

The mediating role of knowledge sharing in the impact of knowledge-based human resource management practices on innovative job performance

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Abstract

The purpose of this study is to investigate the mediating role of knowledge sharing in the impact of knowledge-based human resource management practices on innovative job performance. The research method is descriptive-correlational in nature and applied in terms of purpose. The statistical population of the study consisted of 187 employees of Payame Noor University of Central Yazd, of which 124 people were selected based on Krejcie and Morgan table and stratified random sampling as the sample size. The collection tools included questionnaires of human resource management practices of Lapak and Snell (2002), knowledge sharing of Conley et al. (2012) and the innovative job performance of Scott and Brass (1994). In order to analyze the data, the structural equation technique was used using Lisrel statistical software and Spss statistical software. Findings showed that knowledge-based human resource management practices have a positive and significant effect on innovative job performance and the component of innovative job performance has the greatest impact on knowledge sharing. The results showed that knowledge sharing has played an increasingly mediating role in the impact of knowledge-based human resource management practices on knowledge sharing.

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Extended Abstract

Introduction

Organizations need employees who innovate while performing their duties (Dana et al, 2020, Bardi et al, 2016), therefore innovation performance plays an important role in decisions to retain and promote talent in the organization (Bettencourt et al, 2017).). In addition, existing researches observe an increase in research interests on individual innovation performance (Dul & Ceylan, 2011). On the other hand, team diversity, leadership effect tactics, performance management, work environment, company's knowledge sourcing strategy, and ability to absorb group and organizational level structures are to influence employees' innovation performance (Fors & Camison, 2016). In addition, knowledge-based human resource management practices lead to the promotion of knowledge creation, sharing, and productivity to enhance innovative work performance (Caputo et al, 2019; Kianto et al, 2017; Minbaeva, 2013; Minbaeva et al, 2009).

The employee's innovative job performance is an important construct in the fields of human resource management and industrial psychology (Campbell & Wiernik, 2015) and can affect organizational performance (Anderson et al, 2014; Frederiksen & Knudsen, 2017; Rangus & Cerne, 2019). Innovative job performance refers to the employee's tendency to generate, promote, and implement new ideas at work (Janssen, 2001; Janssen & Van Yperen, 2004; Rangos & Seren, 2019). Existing research observes an increase in research interests on individual innovation performance (Dul & Ceylan, 2011; Fores & Camison, 2016). This growing academic interest in employee innovative performance actually reflects the desire of organizations to remain competitive through innovative products and services in the dynamic and competitive market of the 21st century (Bardi et al, 2016; Carayannis et al, 2017; Cegarra- Navarro et al., 2019). However, existing researches in this field have not been able to identify individual and process-related variables that are most related to individual innovation performance (Anderson et al, 2014; Bardi et al, 2016; Maurer et al, 2011; Mumtaz & Parahoo, 2019).). Knowledge, skills and motivational characteristics, individual effectiveness, knowledge sharing, and domain-related commitment affect employees' innovation performance (Bettencourt et al, 2017). On the other hand, team diversity, leadership effect tactics, performance management, work environment, company's knowledge sourcing strategy, and ability to absorb group and organizational level structures are to influence employees' innovation performance (Fors & Camison, 2016).

According to the mentioned materials, the main problem of the research is whether knowledge sharing with an emphasis on the mediating role of knowledge-based human resource management practices has a significant effect on innovative job performance in Payam Noor University, Yazd province.

Theoretical framework

Human resource management affects the attitudes, abilities and behaviors related to employees' jobs to achieve the organization's goals, and plays an important role in supporting the organizational environment for the benefit of knowledge management activities (Singh et al, 2020).

The process of knowledge management in the organization includes the acquisition, storage, sharing and application of knowledge to achieve the goals of the organization. Knowledge management transfer activities allow colleagues to share relevant experience at work (Shamim et al, 2019).

Innovative job performance refers to the development and application of a new subject for which employees must learn the required strategies and knowledge, and these innovative job behaviors of employees help to maintain organizational effectiveness (Jensen, 2003).

Innovative job performance shows the extent to which an employee creates creative and innovative ideas in the organization. Innovation performance is essential to help organizations design and develop sustainable competitive advantage (Frederiksen and Knudsen, 2017; Santoro et al, 2020).

