

HOW KNOWLEDGE SHARING AND HUMAN RESOURCE MANAGEMENT AFFECT HOW WELL EMPLOYEES DO THEIR JOBS

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Abstract

The effects of HRM and information sharing on productivity in the Kurdistan Region's workplace are the focus of this study. In this literature study, we will look at how HRM and knowledge sharing impact business outcomes and how employees perform as a result. Research looked examined the effects of HRM and information sharing on productivity in the workplace. In order to determine the relationship between the two variables, demographic information was gathered through a questionnaire. A quantitative technique based on a survey of government and non-government organisations and company personnel makes up the research methodology. We received 210 replies in total from the survey. In order to improve HRM procedures and encourage information exchange among employees, we analysed data using SPSS software. This led to an increase in performance. Data was analysed using SPSS software to enhance HRM procedures and promote information exchange among employees, resulting in improved performance.

Keywords: Human Resource Management, Knowledge Sharing, Employee Performance, Teamwork, Training, Development

INTRODUCTION

Managing, recruiting, and deploying employees are all part of human resource management, or HRM. Human Resources (HR) is another name for it. Policies pertaining to employees and their interactions with the organization are formulated, executed, and overseen by the HR department of a corporation. The word "human resources" has been around since the early 1900s, but it wasn't until the 1960s that it really took off as a way to characterize a company's employees.

Effective management and development of an organization's personnel is the fundamental function of human resource management. Recruiting top personnel, advertising open positions, conducting thorough interviews, and choosing the best candidate are all critical functions of human resources. There is more to human resource management than just employing and dismissing workers. Make new team members feel at home by providing an extensive orientation program. To make sure everything goes smoothly, the HR team fills new employees in on our company's principles, objectives, and procedures.

Knowledge management relies on the free flow of information, including employees' knowledge, experiences, and expertise, which is known as knowledge-sharing. It is helpful to make sure that important information is easily accessible. It aids in the preservation of intellectual assets and, in the end, leads to enhanced organisational productivity. A knowledge-sharing culture, IT, and employee motivation are the three main factors that influence knowledge-sharing, according to previous research (Jones et al., 2006). Knowledge is only useful when it is shared across workers, as noted by Davenport et al. (1998). For this reason, businesses should foster an open culture that encourages workers to contribute their expertise.

Staying competitive in a continuously changing market requires organisations to efficiently manage and exploit their current knowledge. Competition heats up as the number of knowledge-based organisations grows, leading to increasingly unpredictable settings (Hendricks, 1990). Knowledge management is critical for organisations in today's highly competitive market. This is according to Chen and Liang (2011). According to Brown and Duguid (1991), Hiring competent workers is the only surefire way to get an edge over the competition. But a lasting edge over the competition can be yours through effective management and the exchange of information. In 2001, Hinds et al.

Knowledge management is most effective when it fosters an atmosphere where employees feel comfortable sharing information and when it makes use of outside resources. As a result of integrating environmental and employee knowledge, the final product surpasses the sum of its parts. According to various studies, knowledge sharing is an essential part of effective knowledge management (Brown & Eisenhardt, 1995; Verona et al., 2006). Additionally, organisational performance is positively correlated with knowledge sharing (Arthur & Huntley, 2005; Collins & Smith, 2006; Cummings, 2004; Hansen, 2002; Mesmer-Magnus & DeChurch, 2009). Maximising organisational success necessitates fostering a culture of knowledge-sharing and personal growth among employees. Employee performance is enhanced, which in turn increases organisational performance, as stated by Davenport (1998). (According to Matzler and Mueller, 2011). Yet, due to the difficulty involved, most workers are hesitant to learn from their coworkers (Constant et al., 1996). It is critical to foster an atmosphere conducive to good management and to share expertise. Developing human capital and enhancing employee performance are critical objectives. (Goshal and Bartlett, 2002).

