



The Effect of Human Resource Management and Knowledge Sharing on Employee Performance

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Abstract

This research explores how human resource management (HRM) and knowledge sharing affect employee performance in the Kurdistan Region. The literature review discusses the importance of HRM and Knowledge sharing for organizations and companies and their effects on employee performance. An investigation studied how HRM and knowledge sharing affect employee performance. A questionnaire was used to collect demographic data and assess the correlation between the two factors. The research methodology includes a quantitative approach with a survey of employees working in governmental and non-governmental organizations and companies. A total of 210 responses were collected through the questionnaire. We analyzed data using SPSS software to enhance HRM practices and promote knowledge sharing among employees, which resulted in improved performance. Using SPSS software, data was analyzed to improve HRM practices and encourage knowledge sharing among employees, ultimately leading to better performance.

Keywords: Human resource management, knowledge sharing, Employee performance, Teamwork, Training, and development.

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Introduction

Human Resources Management (HRM) involves employee recruitment, hiring, deployment, and management. It is also commonly referred to as Human Resources (HR). The HR department of a company is responsible for creating, implementing, and monitoring policies related to employees and their relationship with the organization. The term "human resources" was initially used in the early 1900s and became more widely used in the 1960s to describe individuals working for a company.

The core responsibility of human resource management is to manage and develop a company's workforce effectively. HR plays a crucial role in acquiring top talent, promoting job opportunities, evaluating candidates,



and ultimately selecting the most suitable fit for the organization. Human resource management is a complex process involving more than hiring and firing employees. Offer a comprehensive orientation program to make new team members feel welcome. HR team shares valuable insights into our company's values, goals, and policies, ensuring a smooth transition.

Knowledge-sharing is crucial to KM's success, entailing the exchange of employees' skills, experiences, and expertise. Ensuring easy access to essential knowledge is helpful. It helps to retain intellectual assets and ultimately results in improved productivity within the organization. Previous studies have identified three critical elements that impact knowledge-sharing: a knowledge-sharing culture, information technology (IT), and employee motivation (Jones et al., 2006). As (Davenport et al., 1998) pointed out, knowledge only becomes valuable when shared among employees. Therefore, organizations should create a welcoming environment that motivates employees to share their ideas and knowledge.

Organizations must effectively manage and leverage their existing knowledge to stay competitive in a constantly changing environment. Increasing knowledge-based organizations intensifies competition, creating more dynamic environments (Hendricks, 1990). In such a competitive environment, knowledge management is vital for organizations (Chen & Liang, 2011). (Brown & Duguid, 1991) It is only possible to gain a competitive advantage by hiring skilled employees. However, knowledge sharing and management can create a sustainable competitive advantage. (Hinds et al., 2001).

Creating a supportive environment for colleagues to share knowledge and incorporating external sources is essential for effective knowledge management. Combining employee and environmental knowledge, the resulting output is more comprehensive than individual contributions. Research has found that knowledge sharing is the key process in successful knowledge management (Brown & Eisenhardt, 1995), (Verona et al., 2006) and is positively associated with organizational performance (Arthur & Huntley, 2005), (Collins & Smith, 2006), (Cummings, 2004), (Hansen, 2002), and (Mesmer-Magnus & DeChurch, 2009). Improving organizational performance requires enhancing employee performance through knowledge-sharing and self-improvement. According to (Davenport, 1998),

Sharing knowledge between experts and those who need it improves employee performance, which improves organizational performance. (Matzler & Mueller, 2011). However, most employees are reluctant to receive knowledge from their colleagues because this can be very difficult (Constant et al., 1996). Sharing knowledge and creating a suitable environment for effective management is important. Critical objectives include improving employee performance and developing human capital. (Bartlett & Ghoshal, 2002).



However, the relationship between employee knowledge and their performance and factors influencing performance has yet to be explained clearly. Sharing knowledge among employees improves performance by enhancing their skills, abilities, and motivation. Moreover, knowledge sharing is a crucial factor that influences employee performance. Research on strategic human resource management has indicated a strong link between high-performance HR practices and a company's financial and market outcomes. (Noe et al. 2010) Human Resource Management encompasses policies, practices, and techniques to improve employee behaviour, attitudes, and performance. Human resource management activities encompass the following: planning, staffing, training, performance and compensation management, safety and health, and employee relations.

