.

Numerous studies have investigated the correlation between knowledge sharing and organizational job performance, employing various concepts. Many researchers utilized social capital and rational action theories to examine effective information dissemination. Their research shows that motivation and effective communication improve knowledge sharing and work performance. Their research reveals that effective communication and coordination improve information exchange and job productivity. Lepore et al. (2021) examined how information sharing affects job performance using social capital and work design theories. Their research shows that knowledge sharing, communication, social capital, and task interdependence promote work effectiveness. Overall, these studies suggest that efficient communication and coordination are essential for improving information sharing and company performance. The preceding argument showed that sharing information improves job performance from multiple perspectives. However, there is little research on how digital technology might increase communication and coordination, making it easier to share knowledge and make decisions. Little study has examined how digitally driven information interchange and decision-making affect employees' performance in quickly changing digitised tourist situations. Despite the growing relevance of digital technology in linking people and data to improve tourism efficiency and production, these contexts have a knowledge gap. This research addresses that knowledge gap by examining how digital technologies might aid decision-making and information transmission and how they affect tourism production.

The purpose of this study is to look into how digital technologies improve work performance by facilitating knowledge exchange and assisting with decision- making. Specifically, it investigates whether digital tools are being used effectively to improve the flow of knowledge and the quality of decisions within organisations (RQ1), whether knowledge sharing has a direct impact on work performance (RQ2), and whether

digital knowledge sharing becomes necessary as task complexity increases (RQ3). The study emphasises the rising importance of technology-driven collaboration particularly in contexts where timely information and coordinated choices are critical to reaching individual and organizational goals.

Overall, the study focuses on three elements of the link between information sharing and work performance in Vietnam's tourism sector. First, it focuses on how digital technologies may increase knowledge sharing by improving communication, coordination, and decision-making, particularly in the context of digital transformation in Vietnamese tourism organizations. Second, it demonstrates that enhanced decision-making and information exchange via digital methods may result in demonstrable increases in work performance. Finally, the study acknowledges that increasing job complexity and increased professional demands make digital information exchange an increasingly more important aspect in finding performance gaps and enhancing everyday operational efficiency.

2. Literature Review

2.1. Theoretical background

Social Capital Theory (SCT) emphasizes the value of interpersonal relationships in enabling trust, collaboration, and the exchange of knowledge. In service sectors like tourism and hospitality, strong social ties support knowledge flow and informed decision-making (Singh et al., 2021; Chen et al., 2020). Digital platforms enhance these ties by bridging distance and increasing access to information (Lepore et al., 2021; Tønnessen et al., 2021).

Technology Acceptance Model (TAM) complements this argument by explaining employees' adoption of digital tools. According to Turban et al. (2011), perceived usefulness and ease of use shape how individuals engage with communication and coordination technologies, influencing how effectively these tools support collaboration.

Organisational learning theory (OLT) adds a process view—highlighting how organisations acquire, distribute, and apply knowledge to improve performance. According to Deng et al. (2023), knowledge sharing, driven by organisational systems, enhances task execution. Tonnessen et al. (2021) similarly note that digital environments enabling knowledge exchange foster adaptability and innovation, particularly in dynamic work settings.

The combination of SCT, TAM, and OLT establishes a multi-tiered framework for analyzing the influence of digital technologies. SCT emphasizes the significance of trust and collaboration in information dissemination, TAM elucidates individual acceptance of digital instruments, and OLT links knowledge application with organizational efficacy. Collectively, these theories provide a thorough framework for comprehending how digital technologies improve information dissemination and job performance within the tourist industry. These theories provide a multi-level framework to examine how social, technological, and learning processes shape performance in digitally enabled service environments.