There is still a lack of clarity regarding the factors that affect performance and the relationship between employee knowledge and that performance. When workers are encouraged to share what they've learnt, it boosts their motivation, competence, and overall performance. Knowledge exchange is also an important component that affects how well employees do their jobs. A company's financial and market results are strongly correlated with high-performance HR practices, according to research on strategic HRM. (Conway et al., 2010) Strategies, methods, and policies that boost morale, productivity, and efficiency in the workplace are all part of human resource management. Planning, staffing, training, managing performance and remuneration, health and safety, and employee relations are all aspects of human resource management.

A study conducted by Edwardson in 2008 Human resource policies that prioritise knowledge can improve knowledge-sharing, according to the text. This is achieved through two main means: first, by attracting and retaining talented individuals; and second, by fostering a company culture that values and rewards the sharing of information. Source: Chen and Huang (2009) HR procedures have a significant effect on the demeanour, competence, and actions of employees. Creativity and enthusiasm flourish when there is trust among coworkers.

Building trust is essential for the free flow of information and knowledge in today's fast-paced business world. A strong association between HRM practices and knowledge sharing is significantly impacted by employee commitment. The newly-proposed partnership has the potential to increase staff members' learning capacities and intrinsic motivation, thereby establishing a knowledge culture that promotes the idea of sharing.

A study conducted by Lomask in 1998, Strategically enhancing organisational efficiency via the development of team and individual capabilities is the goal of performance management. Human resource management seeks to accomplish goals by making optimal use of human resources. Measuring and controlling staff performance is essential for this goal. Organisational success depends on tracking and analysing employee performance (COMBS et al., 2006). Effective monitoring, timely feedback and performance reviews based on predetermined goals, and problem-solving are all part of this (Mani, 2002). (Rudman, 2002) suggests that employees are motivated and their performance is improved when they are recognised for their accomplishments in a timely manner.

Knowledge sharing amongst workers is another important factor that can boost productivity. Sharing information and skills allows employees to work together to find solutions, generate new ideas, and enhance existing procedures. A culture of learning and continual development is fostered, and improved outcomes are the result. Gaining new abilities, being happier in one's work, and fostering closer bonds within a team are all possible outcomes of information sharing. Development and training of employees is another critical component of human resource management that can influence performance. If you want to advance in your career or just advance in your personal life, you need to acquire more skills and knowledge. When workers see that their efforts are appreciated and that their abilities are being developed, it can boost their motivation and job happiness.

REVIEW OF LITERATURE

The theoretical framework is used to present the study's dimensions and their significance, as well as to define the variables for each dimension (human resource management, knowledge sharing, employee performance). Being able to present and debate

relevant prior research while also being aware of how the present study differs from them is essential.

The first part of the talk focusses on the definition and explanation of the independent variables, which are two things that contribute to better employee performance. These are knowledge sharing and human resources management. In the second, we look at the dependent variable—employee performance—and how it may be influenced by elements like HRM and information sharing to improve organisational effectiveness and outcomes.

Administration of human resources:

According to Khan and Wisner (2019) and Sutduean et al. (2019), organisations strive to boost competitiveness in the current economy by enhancing employee performance. If a company wants to boost employee performance and reach its goals, it needs human resource management (HRM) that works (Kerdpitak & Jernsittiparsert, 2020). In an effort to solve global problems, many companies are putting greater emphasis on HRM.

Managing a company's human resources entails cultivating and overseeing its employees' technical abilities, as well as their emotional intelligence, worldview, goals, values, and motivations. Human resource management (HRM) places an emphasis on treating people with compassion, seeing them as an organization's most valuable asset, and investing in their growth so that they may contribute to the company's success while also satisfying their own needs. One side of this strategy is devoted to developing human resources, and the other side is concerned with managing people effectively.

Human resource management is a tool that businesses may use to boost staff output and efficiency. Better business results are the product of well-managed human resource systems that include training, performance evaluation, incentives, pay, and empowerment. Creating a reliable and efficient workforce is the ultimate goal of human resource management, according to contemporary theories of management. In order to accomplish a common goal, it takes a special kind of group of people who are not only compatible with one another but also enthusiastic about working together.