(Edwardson, 2008) The text argues that HR practices focused on knowledge can enhance knowledge-sharing in two ways: first, by acquiring and encouraging employees, and second, by creating an organizational culture that supports the capture, transfer, and use of knowledge. (Chen and Huang, 2009) HR practices greatly impact employee behaviour, attitudes, and skills. Trust in the workplace fosters creativity and passion.

In today's competitive environment, trust is crucial for the transfer of knowledge and information. Employee commitment greatly affects the correlation between HRM practices and knowledge sharing. This newly proposed relationship could enhance employees' abilities and motivation to learn and create a knowledge culture that will foster the concept of sharing.

(Lomask, 1998) Performance management involves strategically improving employee performance and developing team and individual capabilities to enhance organizational efficiency. HRM aims to efficiently and effectively use HR to achieve objectives. For this purpose, managing employees' performance measurement is critical. According to (COMBS et al., 2006), an organization must monitor and measure employee performance to achieve its goals. This involves effective monitoring, providing timely feedback and performance reviews for employees based on predetermined goals, and resolving any problems they may encounter (Mani, 2002), (Rudman, 2002) suggests that timely recognition of accomplishment motivates and helps to improve the performance of employees.

Moreover, knowledge sharing among employees can also be crucial in improving performance. Employees can collectively solve problems, innovate, and improve processes by sharing their knowledge and expertise. This leads to better outcomes and promotes a culture of learning and continuous improvement. Knowledge sharing can also help develop new skills, increase job satisfaction, and build stronger relationships among team members. Another vital aspect of HRM that can impact employee performance is employee development and training. Acquiring additional skills and knowledge is crucial for personal and professional growth. This can lead to higher motivation and job satisfaction, as employees feel their contributions are valued, and their potential is recognized and nurtured.



Literature Review

Presentation of the dimensions of the study and its importance and the definition of the variables for each (human resource management, knowledge sharing, employee performance) in the theoretical framework. - Presenting and discussing previous studies related to the subject of the study and knowing what distinguishes the current study from previous studies.

In the first discussion, independent variables (human resources management and knowledge sharing) are defined and explained as two factors that increase or enhance employee performance. The second discusses the dependent variable (employee performance) and explains how it can increase organizational effectiveness and get better results when affected by some factors, especially HRM and knowledge sharing.

Human resources management:

Organizations aim to enhance competitiveness in the current economy by improving employee performance (Khan & Wisner, 2019; Sutduean et al., 2019). Effective human resource management (HRM) is essential for improving employee performance and achieving business goals (Kerdpitak & Jermstittiparsert, 2020). Many organizations focus on HRM to overcome global issues.

Human resource management involves developing and managing an enterprise's human resources, including technical skills, knowledge, experience, personal feelings, perceptions, desires, motives, and values. HRM emphasizes a humane approach to working with people, viewing them as a critical resource and developing them to help the organization achieve its goals and for their self-satisfaction. On the one hand, this approach focuses on human resource development; on the other, it focuses on effective people management.

Organizations can enhance employee productivity by improving performance by implementing human resource management. Proper human resource management systems, including training, performance appraisal, rewards, compensation, and empowerment, improve employee performance, resulting in better company performance. According to modern management theory, human resources management aims to form a stable and effective workforce for anyone. A team is a group of people willing and able to work together, characterized by a high level of understanding and satisfaction with each other.

Human resources management strategies are essential for the success of the organization's processes; it is only possible to Create a plan for an organization with the human resources strategy. Human resource development



is A set of activities, procedures, and programs that aim to rehabilitate and develop individuals rationally that contribute to improving their business's current and future performance (Haddad, 2003). Humanity is the goal; training is the most important means to achieve this goal. Training is an organizational effort aimed at facilitating the acquisition of work-related knowledge and skills by workers, Changing the attitudes or behaviour of employees to ensure improved performance and the achievement of the organization's goals.