2.2. Coordination

Coordination refers to the dynamic alignment of tasks and interactions among individuals working toward shared goals (Lepore et al., 2021). In digital environments, coordination is increasingly supported by technologies that enhance task synchronisation and collaborative decision-making. From the perspective of SCT, these tools reinforce structural ties that facilitate shared understanding and access to relevant information (Chen et al., 2020). According to TAM, employees are more likely to adopt coordination tools when they perceive them as useful and easy to use (Turban et al., 2011). Additionally, OLT emphasizes that coordinated processes promote knowledge acquisition and transfer, enabling teams to respond and learn more effectively in dynamic work settings (Deng et al., 2023). The above debate leads to this hypothesis:

H1. Digital technology facilitates coordination, which has a favourable impact on decision-making.

H2. Digital technology facilitates coordination, which has a favourable impact on knowledge sharing.

2.3. Communication

Organizational communication refers to the exchange of ideas and knowledge through digital channels such as messaging, video conferencing, and collaborative platforms. From the perspective of SCT, communication builds relational trust and cognitive alignment, both essential for effective decision-making and knowledge exchange (Chen et al., 2020). Digital platforms strengthen these ties by enabling timely, open, and reciprocal interactions across organizational levels. According to TAM, employees are more likely to adopt communication technologies when they are perceived as useful and easy to use, which in turn enhances their collaborative behaviors (Turban et al., 2011). Additionally, OLT highlights that communication facilitates the dissemination and interpretation of knowledge, supporting organizational learning and performance improvements (Deng et al., 2023).

H3. Digital technology facilitates communication, which has a favourable impact on decision-making.

H4. Digital technology facilitates communication, which has a favourable impact on knowledge sharing.

2.4. Decision making, Knowledge sharing and Job Performance

Within the framework of SCT, knowledge sharing is shaped by interpersonal trust and network cohesion, which encourage employees to exchange relevant and experience-based knowledge (Singh et al., 2021). Such ties improve access to useful information, supporting informed and timely decision-making (Chen et al., 2020). Pangil and Chan (2014) further highlight that trust is essential for open knowledge exchange in collaborative work settings. According to TAM, employees are more likely to participate in digital knowledge exchange and decision-making processes when they find the tools accessible and effective (Turban et al., 2011). From an OLT perspective, both knowledge sharing and decision-making are central to learning and performance, as they enable employees to apply insights for problem-solving and task execution (Deng et al., 2023).

H5: Knowledge sharing has a favourable impact on decision-making.

H6: Decision-making has a favourable impact on work performance.

H7: Knowledge sharing has a favourable impact on job performance.

2.5. Moderating role of Organizational support

In hospitality and tourism—where employees frequently engage in fast-paced, information-driven tasks—organizational support plays a critical role in enhancing performance outcomes. From an OLT perspective, supportive systems such as POS tools, structured routines, and training foster environments that enable employees to recognize inefficiencies and apply knowledge effectively (Deng et al., 2023). SCT suggests that organizational support enhances relational trust and interaction quality, thereby amplifying the benefits of decision-making and knowledge sharing (Singh et al., 2021). Additionally, as TAM posits, employees are more likely to engage with communication and decision-support tools when they perceive them as useful and accessible (Turban et al., 2011). Collectively, organizational support acts as a catalyst, strengthening the influence of key individual behaviors on job performance.

H8. Organizational support emphasizes the need of decision making to produce better job performance.

H9. Organizational support emphasizes the need of knowledge sharing to produce better job performance.

Figure 1 illustrates the conceptual framework of the study, integrating SCT, TAM and OLT to explain the relationships between coordination, communication, knowledge sharing, decision making and job performance, with organizational support as a moderation variable. The hypothesized relationships are represented as directional arrows (H1–H9) in the figure, with each hypothesis clearly labeled to reflect its corresponding path. This diagram allows readers to visualize the structure of the research model at a glance, clarifying the logical flow from theoretical foundations to empirical testing.