Organisational processes cannot be successful without human resources management strategies; without a human resources strategy, it is impossible to build a plan for an organisation. The term "human resource development" refers to a collection of initiatives whose overarching goal is to help companies' present and future employees grow professionally and personally in a way that boosts their productivity and efficiency (Haddad, 2003). The end aim is humanity, and training is the key to getting there. Employees' attitudes and behaviours can be influenced through training, which is an organisational effort to help individuals acquire job-related information and skills. This, in turn, can lead to increased performance and the attainment of organisational goals.

Concern for workers' well-being on the part of employers arose in the 1990s as a means for businesses to boost loyalty and contentment on the job (Najja, 1998). In human resource management, improving employee performance is of utmost importance. By utilising efficient HRM methods, organisations have the ability to greatly influence employee productivity, job happiness, and overall performance (Yang & Feng, 2015). Employees' productivity on the work is highly dependent on the management style of their employer, which includes recruiting, training, assessing performance, providing pay and benefits, and granting them autonomy. Such methods are referred to as HRM practices (Hustled, 1995). To fill open positions with qualified individuals, businesses rely on rigorous recruitment and

selection procedures. In order to improve employee performance, it is important to have recruitment and selection processes that are effective (Leaver et al., 2021).

Training and development programs provide workers the tools they need to do a better job by teaching them new skills and expanding their existing knowledge base. In addition to boosting performance, these programs boost morale, contentment on the job, and self-assurance among workers (Guest, 1997). Employees benefit from performance management systems because they lay out specific expectations, receive constructive criticism, and are publicly acknowledged for their efforts. As a result, workers are better able to carry out their responsibilities and know how they fit into the bigger picture of the company's success. According to Paauwe and Boselie (2003), when performance management systems are effective, they motivate employees more, which in turn leads to better performance. Compensation and perks have a significant impact in attracting and maintaining skilled employees. Greater levels of employee engagement, work satisfaction, and performance are often seen in organisations that offer competitive remuneration and benefits packages (Jiang et al., 2012).

Last but not least, empowering employees is key to letting them own their work and make decisions by providing them with the information, resources, and authority they need. Employee engagement, motivation, and dedication are all enhanced by empowerment, leading to improved performance. Source: Sun et al., 2007. Ultimately, the success of an organization's workforce is proportional to the quality of its human resource management. When companies put money into their employees, they usually end up with a more dedicated, enthusiastic, and productive crew. This, in turn, helps the company succeed financially.

To achieve a common objective, members of an organisation should systematically transmit and exchange information and expertise; this practice is known as "knowledge sharing" (Liao et al., 2011). In order to solve problems effectively, it is necessary to find, share, and use existing information at different levels.

The best way to find, share, and use existing knowledge to solve challenges is to share what you know with others. The sharing of information at the person level is essential to the success of any organisation, whether that organisation exists at the team or organisational group level (LAW & NGAI, 2008). To succeed, a company must foster an environment where employees feel comfortable sharing what they've learnt (Nonaka & Takeuchi, 1995a). When people share what they know, it's like a two-way street: the one with the knowledge shares it with the world, and the other takes it in (Hendriks, 1999). According to Teegland and Wasko (2009), there are mainly four aspects to knowledge sharing.

According to Dixon (2000), there are five different ways that organisations share and transmit knowledge: serial, near, remote, strategic, and expert transfers. Different approaches are taken depending on whether the information is explicit or tacit, the kind of work being done, and whether it comes from internal or external sources. There are two main types of knowledge, as proposed by Nonaka and Takeuchi in 1995: explicit and tacit. Tacit knowledge is often held internally by a company and is more difficult to document and transfer than explicit information. What we call "external knowledge" is information that we've gleaned from other places. People outside of their company can gain access to this information, as previously mentioned (Teigland & Wasko, 2009). The regularity, irregularity, routineness, or lack thereof of a task determines its character. Repeating an action within a given time frame without altering its fundamental characteristics is what we

mean when we talk about its frequency. To be "routine" is to have a consistent pattern of execution. When a team performs the same work in several environments, they might use the tacit and explicit knowledge they learnt from the first environment. This process is called a serial transfer.