Organizations' concern for employee welfare emerged in the 1990s to increase employee commitment and job satisfaction (Najja, 1998). Enhancing employee performance is crucial in human resource management. Organizations can significantly impact employee productivity, job satisfaction, and overall performance by implementing effective HRM practices (Yang & Feng, 2015). How a company manages its employees, including hiring, training, evaluating performance, offering compensation and benefits, and empowering them, can significantly affect their job performance. This is known as Human Resource Management (HRM) practices (Hustled, 1995). Recruitment and selection processes are critical in ensuring organizations attract and select the most suitable candidates for their roles. Effective recruitment and selection processes lead to a more qualified and motivated workforce, improving employee performance (Leaver et al., 2021).

Employees can improve their job performance by participating in training and development programs that equip them with the knowledge, skills, and competencies necessary for their job roles. These programs also enhance employees' motivation, job satisfaction, and confidence, leading to improved performance (Guest, 1997). Performance management systems provide employees with clear goals and objectives, feedback on their performance, and recognition for their achievements. This helps employees understand their roles and expectations and how their performance contributes to the organization's success. Effective performance management systems lead to increased employee engagement, motivation, and improved performance (Paauwe & Boselie, 2003). Attracting and retaining talented employees is greatly influenced by compensation and benefits. Organizations with competitive compensation and benefits packages typically experience higher employee motivation, job satisfaction, and performance levels (Jiang et al., 2012).

Finally, employee empowerment is critical in ensuring employees have the necessary resources, information, and authority to make decisions and take ownership of their work. Empowering employees increases engagement, motivation, and commitment, resulting in better performance. (Sun et al., 2007). In conclusion, effective human resource management practices directly impact employee performance. Organizations that invest in their human resources tend to have a more motivated, engaged, and productive workforce, contributing to their overall success in the business world.

Knowledge sharing:



"Knowledge sharing" involves systematically transferring and exchanging knowledge and experience between members of an organization's goal (Liao et al., 2011). Effective problem-solving involves identifying, disseminating, and utilizing existing knowledge at various levels.

Knowledge sharing is essential for identifying, disseminating, and exploiting existing knowledge to solve problems effectively. Organization, for instance, is at the individual, team, and organizational group, but knowledge sharing at the individual level is critical to an organization (LAW & NGAI, 2008). Sharing knowledge is crucial for the success of an organization, as an individual's knowledge only becomes valuable when shared with others (Nonaka & Takeuchi, 1995a). Knowledge sharing involves the process of the knowledge owner externalizing their knowledge and the knowledge receiver internalizing it (Hendriks, 1999). (Teigland and Wasko, 2009) have identified four primary dimensions of knowledge sharing.

(Dixon, 2000) identified five distinct methods of knowledge transfer and sharing in organizations: serial, near, far, strategic, and expert transfers. These methods vary regarding the type of knowledge (explicit or tacit), the nature of work, and the sources (internal or external). According to (Nonaka and Takeuchi) classification in 1995, knowledge can be divided into two categories: explicit and tacit. Explicit knowledge is easy to document and transfer, while tacit knowledge is harder to share and is typically internal to an organization. Obtaining knowledge from outside sources is known as external knowledge. As explained, individuals outside their organization can access this knowledge (Teigland & Wasko, 2009). The nature of work can be classified based on how frequent, infrequent, routine or non-routine it is. The frequency of a task refers to how often it is repeated within a specific period without any change in its nature. The term "routine" refers to the similarities in how activities are implemented. In a serial transfer, a team shares tacit and explicit knowledge gained from doing a task in one setting to apply it to the same task in a different environment.

The transfer of knowledge can be strategic or expert. Strategic transfer is suited for non-routine solutions, such as knowledge necessary for managers. Expert transfer refers to obtaining explicit knowledge from professionals (Ghlichlee, 2009). Knowledge sharing can enhance an employee's knowledge, skills, and abilities, improving job performance (Bock et al., 2005). By sharing their knowledge, employees can also increase their job satisfaction and engagement, leading to higher motivation and productivity (Forstenlechner et al., 2014).