3. Methodology

3.1. Measurement of variables

This study assesses coordination using four Lindsjorn et al. (2016) items. Five Lindsjorn et al. (2016) items are adjusted to assess communication. Six Pangil

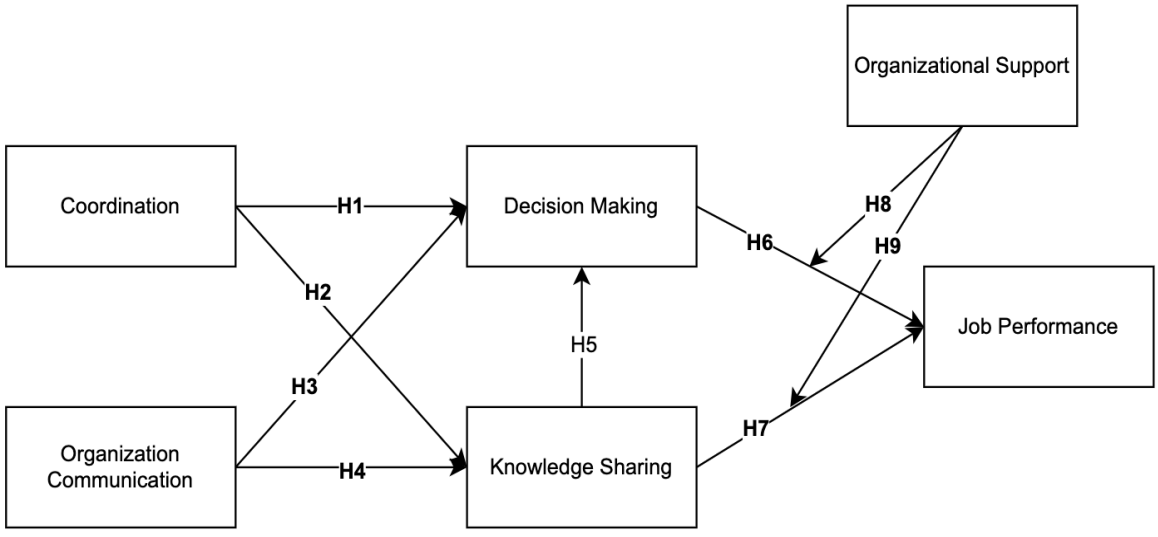

Figure 1. Conceptual framework

and Chan (2014) and Alsharo et al. (2017) investigations examine knowledge exchange. The study examines value decision-making by modifying six items, adapted from Turban et al. (2011). Five job performance items were derived from Chen et al. (2020). Five items from Hutchison et al. (1997) and Eisenberger et al. (1990) are modified to assess organizational support. This survey evaluates component importance using a Likert scale and multiple-choice questions. Each component is rated on a five-point Likert scale from strongly disagree (1) to strongly agree (5). The scale used in the previous research framework was used to modify the survey instrument (Deng et al., 2023). Introduction to the survey's topic and goal is Part 1. In the second segment, respondents' age, gender, monthly income, tourism industry employment status, and workplace digital technology use are determined. Demographic questions will be asked to validate logistical experience. Finally, Part 3 examines how digital technology may affect work output. Some academic staff members with backgrounds in knowledge management and digital technology adoption pre-test the survey before a pilot test is conducted to evaluate its readability, comprehensibility, and clarity. Some of the survey's statements have been slightly reworded. According to Creswell and Creswell (2017), the tests validate the survey instrument's content validity.

3.2. Data collection and the sample

Tourism workers in Vietnam aged 18 and older are the target sample. These tourism company personnel use software in their work. The correctness and relevance of this sample's responses will ensure study validity. This study employed convenience and snowball sampling methods to reach tourism employees in Ho Chi Minh City. While these approaches facilitated access to participants, they are inherently prone to sampling bias, which may affect data validity and limit the generalizability of the findings beyond the studied context (Goodman, 1961).. With two of these sampling methods, voluntary sampling is highly susceptible to bias and the snowball data collection process is typically slow. September to November 2023 was the data collection period. Prospective participants received emails with links to online self-administered surveys due to the target population's geographic and social distance. The survey's reliability and generalizability were ensured by 330 valid responses in Vietnam. Google Forms with the questionnaire in appendix 1 is utilized to collect responses from a wide spectrum of respondents, mainly tourism professionals in Vietnam.

