MEDIATING ROLE OF KNOWLEDGE MANAGEMENT EFFECTIVENESS ON HRM PRACTICES AND ORGANISATION PERFORMANCE RELATIONSHIP

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ABSTRACT

In this paper, the effects of ability-enhancing human resource management practices (staffing, training), motivation-enhancing human resource management practices (compensation, performance appraisal) and opportunity to perform-enhancing human resource management practices (involvement, communication) were examined along with knowledge management effectiveness (knowledge infrastructure capability, knowledge process capability) on organisation performance of Jordanian banks. The construct of organisational performance is measured by combination of turnover intention, service quality and financial performance. The study employed convenience sampling to which 105 questionnaires distributed. This paper contributes to unlock the "black box" problem of the little understanding of HRM-organisation performance relationship through the mediating role of knowledge management effectiveness on HRM-organisation performance relationship with the insights of ability motivation opportunity (AMO) and resource-based view (RBV) theory. The findings show the significant impact of ability, motivation, opportunity-enhancing human resource management practices and knowledge management effectiveness on organisation performance in the Jordanian banks. This paper concludes with the recommendations for the banks to strengthen the relationship between their HRM, knowledge management effectiveness and their performance.

Keywords: Ability-enhancing HRM practices, knowledge management effectiveness, knowledge infrastructure capability, opportunity- enhancing HRM practices, organisation performance.

1.0 INTRODUCTION

Researchers in human resource management (HRM) examine why and how firms accomplish their goals through the use of human resource (HR) practices. Although traditional HRM research has concentrated on the influence of individual HR practices, the perspective of HRM research indicates bundles of HR practices. A burgeoning amount of HRM research has revealed that the use of systems of HR practices designated to enhance employees’ knowledge, skills, and abilities, motivation, and opportunity to contribute is joined with positive outcomes such as greater commitment (Gong, Law, Chang, & Xin, 2009), lower turnover (Batt, 2002), higher productivity and quality (MacDuffie, 1995), better service performance (Chuang & Liao, 2010), enhanced performance (Zacharatos, Barling, & Iverson, 2005), and better financial performance (Huselid, 1995).

Organisational outcomes are viewed as multidimensional. Drawing on Dyer and Reeves’s (1995) work, researchers in strategic HRM have categorized organisational outcomes into three primary groups related to HRM: HR outcomes, operational outcomes, and financial outcomes. HR outcomes refer to those most directly related to HRM in an organisation, such as employee skills and abilities, employee attitudes and behaviors, and turnover. Operational outcomes are those related to the goals of an organisational operation, including productivity, product quality, quality of service, and innovation. Financial outcomes reflect the fulfillment of the economic goals of organisations. Typical financial outcomes include sales growth, return on invested capital, and return on assets. In this study, we use “organisational performance” to refer to all three categories of outcomes at the organisational level. We drawn upon the ability-motivation-opportunity (AMO) theory of HRM and recommended that employee performance is a function of three fundamental elements: ability, motivation, and opportunity to perform. Extending this logic, HR systems invented to improve employee performance can be viewed as a composition of three dimensions intended to enhance employee skills, motivation, and opportunity to contribute, respectively (Appelbaum, Bailey, Berg, & Kalleberg, 2000; Bailey, 1993; Boxall & Purcell, 2008; Delery & Shaw, 2001; Gerhart, 2005; Katz, Kochan, & Weber, 1985; Lepak, Jiang, Han, Castellano, & Hu, 2012).