Moreover, knowledge sharing can lead to better organizational decision-making and problem-solving. When employees can access broader knowledge and expertise, they can make more informed decisions and find innovative solutions to complex problems (Nonaka & Takeuchi, 1995a). Additionally, knowledge sharing can facilitate collaboration and teamwork among employees, leading to better coordination and more effective outcomes (Alavi & Leidner, 2001).



However, the impact of Knowledge sharing on employee performance may be influenced by factors such as organizational culture, leadership support, and the availability of technology and resources (Hsu et al., 2007). For instance, a culture that values knowledge-sharing and encourages open communication can create an environment that supports knowledge-sharing behaviours. Additionally, leaders who actively promote and model knowledge-sharing behaviours can influence their employees to engage in knowledge-sharing activities.

Knowledge sharing can significantly affect employee performance, increasing job satisfaction, motivation, productivity, and better decision-making and problem-solving abilities. To create a culture of growth, companies should encourage knowledge sharing.

Employee Performance

Employee performance is one of the factors affecting the organization's performance. A successful organization understands the importance of HR as a critical factor that directly impacts and contributes to implementation (Mohammad et al. et al., 2014). The success of any organization depends on its employee's behaviour and decision. However, many other factors, such as the organization's size, environment, and activities, contribute to that success. In many organizations, human resource management practices assess employee performance. In today's highly competitive climate, improving employee performance often involves enhancing HRM practices (Ahmad Bowra, 2012; Eray Caliskan, 2010). Employees' efficient and effective performance of assigned tasks depends on their knowledge, skills, experience, and abilities as required by their managers.

(Mangkuprawira & Hubeis, 2007), Intrinsic and extrinsic factors influence employees' performance. Intrinsic factors include education, experience, motivation, health, age, skills, emotions, and spirituality. In contrast, extrinsic factors consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, and control through supervision, facilities, training, workload, work procedures, and punishment systems. Both individuals and groups in a company are responsible for achieving objectives. Employee performance in Indonesia is integral to overall company performance. Improving employee performance helps companies achieve their vision and mission.

The literature review suggests that the effect of HRM on employee performance is a complex and multifaceted relationship. On the one hand, studies such as (Kim et al., 2010) and (Delery & Roumpi, 2017) Demonstrate a positive correlation between HRM practices and organizational performance, including turnover, productivity, and financial performance measures. Investing in HRM practices like training, development, performance appraisal, compensation, and benefits improves employee performance, according to studies.



However, the relationship between HRM and employee performance is complex. Other studies, such as (2017) and (Liao et al., 2009), suggest that the relationship between HRM and employee performance is more complicated than a simple cause-and-effect relationship. Many critics argue that the field of business emphasizes the importance of human capital in achieving competitive advantage while neglecting the more significant social and economic factors that can impact organizations (Wright & McMahan, 2011). It is argued that a more detailed and situational approach is necessary to comprehend the connection between HRM and employee well-being (Ismail Al-Alawi et al., 2007).

Additionally, employee performance may be influenced by various factors surrounding HRM practices, such as organizational context, communication, trust between management and employees, and the nature of implemented HRM practices. This is highlighted by (Li et al., 2015) and (Lin, 2007).

Knowledge-sharing positively impacts employee performance, including job satisfaction, organizational commitment, individual performance, creativity, and innovation. Strong evidence supports this notion.

For example, (Wang & Noe, 2010) found that knowledge sharing was positively associated with employee job satisfaction and organizational commitment. (Chen & Hung, 2010) found that knowledge sharing positively influenced individual performance, particularly in computer-mediated communication. Knowledge sharing was positively associated with employee creativity, providing access to new ideas and perspectives. Knowledge sharing positively influenced individual and team performance, mainly when employees were motivated to share knowledge and had a sense of ownership over their work.

Research has demonstrated that human resources and knowledge sharing are critical elements for organizations and companies looking to enhance employee performance. Despite the significant impact of HRM practices on achieving employee performance, particularly the effects on organizational outcomes, it remains essential for companies to prioritize the development of their staff. Sharing information helps them communicate, work better and become more essential as professionals. We have also found that information sharing is necessary for employees in the above studies.