Both strategic and expert knowledge transmission are possible. Knowledge required of managers is an example of a non-routine solution that is well-suited to strategic transfer. The term "expert transfer" describes the process of learning specific information from experts (Ghlichlee, 2009). Bock et al. (2005) found that when employees share what they know, it improves their knowledge, skills, and talents, which in turn leads to better job performance. Forstenlechner et al. (2014) found that when workers share what they know, it boosts engagement and happiness on the job, which in turn increases motivation and output.

In addition, when people in an organisation share what they know, it can improve their ability to solve problems and make decisions. Nonaka and Takeuchi (1995a) found that when workers have access to additional information, they are able to solve complicated problems in novel ways and make better decisions. Employees are able to work together more effectively and coordinate their efforts when they share what they know (Alavi & Leidner, 2001).

Organisational culture, leadership buy-in, and resource availability are a few of the variables that may affect how knowledge sharing affects employee performance (Hsu et al., 2007). For instance, one way to foster knowledge-sharing behaviours is to foster an atmosphere that supports open communication and a culture that appreciates knowledge-sharing. Also, employees are more likely to participate in knowledge-sharing initiatives if their bosses do the same.

When employees are able to freely exchange information, it has a multiplicative effect on their performance on the job, boosting morale, output, and efficiency. Businesses can foster an environment conducive to growth by promoting the exchange of information.

Staff Efficiency

One of the things that impacts how well a company does is how well its employees do their jobs. A well-run company recognises human resources as an integral part of the implementation process (Mohammad et al., 2014). The actions and choices made by employees are the key to every company's success. That success, however, is contingent on a great deal of other things, including the organization's size, its surroundings, and its operations. Human resource management strategies often include performance reviews for staff members. Increasing HRM procedures is a common way to boost employee performance in today's cutthroat business environment (Ahmad Bowra, 2012; Eray Caliskan, 2010). Managers expect their employees to have the requisite knowledge, skills, experience, and ability to carry out their duties efficiently and effectively.

(Habeis & Mangkuprawira, 2007), Workers' output is affected by both internal and external variables. Education, experience, drive, health, age, abilities, feelings, and spirituality are all examples of intrinsic elements. A contrast to this is the concept of extrinsic factors, which include things like the physical and non-physical surroundings, leadership, communication (both vertically and horizontally), compensation, facilities, training, workload, work procedures, punishment systems, and control mechanisms. Achieving goals in a corporation is the responsibility of both individuals and groups. How well a firm does in Indonesia is directly related to how well its employees do. Achieving a company's vision and objective is possible with high-performing employees.

There appears to be a complicated and multi-faceted relationship between HRM and employee performance, according to the literature study. One side of the coin has research showing a link between HRM practices and organisational performance, including financial performance metrics, productivity, and turnover (Kim et al., 2010; Delery & Roumpi, 2017). Training, development, performance evaluation, pay, and perks are all examples of human resource management techniques that, according to research, boost employee performance.

Human resource management (HRM) and employee performance, however, are intricately related. The link between human resource management and employee performance may be more nuanced than a straightforward cause-and-effect relationship, according to another research (Liao et al., 2009; (2017). In the eyes of many, the business world places too much emphasis on human capital as a means to an end—a competitive advantage—and too little on the far more substantial social and economic elements that might affect organisations (Wright & McMahan, 2011). According to Ismail Al-Alawi et al. (2007), in order to understand the link between HRM and employee well-being, a more comprehensive and contextualised approach is required.

In addition to HRM practices themselves, other elements like organisational environment, communication, trust between management and employees, and the specifics of those practices all have the potential to impact employee performance. Li et al. (2015) and Lin (2007) both emphasise this.

Innovation, creativity, job satisfaction, organisational dedication, and individual performance are all positively impacted by knowledge-sharing. This idea is backed by strong evidence.

An example of this is the favourable correlation between information sharing and employee job satisfaction and organisational commitment (Wang & Noe, 2010). When it came to computer-mediated communication in particular, information sharing improved individual performance (Chen & Hung, 2010). Employees' ability to think creatively was found to increase when they had access to fresh information through knowledge sharing. When employees were intrinsically motivated to share what they knew and felt pride in their job, knowledge sharing had a favourable effect on team and individual performance.