The present study attempts to address the link between bundled HR practices and organisation performance (turnover intention, service quality, and financial performance), from the knowledge-based view for performance to take place; organisations may leverage human capital to develop organisational expertise for creating new products and services. The literature points out that the link between HRM practices and OP is considered like a 'black box,' i.e., there is a lack of clarity regarding 'what exactly leads to what' (Gerhart, 2005), so that there is a need to develop conceptual and empirical models of HRM practices-OP relationship, which include mediating and moderating variables (Chand & Katou, 2007; Harris, Cortvriend, & Hyde, 2007). Appropriate introduction of a mediating variable can better understand the mechanism between HRM practices and OP. Until now, researchers have considered organisational innovation, occupational safety and health, organizational citizenship behavior, and organizational learning to mediate the relationship (e.g. Chan & Mak, 2012; Khasawneh & Alzawahreh, 2012) to make a meaningful exploration on the black box. But there are limited studies on the role of knowledge management effectiveness in mediating the link. Other researchers (e.g. Har, In, Phaik, & Hsien, 2010) also noted a lack of focus on the study of HRM practices towards knowledge management (KM).
In recent years, human resource management (HRM) researchers have drawn insights from the knowledge-based view (KBV) to stress that exists links exist between HRM and various knowledge processes (see for review Wright, Dunford, & Snell, 2001; Wang & Noe, 2010). Collectively, they suggest that we can ascribe a significant part of the observed variation in knowledge-based performance to variations in the employment of HRM practices. Although research demonstrates a causal relation between HRM and knowledge processes, the relevant underlying mechanisms are only partially understood. Admittedly, a growing body of literature has revealed the statistically significant relationship between HRM systems or in some researchers identified as HPWS; (ability, motivation, and opportunity)-enhancing human resource practices and firm performance (Gong, Chang, & Cheung, 2010; Bello-Pintado, 2015). There is still uncertainty over the intermediary mechanisms that act as a link between the HPWS or HR systems and the performance of the organizations (Boselie, Dietz, & Boon, 2005). The existing literature on HPWS reveals that there is no satisfactory evidence found that indicate the exact constituents of HRM practices and consequently explain the causality between HPWS and organization performance. To unlock this so-called ‘black box,’ this study has introduced knowledge management effectiveness as a mediating variable in the research framework to bridge the causal gap between bundled HRM practices or HPWS and firm performance. This study identified from most of the previous literature as it is primarily aimed to examine the performance effects of HPWS about the abilities, motivation, and opportunities (AMO) theory given by Appelbaum et al. (2000). Based on the Components of the AMO model, this study contributes to the current HRM literature by offering a distinct theoretical understanding and empirical evidence of how the HPWS result in enhanced firm performance through their effects on the knowledge management effectiveness and lastly organization performance.

1.1 Organisation performance

Drawing on Dyer and Reeves's (1995) work, researchers in strategic HRM have categorized organizational outcomes into three primary groups related to HRM: HR outcomes, operational outcomes, and financial outcomes. HR outcomes refer to those most directly linked to HRM in an organization including in other words employee attitude and behavior, for example, turnover, job satisfaction, commitment, and others. Operational outcomes are those related to the objects of an organizational operation, including productivity, product quality, quality service quality, and innovation. Financial performance reflects the fulfillment of the economic goals of organizations. Typical financial outcomes incorporate sales growth, return on investment, and return on assets. In this study, we use organizational performance to refer to all three categories of performance at the organizational level. Since the present study analyses banks which classified as the service sector, the subjective approach to measuring performance applied, this is because subjective measurements of performance have been found to have a strong correlation with objective measurements and are often used as a valid indicator of performance (Wall et al., 2004).

1.2 HRM practices

Employees as human resources are recognized to be one of the most significant resources within an organisation that help in achieving competitive advantage (Wheelan & Hunger, 2012). Nevertheless, it argued that managing human resources is more difficult than managing technology or capital (Tiwari & Saxena, 2012). Human resources management
HRM (Human Resource Management) is defined as all decisions and practices that affect employees within organizations (Shahnawaz & Juyal, 2006). HRM practices are determined as “organizational activities pointed at managing the pool of human resources and ensuring that the resources employed towards the fulfillment of organizational goals” (Tiwari & Saxena, 2012, p. 671). Organizations use HRM practices to mold the behaviors, attitudes, and perceptions of employees in a way to improve its performance and desired outcomes (Chew & Horwitz, 2004; Juhdi, Pa’wan, & Hansaram, 2013). Nevertheless, it must take into consideration that HRM practices not fixed; they differ from one organization to another (Tiwari & Saxena, 2012). Many researchers defined different practices that affiliated with HRM; nevertheless, those practices classified into several sections such as recruitment, selection, training, development, motivation, and sustaining.

HR bundles appear in recent studies of HRM, and that can provide an effect on the performance of business firms (Boselie et al., 2005; Ferris, Hall, Royle, & Martocchio, 2004; MacDuffie, 1995). The individual practices that make up these bundles can support each other in enhancing specific workforce characteristics, thereby creating combined synergistic effects that are substantially greater than those of individual best practices (Delery, 1998; Becker & Gerhart, 1996).