3.3. Statistical methods

Choosing the appropriate research method is crucial for data analysis. PLS-SEM model, which evaluates based on components and employs partial least squares estimator, involves multiple model and factor analysis with the assumption with no error variables (Hair et al., 2016). In addition, the SEM model is used to test correlated independents, non-linearity, multiple latent independents and latent dependents with multiple indicators (Hair et al., 2010). Consequently, it is appropriate for analyzing and modeling the causal relationship between variables, elucidating the complexity and unobserved variables in the analysis, and demonstrating the validity of the studied construct (Hair et al., 2014; Ali et al., 2018). It is obvious that PLS-SEM is a technique for exploratory studies, which is typically employed for predicting dependent variables or identifying construct drivers (Hair et al., 2012, Hair et al., 2017).

4. Results

4.1. Sample characteristics

This study comprises 330 participants. The results comprised 58.48% male participants and 41.51% female participants. There were 73.93% bachelor's degree holders, 23.03% master's degree holders or higher, and 3.03% college grads and high school graduates. 61.81% of respondents were from the staff officer, documentary worker, sales worker, operations, followed by the head of department, team leader (23.63%), the manager, supervisor, inspector (11.51%), and CEO, senior manager, general manager (3.04%). Regarding the monthly income, responses from rank Under 5 million VND made up 6.97% of the sample, 5 – 10 million VND (41.51%), 10 – 20 million VND (43.03%), and over 20 million VND (8.48%). In terms of using digital technology, all 330 respondents frequently use digital technology at work.

4.2. Measurement model results

All of the constructs are tested for validity and reliability. The reliability indicator needs to be more than 0.6 to be deemed acceptable. The items in this investigation were all reliable, with indices greater than 0.60. To find out how consistent the study was, researchers utilized composite reliability (CR) and Cronbach's alpha. Over the minimal criterion of 0.7, Cronbach's Alpha varied from 0.817 to 0.922 and CR values from 0.880 to 0.941. Factors described using items from the same set of variables require a value of 0.5 or higher. The parts that made up the model were able to satisfy the statistical criteria. Table 1 displays the results of the measurement model's validity and reliability assessment.

Table 1. Measurement model

Variables	Outer loadings	Cronbach's alpha	rho_A	CR	AVE
Threshold (Hair et al., 2019)	≥0.7	≥0.6	≥0.7	≥0.7	≥0.5
Coordination (COR)					
COR1	0.819	0.817	0.819	0.880	0.646
COR2	0.817				
COR3	0.773				
COR4	0.806				
Communication (COM)					
COM1	0.895	0.922	0.923	0.941	0.762
COM2	0.876				
COM3	0.881				
COM4	0.866				
COM5	0.846				
Knowledge sharing (KNS)					
KNS1	0.733	0.864	0.865	0.898	0.596
KNS2	0.794				
KNS3	0.723				
KNS4	0.797				
KNS5	0.803				
KNS6	0.778				
Decision making (DEM)					
DEM1	0.780	0.905	0.905	0.926	0.678
DEM2	0.828				
DEM3	0.851				
DEM4	0.861				
DEM5	0.791				
DEM6	0.826				
Organizational support (ORS)					
ORS1	0.833	0.859	0.873	0.898	0.638
ORS2	0.794				
ORS3	0.834				
ORS4	0.763				
ORS5	0.765				
Job Performance (JOB)					
JOB1	0.846	0.899	0.902	0.925	0.713
JOB2	0.879				
JOB3	0.824				
JOB4	0.865				
JOB5	0.804				

To ensure discriminant validity, we calculated the square root of AVE to make sure that items within the same group are more comparable than things in other groups. All items fulfilled the Fornell-Larcker discriminant validity criterion of 0.70, as shown in Table 2 (Fornell & Larcker, 1981). Assessing discriminant validity is another use of HTMT. If the HTMT score is below 0.90, it means that the two reflective notions are discriminately valid. According to Ramayah et al. (2018), the model fit the data well, as indicated by the satisfaction of the HTMT index. In addition, with a mean value greater than 3, all traits were accepted by the participants. With mean scores of 0.873, COR (0.804), DEM (0.823), JOB (0.844), KNS (0.772), and ORS (0.799), the variables exhibiting the highest levels of agreement were identified.