If businesses want their employees to perform better, they need to invest in human resources and promote information sharing, according to studies. Organisations must prioritise staff development despite the substantial impact of HRM practices on employee performance and, in particular, on organisational outcomes. They improve their communication, efficiency, and overall professional standing by sharing information. Additionally, the aforementioned research has shown that information exchange is critical for staff members.

RESEARCH METHOD

This approach uses design study to determine the independent variables (knowledge sharing and HRM) and the dependent variables (employee performance). Using both public and private sector organisations in Iraq's Kurdistan Region, this research looks at how human resource management and information exchange have affected worker productivity. In this study, we used two ways of data gathering to make sure the research findings were clear and to test the hypotheses. There are two main parts to this study: the theoretical part, which includes looking up information in books, papers, websites, textbooks, or journals, and the practical part, which is filling out a questionnaire to get data from a forum. The forum

questionnaire was found to be the most effective tool for accomplishing the study's aims after extensive research. Statistical software (SPSS) was used for data analysis.

Research Hypothesis

H1: The effect of human resource management on employee performance.

H2: The effect of Knowledge sharing on employee performance

H3: The impact of HRM and Knowledge sharing on employee performance

RESULTS AND DISCUSSION

Table 2.
Descriptive Statistics for Demographic Questionnaire

		Frequency	Per cent
Gender	Male	88	41.9%
	Female	122	58.1%
Age	Below 25	30	14.3%
	26 - 35	77	36.7%
	36 - 45	66	31.4%
	Above 45	37	17.6%
Organization Status	Manager	26	12.4%
	Employee	173	82.4%
Organization Status	lecturer at the university	6	2.9%
	Executive Manager	4	1.9%
	The General Manager	1	0.5%
Tenure in an Institution	1 to 5 years	70	33.3%
	5 to 10 years	37	17.6%
	10 to 15 years	30	14.3%
	15 years more	73	34.8%
Certification	PhD	2	1.0%
	Master's	11	5.2%
	Bachelor's	112	53.3%
	Diploma	63	30.0%
	Below Diploma	10	4.8%
	other	12	5.7%

Using demographic questions including gender, age, education level, and organisation status, Table 2 displays the descriptive statistics of the study's participants.

You can see the percentages and frequencies of all the different types here. According to the data in the table, 58.1% of the participants were female. Also, the majority of respondents held a Bachelor's degree (53.3%), the most common age group was 26–35 (36.7% of the total), the largest percentage worked for the government (82.4%) and had been with the same company for 15 years or longer (34.8%).

Table 3
Reliability of Measurements for All Variables

	Human Resource Management	Knowledge Sharing	Employee Performance	All Independent Variables
Number of Questions	5	5	5	15
Cronbach's Alpha	0.756	0.764	0.666	0.873

One may see the predicted Cronbach's coefficient values in Table 3. The internal consistency of the measurement was tested using these values. For human resource management specifically, knowledge exchange had a Cronbach's alpha of 0.764, employee performance 0.666, and all independent variables together had an alpha of 0.873.

Correlation and Regression:

To find out how the two sets of variables were related, we ran a correlation analysis. For a more precise model of the response-predictor link, we used regression analysis. Human resource management, information sharing, and employee performance are some of the response factors that we used to find explanatory variables using Simple Linear Regression Analysis and Forward Multiple Linear Regression. This information was supplied by an administrator on March 12, 2023.

The link between the dependent and independent variables is shown in the following correlation matrix (Table 3).

Table 4.
HRM and Knowledge Sharing

Knowledge Sharing	0.658**
	Human Resource Management
Employee Performance	0.587**
	Knowledge Sharing
	0.624**

**There is a significant correlation at the 0.01 level with a 2-tailed test.

The Impact of HRM and Knowledge Sharing on Worker Efficiency. In Table 3, we can see that there is a strong positive relationship between employee performance and the following independent variables: knowledge sharing (0.624), human resource management (0.587) and the combination of the two (0.658).

Table 5.
Simple Linear Regression Analysis between Human Resource Management and Employee Performance

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Correlation	R Square	F	P-Value
(Constant)	4.466	6.141	0.001				
human resource management	0.515	10.463	0.001	0.587	0.345	109.472	0.001

An ANOVA table verifies the model's goodness of fit (F=109.472, P-Value=0.001), and Table 5 shows a positive correlation (0.587) between HRM and employee performance. It is critical to study the impact of HRM on employee performance and its predictive power.