For a better understanding of HR bundles for human resources is indicated AMO theory (Bailey, 1993; Appelbaum et al., 2000). AMO is an acronym derived from: Abilities, Motivation, and Opportunity to perform. Ability is the individual skills necessary to perform, Motivation is the desire of the employee to perform, and Opportunity to display is the involvement in policy development. Recognizing the AMO model, people perform better when they can do something (can do the job because they have essential knowledge and skills); have the motivation to achieve that (work because they want); and their working environment provides the necessary support and means of expression. In the shed of AMO theory (Bailey, 1993; Appelbaum et al., 2000) and reviewing Literature on HR practices and organization performance, this paper categories the HRM practices as a bundles enhancing employee Ability and Skills, Motivation and Opportunity to perform (Subramony, 2009; Boselie et al., 2005; Ferris et al., 2004; MacDuffie, 1995).

1.2.1 Ability-enhancing HRM practices

The definition of ability refers to human attributes, such as primary skills, aptitudes, experience, and prior achievements that are relevant for the skillful accomplishment of tasks. Ability entails generic and more task-specific elements. Indeed, as Vroom (1995) argues, “[a] person's ability to accomplish a task refers to the degree to which he possesses all of the psychological attributes required for a high level of performance excluding those of a motivational nature” (p. 232). MacInnis and Jaworski (1989) validate that deficiency in ability limit the capacity of an individual to process information. Factors such as limited intelligence and a lack of experience have been observed to reduce ability (Anderson & Jolson, 1980). Hence; the ability of an individual may represent the prior related knowledge (Jiang et al., 2012) that is required. Participation in one learning task may influence and improve performance in a subsequent task. Certainly, as Cohen and Levinthal (1990) point out, the dependence on appropriate knowledge and skills is vital for knowledge absorption, as it increases creativity and facilitates associations between earlier unconnected information.
Furthermore, a belief in one's ability, referred to as self-efficacy, has been shown to increase commitment to learning (e.g., Bandura, 1997; Cabrera, Collins, & Salgado, 2006; McGill, Slocum, & Lei, 1992). Argote, McEvily, and Reagans (2003) agree on this, emphasizing that individual ability, including both innate skills and experience, plays an important part in knowledge processes. Ability-enhancing HRM practices are combinations of HRM practices primarily related to recruitment and staffing and training that focus on increasing the collective knowledge, ability, and skill levels of the workforce (Ostroff & Bowen, 2000).

1.2.2 Motivation-enhancing HRM practices

As knowledge processes require effort, employees must be motivated to expend such effort (Argote & Ingram, 2000; Argote et al., 2003; Quigley, Tesluk, Locke, & Bartol, 2007; Szulanski, 1996, 2000). When an individual is autonomously motivated, the observed behavior is self-endorsed and congruent with that individual's interests and values. As such, the behavior is voluntary and emanates from the individual. An individual motivated in this way may even enjoy the activity itself. The sense of personal volition, identification, and interest associated with autonomous motivation result in greater behavioral effort and persistence (Williams, Gagné, Mushlin, & Deci, 2005). Independence has been found to be positively connected with relatedness, i.e., the “assimilation and integration of oneself within the social community” (Deci & Ryan, 2000, p. 242). Some studies show that intrinsic motivation is more conducive to creative tasks in general and knowledge processes in particular (e.g., Foss, Minbaeva, Pedersen, & Reinhold, 2009; Osterloh, Frost, & Frey, 2002). In contrast, when an individual motivated through control, tasks are performed either because of the need to reach some external end, such as a reward or because the individual feels that completion of the job is necessary to gain acceptance within a social group, which in turn boosts feelings of self-worth. This type of motivational focus often leads the individual to put in only the minimum required effort, to focus on short-term gains, and to take the easiest route to attain the externally defined end (Deci & Ryan, 2000).

Motivation-enhancing HRM practices help direct employee's efforts approaching the accomplishment of work objectives and provide them with the inducements necessary to engage in high levels of performance (Kinnie et al., 2006). These bundles include the use of such practices as performance appraisals that assess individual and group performance, combining these appraisals tightly with incentive compensation systems.