Table 2. Discriminant validity coefficients

	COM	COR	DEM	JOB	KNS	ORS
COM	0.873					
COR	0.707	0.804				
DEM	0.636	0.658	0.823			
JOB	0.717	0.772	0.672	0.844		
KNS	0.678	0.746	0.696	0.692	0.772	
ORS	-0.243	-0.150	-0.295	-0.095	-0.248	0.799

4.3. Structural model evaluation

The coefficient of determination (R) value was computed to evaluate the model's fitness (Hair et al., 2019). The R^2 expresses how well independent factors can explain a dependent variable. It indicates how much of the variation in a dependent variable is explained by the independent variables in the model. The R2 values for DEM, JOB, and KNS were 0.55, 0.669, and 0.602, respectively. This signified that the model exhibited a diminished level of predictive accuracy. The result indicated that the exogenous variables in the model were expected to be relevant to the endogenous variables, demonstrating excellent value construction.

Hypothesis testing findings are in Table 3. A nonparametric bootstrap method calculated the T-value from bootstrap samples to evaluate the coefficient's significance. Decision making (0.0,211, p=0.001) and information sharing (0.533, p=0.000) are positively impacted by coordination. So H1, H2 are supported. Communication improved knowledge sharing (0.301, p=0.000) and decision-making (0.224). p=0.000). Thus, H3, H4 strongly supported. Statistics showed a positive correlation between information sharing and decision making (0.387, p=0.000). H5 confirmed that knowledge sharing affects decision-making. Statistics also showed a positive correlation between information sharing and job performance (0.340, p=0.000) and decision making (0.258, p=0.000). H6, H7 supported successfully. Along with moderating variables like organizational support, statistical research showed a positive relationship between information sharing and job performance and decision making and job performance. So, H8, H9 are adequately supported.

Table 3. Path coefficients

Hypothe- sis	Relationships	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
H1	COR -> DEM	0.211	0.210	0.064	3.306	0.001**	Supported
H2	COR -> KNS	0.533	0.534	0.044	12.036	0.000	Supported
H3	COM -> DEM	0.224	0.224	0.059	3.819	0.000	Supported
H4	COM -> KNS	0.301	0.302	0.049	6.085	0.000	Supported
H5	KNS -> DEM	0.387	0.388	0.056	6.924	0.000	Supported
H6	DEM -> JOB	0.258	0.267	0.059	4.405	0.000	Supported
H7	KNS -> JOB	0.340	0.350	0.059	5.765	0.000	Supported
H8	ORS x DEM -> JOB	0.200	0.180	0.073	2.744	0.006**	Supported
H9	ORS x KNS -> JOB	0.185	0.173	0.067	2.761	0.006**	Supported

Note(s): Level of significance .001, Level of significance .05***

5. Discussion

5.1. Discussion

This study aims to examine the impact of enhanced coordination and communication, facilitated by digital technology, on work performance in Vietnam's tourism sector, specifically in Ho Chi Minh City. Digital technology-mediated communication substantially affects decision-making, accounting for 22.4% of the variance, while information exchange contributes 30.1%. Conversely, coordination significantly affects knowledge sharing, explaining 53.3% of the variance, while its effect on decision-making is negligible at 21.1%. Both decision-making and information sharing substantially influence job performance, contributing 25.8% and 34%, respectively. Moreover, information sharing has a slight impact on decision-making, accounting for 38.7% of the variance. The results highlight the significant and beneficial influence of digital technology in improving coordination and communication, especially in augmenting decision-making and information dissemination. Moreover, the study demonstrates that increased knowledge sharing and decision-making are positively associated with greater work performance. The research identifies perceived organizational support as a crucial determinant that influences work performance, serving as a control variable.