Research Methodology:

This methodology identifies the independent variables (HRM and knowledge sharing) and dependent variables (employee performance) through design research. This study examines the effect of HRM and Knowledge sharing on Employee performance in the Kurdistan Region of Iraq among Government and non-government institutions. To ensure clear research findings and test thesis hypotheses, we utilized two data collection



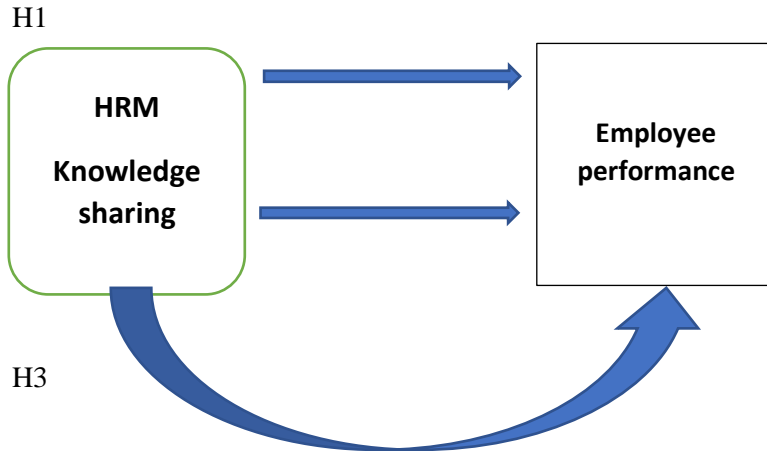
methods in this study. To conduct this study, there are two key elements: the theoretical aspect, which involves referencing books, articles, websites, textbooks, or journals, and the practical aspect, which involves collecting data from a forum questionnaire. After conducting research, it was determined that the forum questionnaire was the best instrument for achieving the study's objectives. To analyze the collected data, statistical software (SPSS) was utilized.

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



Questionnaire Design:

The researcher created a questionnaire comprising 20 statements about HRM, knowledge sharing, and employee performance to obtain data for the study. The university staff provided answers and demographic data, including gender, age, academic qualifications, current job title, and years of experience. The details are presented in Table 1.

Table 1. Statements about HRM

Number	Field	Number of statements
1	impact of HRM and knowledge sharing	5
2	human resource management	5
	knowledge sharing	5
3	Employee performance	5



4	total	20
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An organized questionnaire was used to get fundamental data from the members. We utilized random sampling. In measuring the impact of HRM and knowledge sharing, a 5-point Likert scale ranges from strongly agree (5) to disagree (1) strongly.

The researcher used a scale of (Likert Quinet) to answer the questionnaire, stating statements such as:

level	Strongly agree	agree	No idea	disagree	Strongly disagree
Points	5	4	3	2	1

Result 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%
	lecturer at university	6	2.9%
	Executive Manager	4	1.9%
tenure in institution	The General Manager	1	0.5%
	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%

Table 2 presents the descriptive statistics of the study's respondents, categorized by demographic questions such as gender, age, educational level, and organization status. The frequencies and proportions of each category are shown.



Based on gender, the table reveals that a significant percentage of the participants were female (58.1%). Moreover, the most frequent age group was 26 - 35 years (36.7%); the majority of the respondents had a Bachelor's degree (53.3%), with the highest number being government employees and employees (82.4%), respectively—most of the tenure in an institution (15 years more) (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

In Table 3, the estimated values of Cronbach's coefficient are presented. These values were used to test the measurement's internal consistency. Specifically, the results for Cronbach's alpha were (0.756) for human resource management, (0.764) for knowledge sharing, (0.666) for employee performance, and (0.873) for all independent variables collectively.

Correlation and Regression:

We utilized correlation analysis to investigate the relationship between independent and dependent variables. We employed regression analysis to model the complex relationship between response and predictors accurately. We specifically utilized Simple Linear Regression Analysis and Forward Multiple Linear Regression to identify explanatory variables that predict response variables, such as human resource management, knowledge sharing, and employee performance. An administrator provided this information (2023, Mar 12).

Here is a correlation matrix (Table 3) showing the relationship between the independent and dependent variables.

Table 4. HRM and knowledge sharing

	human resource management	knowledge sharing
Employee performance	0.587**	0.624**



knowledge sharing 0.658**

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

How Human Resource Management and Knowledge Sharing Affect Employee Performance.