1.2.3 Opportunity-enhancing HRM practices

The level of interaction between the members of different groups or units has been found to have a significant positive impact on the level of knowledge exchange within a dyad (Hansen, 1999; Argote et al., 2003; Tsai, 2002; Tsai & Ghoshal, 1998). On the interpersonal level, Uzzi (1997) and Uzzi and Lancaster (2003) observe that embedded ties characterized by close interaction associated with a higher level of knowledge sharing than arm's-length ties. Moreover, Hansen (2002) contends that the failure to take advantage of various interaction opportunities may result in organizational knowledge remaining undiscovered, under-leveraged, or trapped in individuals' minds and knowledge-management systems. Hence, organizations try to “reduce the amount of distance” (Argote et al., 2003, p. 575) by building communication bridges, offering possibilities for dialogue across organizational
hierarchies, improving conditions for team learning, and sharing knowledge within the organization (Argyris & Schön, 1996; Senge, 1990). These interaction strategies can rely on personalized interaction through frequent interpersonal contact or on codification through electronic networks (Hansen, 1999; McKenney, Zack, & Doherty, 1992). However, it is not the existence of opportunities to interact but rather the individuals' use of these opportunities that matters regarding knowledge acquisition and use (Michailova & Minbaeva, 2012). Opportunity to perform-Enhancing HRM practices or Empowerment-Enhancing HRM practices aimed at delegating decision-making authority and responsibility down the hierarchy through the use of self-managing or autonomous teams (Mathieu, Gilson, & Ruddy, 2006) and facilitating employee participation and voice using upward feedback mechanisms (Wood & Wall, 2007).

1.3 Knowledge management effectiveness

Knowledge management has become invaluable owing to several reasons. To achieve success in the present ever-changing global economy, organizations need to decrease their cycle times comprising production, carry out operations confined to minimum fixed assets and costs, limit product development time, enhance customer service and product quality, increase and improve employee productivity as well as performance, and lastly, update and restructure business processes and maximize agility and flexibility (Gupta, Sharma, & Hsu, 2008). These crucial business activities call for continued efforts to acquire, create, document, share, and apply knowledge by employees as well as teams comprising the entire organizational levels.

Knowledge management effectiveness are analyzed from a process perspective (Gold, Malhotra, & Segars, 2001). In general, knowledge management effectiveness conceived as the effectiveness of an organization in managing the knowledge acquired, shared and applied by its employees. In summary, knowledge management effectiveness is considered as a process to enhance knowledge application to achieve organizational innovation for improving business performance. Organizations that effectively manage their knowledge within an organization will have higher organization innovation in turn to accomplish a breakthrough competitive advantage.

To a majority of organizations, to achieve improved performance does not only depend on the successful distribution of tangible assets and natural resources but it also hinges on the effective knowledge management (Lee & Sukoco, 2007). As a result, investments in KM have been reported as constantly increasing in the past few years (Mills & Smith, 2011). In the present economy, knowledge is the key economic resource and is crucial to sustaining competitive advantage. In other words, organizations must have the suitable knowledge in the required form and content for the persistence of achieving success (Anantatmula, 2007).

Owing to the importance of KM to success, many organizations have made it a habit to mainly invest in it. For this reason, the majority of studies have tackled the link between KM and OP. For instance, Seleim and Khalil (2007) conducted a study to examine the relationship between KM (acquisition, application, creation, transfer, and documentation) and OP (effectiveness) in Egypt in 30 Egyptian software firms. They showed that all dimensions of KM influenced OP significantly. On a similar note, Zaied, Hussein, and Hassan (2012) investigated the relationship between KM (structural KM, technical KM, cultural KM, and
human KM) and OP in Egypt. Self-administered questionnaires were used to collect data from 302 respondents. The findings indicated a significant influence of KM elements on OP.

Knowledge infrastructure capability is operationalized through three dimensions: Technology, Structure, and Culture. Technology provides the network, structure provides the relationship, and culture provides a shared context. Thus, the combination of these dimensions provides an excellent match between the construct and the concept. Knowledge process capability is operationalized through four dimensions: Acquisition, Conversion, Application, and Protection. These dimensions were chosen because they comprise the minimum set that covers all of the knowledge process activities investigated in the exploration of the concept. The acquisition includes all of the management processes oriented toward obtaining knowledge. Conversion is necessary to illustrate that existing knowledge must be made available. The application recognizes that knowledge must be useful. Protection has not commonly studied, but must be included to signify the extreme importance knowledge holds about the competitive advantage of a firm. Thus, the match between the operationalization of this construct and the concept is also helpful.