Coefficient of determination (R Square), t-value, slope, and constant data are shown in the table above. A one-unit increase in HRM will lead to a 0.515-unit improvement in employee performance, according to the 0.515 regression coefficient (B) for HRM. R Squared is a measure of the degree to which an independent variable explains the variance in a dependent variable. Human resource management explains 34.5 percent of the variance in employee performance interpretations, according to the R2 coefficient, with the rest of the variance attributable to other variables.

Section 6: The association between employee performance and information sharing was examined using simple linear regression analysis.

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Correlation	R Square	F	P-Value
(Constant)	4.889	7.776	0.001				
knowledge sharing	0.631	11.508	0.001	0.624	0.389	132.428	0.001

Knowledge sharing, as shown in Table 6, has a positive correlation with employee performance, the dependent variable. Knowledge sharing and employee performance were found to have a weak positive link (0.624) according to the examination of Pearson's correlation. Knowing how to foresee and account for the effects of knowledge sharing on productivity in the workplace is crucial. An analysis of variance (ANOVA) table is also included in the table to verify the goodness of fit between the knowledge sharing explanatory variable and the employee performance response variable. There is a strong correlation between the model and the data (F=132.428, P=0.001).

All of the findings, including the constant, slope, t-value, and R-squared, are displayed in the table up top. The coefficient of knowledge sharing (B) is 0.631, which indicates that there will be a 0.631 improvement in employee performance for every one unit increase in information sharing. Based on the determination coefficient (R2), knowledge sharing accounts for 38.9% of the variation in employee performance, with the remaining portion attributable to other factors.

Table 7. To find out how knowledge sharing and human resource management affect employee performance, run a multiple linear regression analysis on the independent variables.

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Correlation	R Square	F	P-Value
(Constant)	3.266	4.668	0.001				
human resource management	0.423	6.081	0.001	0.666	0.444	82.694	0.001
knowledge sharing	0.274	4.531	0.001				

Table 6, which displays the results of Pearson's correlation analysis, shows that the independent and dependent variables are 0.624 related. The effect of information sharing on productivity in the workplace can be better understood with this data. Table 6 also contains an analysis of variance (ANOVA) table that evaluates the goodness of fit between the response variable (employee performance) and the explanatory variables (knowledge sharing and human resource management). With an F-value of 82.694 and a P-value of 0.001, the model is considered valid.

The computed values for the constant, slope, t-value, and R-squared are displayed in the table up top. Human resource management has a coefficient (B) of 0.423 according to the regression study. By leveraging existing knowledge exchange, a one-unit increase in human resource management leads to a 0.423-unit boost in employee performance. Similarly, knowledge sharing has a coefficient (B) of 0.274, meaning that current human resource management will lead to a 0.274 improvement in employee performance for every one unit jump in information sharing. With an R2 value of 44.4%, these two factors account for nearly half of the variance in workers' output. Other variables impacting employee performance, on the other hand, account for the remaining difference.

CONCLUSION

In turn, the results showed that HRM and information exchange improved worker productivity. Knowledge sharing and employee performance were also found to be strongly correlated in the study. Workers who felt more invested in their work were also more willing to seek out and share information with coworkers, two examples of knowledge-sharing practices. Knowledge sharing and improved performance were also associated with HRM practices that promote employee engagement, according to the study. These practices include providing opportunities for advancement and recognising and rewarding employees for their contributions. Taken together, the study highlights how crucial it is for organisations to foster a culture of information sharing, backed by strong HRM practices, in order to boost organisational performance through increased employee performance.

This research adds to the existing body of literature on human resource management (HRM), knowledge sharing (KS), and employee performance (EP) in the Kurdistan Region by illuminating the connections between these three concepts. The results show how important it is to have good HRM practices and share knowledge in order to boost employee

performance. Companies and organisations can improve their performance and success rates by enhancing HRM processes and encouraging information exchange among employees.

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