The findings of this study are consistent with those of Chen et al. (2020), notably in terms of the favorable influence of knowledge and information exchange on work performance. While Chen et al. emphasized the importance of enterprise social media affordances in strengthening social ties and increasing knowledge access, this study goes beyond that by demonstrating how organizational factors such as coordination and communication have a direct impact on decision-making and performance outcomes.

The study initially demonstrates a direct association between improved staff decision-making (DEM) and knowledge sharing (KNS) with heightened coordination (COR), hence validating hypothesis H1 and H2. Digital tools, including workplace social media, enhance knowledge sharing by supporting work coordination and information dissemination among individuals (Tønnessen et al., 2021). With a path coefficient of 0.533, indicates that coordination plays a prominent role in promoting knowledge sharing among employees, representing the strongest influence within the entire research model. Secondly, improved coordination (COR) across tourism entities promotes increased information interchange and decision-making, hence validating hypotheses H3 and H4. This study observed that Deng et al. (2023) did not specifically examine the relationship between communication and decision-making, in contrast to prior investigations. These findings align with previous research by Chen et al. (2020), indicating that improving internal and external communication via digital technology in the tourism sector may enhance information exchange. Thirdly, the research demonstrates that knowledge exchange substantially improves decision-making in the tourism sector. The results demonstrate that communication significantly enhances knowledge sharing (H4: $\beta = 0.301$, $p < 0.001$), and in turn, knowledge sharing positively influences decision-making (H5: $\beta = 0.387$, $p < 0.001$). This sequential relationship suggests that effective communication facilitates the exchange of information and experiences, which strengthens employees' ability to make informed decisions. Knowledge sharing thus serves as a critical intermediary that transfers the benefits of communication into improved cognitive and operational processes. This arises from the understanding that decision-making requires extensive knowledge, with knowledge acting as a crucial input. Thus, the efficacy of decision-making is significantly

affected by the decision-maker's capacity to obtain essential knowledge (Deng et al., 2023). The efficacy of knowledge and insight exchange among persons is significantly enhanced by the use of digital technology (Chen et al., 2020). Consequently, hypothesis H5 is validated.

Furthermore, research indicates that both decision-making and information exchange substantially improve employee work performance (H6, H7). This result aligns with the research conclusions of Deng et al. (2023) and Wang et al. (2020). Additionally, the analysis shows that knowledge sharing has a direct and significant impact on job performance (H7: $\beta = 0.340$, $p < 0.001$). This finding underscores the practical value of shared knowledge in enhancing individual work outcomes. Employees who actively engage in knowledge exchange are better equipped to respond to work demands, adapt to dynamic situations, and contribute more effectively to organizational goals. Digital technology has enabled the availability of relevant, timely, and dependable information for decision-making, affording firms unparalleled opportunities to make significant decisions rapidly (Wang et al., 2020). In digital work contexts, this efficient approach enables the prompt application of data-driven insights, hence improving job performance (Deng et al., 2023). Digital technologies, including discussion boards and collaboration platforms, frequently possess aspects that facilitate dialogic practices favorable to knowledge exchange. This study demonstrated a substantial influence of perceived organizational support (ORS) on work performance (H8, H9). A favorable link was discovered between respondents' increased perception of organizational support and their improved job performance in digital work settings. Prior research has thoroughly shown the advantageous correlation between employees' impression of organizational support and their job performance. The possible influence of perceived organizational support (ORS) on employee productivity has been validated, whereas it established a strong association between ORS and job performance. By addressing employees' needs and concerns, firms can enhance the work environment and potentially elevate performance, even among those with inadequate performance. When employees recognize organizational support, they are inspired to do high-quality work, fueled by a sense of belonging and camaraderie.