The research questions and the hypotheses in this study are presented below.

1. What is the relationship between (Ability, motivation, and opportunity)-enhancing HRM practices and organization performance?
   a) Ability-enhancing HRM practices have positive and significant effect on organisation performance.
   b) Motivation-enhancing HRM practices have positive and significant effect on organisation performance.
   c) Opportunity-enhancing HRM practices have positive and significant effect on organisation performance.

2. Are (Ability, motivation, and opportunity)-enhancing HRM practices related to knowledge management effectiveness (knowledge infrastructure capability, knowledge process capability)?
   a) Ability-enhancing HRM practices have positive and significant effect on knowledge management effectiveness.
   b) Motivation-enhancing HRM practices have positive and significant effect on knowledge management effectiveness.
   c) Opportunity-enhancing HRM practices have positive and significant effect knowledge management effectiveness.

3. Does knowledge management effectiveness (knowledge infrastructure capability, knowledge process capability) mediate the relationship between (Ability, motivation, and opportunity)-enhancing HRM practices and organization performance?
   a) Knowledge management effectiveness mediate the relationship between Ability-enhancing HRM practices and organization performance.
   b) Knowledge management effectiveness mediate the relationship between Motivation-enhancing HRM practices and innovative performance.
   c) Knowledge management effectiveness mediate the relationship between Opportunity-enhancing HRM practices and innovative performance.
2.0. METHODOLOGY

2.1 Data collection and sample

Data were collected using a questionnaire. This questionnaire is composed of 60 questions that represent all the variables of this research. The questionnaires were distributed to the headquarters of 25 banks in Jordan within Amman. Stratified random sampling method was used to determine the sample as the present study could determine significant differences in the bank sector. In general, the population of the study consists of four classifications of banks in Jordan, namely, international commercial banks, international Islamic banks, foreign commercial banks, and Islamic foreign banks. A random sample selected from 320 banks. Table 1 illustrates the type of banks and the population of each type and the sample size of each proportion.

Only 214 questionnaires were returned back with a response rate of 66%. Respondents answered all items on ten point Likert-scales ranging from “1” “strongly disagree” to “10” “strongly agree”. Elements used to examine each of the constructs are adopted from previous studies. These elements provided a valued source for data gathering and measurement as their reliability and validity have been verified through previous research and peer review.

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<thead>
<tr>
<th>Sectors</th>
<th>No. of population</th>
<th>Proportion of 1.7%</th>
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<tbody>
<tr>
<td>National commercial banks</td>
<td>14069</td>
<td>239</td>
</tr>
<tr>
<td>National Islamic banks</td>
<td>3165</td>
<td>54</td>
</tr>
<tr>
<td>Foreign commercial banks</td>
<td>1367</td>
<td>24</td>
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<tr>
<td>Foreign Islamic banks</td>
<td>170</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>18773</td>
<td>320</td>
</tr>
</tbody>
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2.2 Data Analysis

The total number of respondents was 207 employees, 68% were male and 32% females. Most of them hold a bachelor degree, about 51% of them are of ages between 20-less than 30 years old, and about 29% between 30-less than 40 years old. The data also reveal that about 65% of them have experience up to 10 years. Also, to examine the research hypotheses, the current study employed Structural Equation Modeling (SEM) techniques with Analysis of Moment Structures (AMOS) 6 software for data analysis. SEM is divided into two sub-models: a measurement model and a structural model. While the measurement model defines relationships between the observed and unobserved variables, the structural model identifies relationships among the unobserved/latent variables by specifying which latent variables directly or indirectly influence changes in other latent variables in the model (Byrne, 2001). Furthermore, the structural equation modeling process consists of two components: validating the measurement model and fitting the structural model. While the former is accomplished through confirmatory factor analysis, the latter is accomplished by path analysis with latent variables (Kline, 2005).
3.0 ANALYSIS AND DISCUSSION

Taking into consideration the four hypotheses of this study, this section is divided into four parts. The first part is associated with the first hypothesis and deals with the relationship between HRM practices and organisation performance. The second part deals with HRM practices and their relationship with KM effectiveness the third part deals with the relationship between KM effectiveness and organisation performance. Finally, the fourth part is associated with the fourth hypothesis which deals with the mediation role of KM effectiveness on the relationship between HRM practices and organisation performance.