Table 3 displayed a significant positive correlation between Employee performance and the independent variables: human resource management (0.587), knowledge sharing (0.624), and both human resource management and knowledge sharing (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	0.587	0.345	109.472	0.001
human resource management	0.515	10.463	0.001				

Table 5 displays a positive correlation (0.587) between human resource management and employee performance, and an ANOVA table confirms the model's goodness of fit (F=109.472, P-Value=0.001). Determining human resource management's predictive power and influence on employee performance is crucial.

The above table displays the results for the constants, Slope, t-value, and coefficient of determination (R Square). The regression coefficient (B) for human resource management is 0.515, indicating that a one-unit increase in human resource management will result in a 0.515 improvement in employee performance. The coefficient of determination (R Square) explains how much of the dependent variable's variation is explained by the independent variable. The R2 coefficient shows that 34.5% of the interpretation of employee performance is influenced by human resource management, while the remaining variation is attributed to other factors that affect employee performance.

Table 6 Simple linear regression analysis performed on the correlation between employee performance and knowledge sharing.

	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
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Table 6 shows a positive connection between the independent variable (knowledge sharing) and the dependent variable (employee performance). The analysis of Pearson's correlation found a weak positive relationship (0.624) between knowledge sharing and employee performance. Understanding the prediction and impact of knowledge sharing on employee performance is important. Additionally, the table includes an ANOVA table to check how well the explanatory variable (knowledge sharing) fits with the response variable (employee performance). The model is appropriate based on the F-value of 132.428 and a P-value of 0.001.

The table above shows the constant, Slope, t-value, and coefficient of determination (R Square) results. The coefficient of knowledge sharing (B) is 0.631, meaning that a one-unit increase in knowledge sharing will increase employee performance by 0.631. The determination coefficient (R²) indicates that 38.9% of the variation in employee performance is attributed to knowledge sharing, while the rest is due to other factors.

Table 7. Perform multiple linear regression analysis on the independent variables of human resource management and knowledge sharing to determine their impact on employee performance.

	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				

The correlation between the independent and dependent variables (0.624) is displayed in Table 6 through Pearson's correlation analysis. This information is important for understanding the impact of knowledge sharing on employee performance. Additionally, Table 6 includes an ANOVA table that assesses the goodness of fit for the explanatory variables (human resource management and knowledge sharing) on the response variable (employee performance). The model is deemed appropriate based on the results (F=82.694 and P-Value =0.001).

The table above shows the results for the constant, Slope, t-value, and coefficient of determination (R Square). Based on the regression analysis, the coefficient (B) for human resource management is 0.423. If you increase human resource management by one unit, employee performance will increase by 0.423 through existing knowledge sharing. Similarly, the coefficient (B) for knowledge sharing is 0.274, which indicates that if you increase knowledge sharing by one unit, the employee performance will increase by 0.274 through the existing human resource management. The coefficient of determination (R²) shows that these two independent



variables determine 44.4% of the variation in employee performance. In contrast, the remaining variation is influenced by other factors affecting employee performance.

Conclusion:

The findings indicated that HRM and knowledge sharing, in turn, had a positive impact on employee performance. The study also revealed a strong correlation between employee performance and knowledge sharing. Specifically, employees who reported higher levels of engagement were more likely to engage in knowledge-sharing behaviours, such as seeking out and sharing information with their colleagues. In addition, the study discovered that HRM methods that encourage employee engagement, such as offering chances for growth and acknowledging and compensating employee input, were linked to knowledge sharing and ultimately boosted employee performance. Overall, the study emphasizes the importance of creating a culture of knowledge sharing within organizations, supported by effective HRM practices, to drive employee performance and ultimately enhance organizational performance.

This study contributes to the literature on HRM, knowledge sharing, and employee performance by providing insights into their interrelationships in the Kurdistan Region. The findings highlight the significance of effective HRM practices and knowledge sharing for improving employee performance. Organizations and companies can benefit from implementing strategies that enhance HRM practices and foster knowledge sharing among employees, ultimately leading to better overall performance and success.

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