In conclusion, the research utilized social capital theory alongside various hybrid theories and insights, which examined social exchange within the context of organizational support theory, to ensure its validity and coherence. Moreover, evidence suggests a positive correlation between communication, coordination, and job success (Deng et al., 2023). This study incorporates the utilization of technological improvements to enhance knowledge exchange and decision-making, along with its subsequent effect on job performance. The analysis reveals that coordination has a strong and significant effect on knowledge sharing (H2: $\beta = 0.533$, $p < 0.001$), indicating that effective internal coordination serves as a foundational factor for facilitating knowledge exchange among employees. Knowledge sharing also emerges as a key mediating variable, exerting a notable influence on both decision-making (H5: $\beta = 0.387$, $p < 0.001$) and job performance (H7: $\beta = 0.340$, $p < 0.001$). While decision-making positively impacts job performance (H6: $\beta = 0.258$, $p < 0.001$), its effect is relatively weaker compared to that of knowledge sharing. Additionally, the moderating effects of organizational support are statistically significant (H8: $\beta = 0.200$, $p < 0.01$; H9: $\beta = 0.185$, $p < 0.01$), although the magnitude of these effects remains modest.

5.2. Theoretical implications

The company's capacity to attract customers and maintain its reputation depends on the intangible, perishable, indivisible, and diversified nature of tourism. Knowledge dissemination and decision-making are essential foundations of operation in the tourism sector. Experiences represent the most valuable asset a travel agency can provide to its clients, serving as the principal measure of the agency's proficiency and competitive edge. Consequently, if the tourism company can identify the interrelations and effects of the elements within the research model, it will have a framework to direct initiatives focused on improving employee job performance through the incorporation of digital technology.

Furthermore, the gathered data clearly indicates that technological advancements substantially affect worker performance in the tourism sector. The evidence demonstrates that digital technologies improve employee coordination and communication, thus promoting knowledge sharing and decision-making processes. As a result, this fosters the development of more attractive products and guarantees concerning information precision, ultimately improving employee productivity and performance. Furthermore, corporate support improves employees' decision-making abilities, thereby enhancing their performance. In light of these findings, we will propose actionable solutions to enhance these aspects, thereby benefiting Vietnamese travel agencies.

5.3. Managerial implications

This study provides a new viewpoint on how data analytics-driven knowledge sharing affects corporate workers' performance. Tønnessen et al. (2021) report that the COVID-19 pandemic has led to a shift towards remote work due to the widespread usage of digital

technologies. This context requires understanding how digital technologies increase information interchange and work performance (Wang et al., 2020). Therefore, understanding how digital technology facilitates information flow and influences worker productivity is crucial. After COVID-19, digital technology in remote work environments has become the "new normal", making this knowledge essential for firms that wish to improve performance with the latest digital technologies.

This research has practical implications for developing strategies and guidelines to involve individuals - particularly in small and medium-sized tourism enterprises (SMEs) - in the integration of digital technology for information sharing within organisations. Our survey shows that workplace coordination (COR) improves employee decision-making (DEM) and knowledge sharing (KNS). Thus, even firms with limited resources can retain or increase this correlation by adopting simple yet effective platforms such as Google Workspace, Trello, Zalo OA, or Microsoft Teams for internal communication and collaboration. These tools are not only affordable but also scalable, making them suitable for SMEs in tourism. Group initiatives and cooperation can be improved by encouraging staff to use digital technology. Every activity in a tourism firm requires teamwork and individual coordination, which should be developed as the industry expands and sets more complex goals.

Second, improved coordination (COR) in tourism firms promotes knowledge exchange. Thus, firms should train and update employees on contemporary digital communication tools to maintain the link between improved communication, decision-making, and information sharing. The dynamic tourist sector emphasizes the need for business leaders to be current of the many new technologies and software that might improve organizational communication. Microsoft Teams, Zoom, Slack, and Idea are examples. Effective communication speeds up complex goals.