The results of this study support the first hypothesis. It is found that there is strong positive relationship between HRM practices and organisation performance. However, the findings do not support the second hypothesis that there is no relationship between HRM practices and KM effectiveness. This might be explained by the existence of other factors than human resources that organizations and managers in service firms in Jordan adopt to enhance knowledge management effectiveness. Oltra (2005) asserted that unless HRM and KM have been both taken seriously by management, there is little need to talk about the role of HRM practices in KM. In the same vein, Hislop (2003) who looked at it from the employees' point of view concludes that the type of HRM policies and practices adopted in an organization has been found to affect people’s willingness to share knowledge.

The findings of this study support the third hypothesis. There is strong and positive relationship between KM effectiveness and organisation performance. This study also found that KM effectiveness partially mediate the relationship between HRM practices and organization performance and this supports the fourth hypothesis.

Our aim in this review is to contribute to strategic HRM research by exploring the mediating role of knowledge management effectiveness on the relationship between HR practices and organizational performance. Drawing upon the ability-motivation-opportunity model of HRM, the behavioral perspective of HRM, and the resource-based view of the firm, we proposed and found that the three dimensions of HR systems (ability, motivation and opportunity)-enhancing HRM practices had differential relationships with knowledge management effectiveness, which were in turn related to organisation performance (turnover, service quality and financial performance). In addition, our findings demonstrated the direct relationships between skill-enhancing HR practices and motivation-enhancing HR practices and organization performance.

3.0 CONCLUSION

This research offers some important theoretical contributions. First, we adopt multiple theoretical perspectives on HRM to extend previous mediating models of HRM’s influence on organizational outcomes (e.g., Becker & Huselid, 1998; Delery & Shaw, 2001; Guest, Michie, Conway, & Sheehan, 2003). Drawing upon the behavioral perspective on HRM, and the resource-based view, the current study demonstrates that HRM positively relates to organization performance both by encouraging desired employee behaviors and developing knowledge management effectiveness (capability and process). Moreover, this study embraced the multidimensionality of performance as well as the potential for several relationships with proximal and distal outcomes. Researchers have recently called for studies to concurrently examine multiple outcome variables that have only studied independently
before (Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009). We examined mediating model and presented empirical guide for the theoretical proposition that HRM first relates to proximal outcomes, which further relate to distal outcomes (Becker & Huselid, 1998; Delery & Shaw, 2001; Dyer & Reeves, 1995; Guest et al., 2003) and exposed that the relationships between HRM and performance (e.g., operational and financial outcomes) mediated through multiple pathways (e.g., through knowledge infrastructure capability and knowledge process capability).

The main contribution of this study to the strategic HRM literature. The results suggest differential effects of the three dimensions of HR systems. This finding is significant both in theory and in the methodology of measuring HR systems. Theoretically, this finding challenges previous research, in which the presumption has been that all HR practices in an HR system function in the same pattern. Our conclusions remind researchers that different dimensions of HR systems may have unique relationships with specific organizational outcomes. For example, skill-enhancing HR practices were more effective in enhancing knowledge management effectiveness, more than motivation-enhancing HR practices, and opportunity-enhancing HR practices. This result is also compatible with recent research suggesting the heterogeneous effects of the components of HR systems on organizational outcomes (e.g., Batt & Colvin, 2011; Wright, Gardner, Moynihan, & Allen, 2005; Gong et al., 2009; Liao, Toya, Lepak, & Hong, 2009; Subramony, 2009).

HR practices are not only distinct but also operate via different pathways. Therefore, we encourage additional research to explore the influence of these components of HR systems to advance knowledge of the relationship between HRM and organizational outcomes. The findings of the differential relationships between the dimensions of HR systems and organisational outcomes also offer methodological implications for strategic. Moreover, as we expected, there were direct relationships between skill-enhancing HR practices and motivation-enhancing HR practices and organizational outcomes. This is consistent with prior research recommending that HRM can improve organizational effectiveness through alternative approaches such as moving internal interaction within organizations (Evans & Davis, 2005; Gittell, Seidner, & Wimbush, 2010) and enhancing the social capital of organizations (Collins & Clark, 2003). The findings of current study and others imply that it is meaningful for future research to further explore other mediators of relationship between HRM and organizational outcomes.

REFERENCES