Gürlek & Çemberci (2020) conducted a research entitled "Understanding the relationships between knowledge-based leadership, knowledge management capacity, innovation performance and organizational performance". The statistical population was employees and staff managers of government organizations in Russia. The research method was survey, and the sampling method was random simple. The research results showed that there is a positive and significant relationship between knowledge-based leadership, knowledge management capacity, innovation performance and organizational performance.

Lee et al, (2020) conducted a research entitled "The role of knowledge sharing in task interdependence and social capital". The statistical population was senior managers of Chinese banks in Paris. The research method was descriptive-survey and, the sampling method was random stratified. The research results showed that there is a positive and significant relationship between conscientiousness and social capital with the mediating role of knowledge sharing.

Methodology

The research method is descriptive-correlative in nature, and applicable in terms of purpose. The statistical population of the research is composed of 187 employees of Payam Noor University, Yazd center, of which 124 were chosen as the sample size of the study, based on the Karjesi and Morgan table and by Stratified random sampling. In order to collect data related; the standard questionnaire of Lepak & Asnel (2002) for the variable of knowledge-based human resource management practices, and the standard questionnaire of Kanely et al, (2012) for the variable of knowledge sharing, and the standard questionnaire of Sccat & Bras (1994) for the variable of innovative job performance was used.

Discussion and Results

In order to investigate the hypothesis of the research, the modeling of structural equations, the method of structural equation modeling with the help of spss software was used to test the hypotheses from inferential statistics. Then, the 8th edition of Lisrel statistical software was used to measure the effects of independent and mediating variables with the dependent variable, and the results showed that the direct effect of knowledge-based human resource management practices on innovative job performance is (0.37). The indirect effect of knowledge-based human resource management practices on innovative job performance is (0.56), provided that there is a mediating variable of knowledge sharing. Considering that the effect of the direct path is less than that of the indirect paths, therefore, the presence of the mediating variable of knowledge sharing increases the effect power, and the mediating role of knowledge sharing is confirmed in the current hypothesis. The strength of the effect of knowledge sharing on innovative job performance has been calculated as (0.77), which indicates a favorable effect. The t-statistic of the test was also obtained (8.75), which is greater than the critical value of t at the 5% error level, i.e. (1.96), and shows that the observed effect is significant. Therefore, it can be said that knowledge sharing has a positive and significant effect on innovative job performance. The power of knowledge-based human resource management methods on knowledge sharing has been calculated as equal to (0.73), which indicates a favorable effect. The t-statistic of the test was also obtained (8.71), which was greater than the critical value of t at the 5% error level, i.e. (1.96), and it shows that the observed effect is significant. The influence of knowledge-based human resource

management methods on innovative job performance has been calculated as equal to (0.37), which indicates a favorable effect. The t-statistic of the test was also obtained (4.35), which was greater than the critical value of t at the 5% error level, i.e. (1.96), and it shows that the observed effect is significant. Therefore, it can be said that knowledge-based human resource management methods have a positive and significant effect on innovative job performance.

Conclusion

The present study was conducted with the aim of investigating the mediating role of knowledge sharing in the impact of knowledge-based human resource management practices on innovative job performance (case study: Payam Noor University, Yazd province). The results of this research are consistent with the results of Vatan Khah (2019), Gürlek, M., & Çemberci (2020), Salehi (2017), and Ali et al, (2020); human resource management practices in the organization provide employees to network with colleagues to develop interpersonal relationships. Colleagues who engage in knowledge sharing activities display more agreeable and extroverted orientation in their communication style. Recently, many publications show increased attention in the predictors of knowledge sharing in the organization, especially the promotion and support of knowledge sharing in the organization by the leadership (Zhang et al, 2020, Sain et al., 2019). According to the research results, it is suggested that organizations should develop an environment where the discovery and application of knowledge lies in the culture of the organization. Investing in knowledge sharing activities is a useful thing for managers in many ways. In the same way, investment improves employee innovation performance, which the organization can use to meet customer needs and win competition in the market. Since knowledge is an important competitive advantage, the organization interested in developing and maintaining innovation performance must identify and acquire the unique and specific knowledge of the organization that makes copying difficult, and thus determines its competitive advantage.