Technological instruments for communication and coordination have enhanced job performance in a tourism firm in Ho Chi Minh City, Vietnam. Decision-making and knowledge sharing have been demonstrated to adversely affect job performance in the travel and tourism sector. To optimize these advantages, enterprises should diligently instruct employees in the utilization of digital technology within their daily work practices. This includes not only tool training, but also defining digital workflows, setting data-sharing guidelines, and integrating feedback loops to support better decision-making… Employers ought to oversee information exchange dynamics and leverage digital technology to enhance them. Knowledge sharing can enhance management's comprehension of employee expertise, optimize operations, and elevate job performance.

Perceived organizational support significantly moderates employee performance. Enhancing point-of-sale (ORS) capabilities can be achieved through access to information, educational initiatives, and staff engagement. Organizations aiming for expedited goal attainment should emphasize these tactics. The survey indicates that tourism companies are increasingly interacting with their employees. Leaders acquire deeper insights into operational processes, while individuals obtain enhanced instructions and training, hence augmenting job performance.

5.4. Conclusion

This research aimed to elucidate the findings of a survey conducted among Vietnamese tourism industry employees to enhance understanding of the sector as a whole. The study demonstrates that enhanced communication elevates knowledge exchange and decision-making among staff members. All nine hypotheses are statistically validated and lend significant empirical confirmation to the suggested research approach. It implies a strong link between communication, coordination, information exchange, and decision-making processes, all of which are important enhancers of job performance in digital work settings. This agreement across hypotheses enhances the model's dependability and shows the importance of information and knowledge flows in organizational efficiency. Futhermore, coordination facilitates an augmented exchange of knowledge among tourist companies. The study indicates that decision-making and information sharing positively influence the productivity of tourism personnel in their roles. The implementation of digital technology for communication and coordination at a tourism company in Ho Chi Minh City, Vietnam, positively impacts job performance. The outcomes of this study will ensure accurate processing and offer a valuable framework for tourism enterprises to implement in their performance enhancement initiatives.

5.5. Limitations and future research directions

Limitations are intrinsic to any scientific endeavor, and our work is no exception. A notable restriction involves the difficulty of accessing a wider array of respondents, especially senior officials like directors and supervisors, which could have enhanced our findings. The use of convenience and snowball sampling facilitated efficient data collection from the target population but is inherently prone to selection bias. The insufficient diversity among survey participants undermines the study's neutrality, perhaps

resulting in the omission of essential data from our analysis. Moreover, administering surveys exclusively in Ho Chi Minh City restricts the geographical breadth of our research, hence diminishing its generalizability to a broader context. Future researchers should endeavor to mitigate these limitations by broadening their studies to include a wider and more diverse population, thereby enhancing the validity and usefulness of their findings Moreover, researchers could adopt probability-based sampling techniques, such as stratified random sampling or cluster sampling to ensure a more representative sample.

Thus far, research pertaining to the tourism sector has been limited to Ho Chi Minh City. As Vietnam's technical landscape and commercial possibilities advance, a significant increase in job opportunities and tourism-dependent firms is expected in the near future. Therefore, this growth will require the evaluation of supplementary variables and components. Considering the parallels in time and information management across diverse sectors, using this methodology to further industries may improve work performance while preserving the research's neutrality through the collection of vital data. Subsequent studies may need to investigate and possibly contest the rejected hypothesis about the influence of task complexity on the correlation between information sharing and job performance. Furthermore, the restricted control variables are limited to those listed in the survey, including age, gender, education, income, and work roles. Nevertheless, other characteristics that could substantially enhance the research, such as supplementary educational credentials, critical abilities, marital status, and others, have not been considered. In conclusion, to improve the practical application and managerial relevance of study findings for organizations and industries, future studies should focus on diversifying the data obtained and realistically refining and enhancing methodology.

Finally, the control variables in this study were limited to basic demographic factors (age, gender, education, income, work role. Future research should consider incorporating additional variables such as industry experience, organizational size to capture more influences on knowledge sharing and job performance.

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