

# Cultivating Knowledge Management Processes of SMEs Firm in Digital Era: The Role of HRM Practice

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## Abstract

## Original Research Article

Today, digital era needed commitment all personal in organization for reaching their knowledge, not eventually SMEs firm. Mastery of digital technology is one of the factors in order to be able to compete in e-commers. Human resources and knowledge management are considered to be one of the most important factors within organizations that help them to achieve a competitive advantage. However, organizations should take care of the human factor and increase their commitment within organizations to take advantage of the knowledge within them. The aims of this research is to investigate the relationship between human resources management practices and organizational commitment, on the one hand, and their relationship with knowledge management process, on the other hand. SMEs firms operating in South Kalimantan were used as the main sample of this study. A random sample was selected where 971 questionnaires were distributed to such firms. And 588 questionnaires were submitted back with a response rate of 53%. A theoretical model was proposed and tested using structural equation modeling (SEM). The results of the SEM analysis indicated that human resources practices (recruitment methods, training and development, performance appraisals, and reward systems) have a significant influence on organizational commitment (affective commitment, continuance commitment, and normative commitment). Finally, the study did not find a direct relationship between human resource (HR) practices and knowledge management (KM) processes (knowledge acquisition, knowledge distribution, knowledge interpretation, and organizational memory). Human resource practices and organizational commitment, on the one side, as well as organizational commitment and knowledge management processes, on the other, were discovered to have a causal association.

**Keywords:** human resource practice, organizational commitment, knowledge management, SEM.

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## INTRODUCTION

Organizations operate in an environment marked by uncertainty, volatility, and change, all of which contribute to the emergence of numerous issues (Dang Thi May Huang *et al.*, 2021). Many reasons contribute to this environment, including growing globalization and rapid technological progress, and the growing need for qualified employees and improved performance (Kmecova *et al.*, 2021, Stavrou, 2013).

Despite the potential benefits, small and medium-sized businesses (SMEs) are lagging behind in the digital revolution. As diverse as emerging technologies are, they offer a variety of applications for them to increase performance and overcome the size-related limits they encounter in doing business. However, SMEs must be better prepared, and stakes are high to achieve a competitive advantage.

Human resources are thought to be one of the most important components in an organization's success (Dang Thi May Huang *et al.*, 2021). According to Altyar *et al.*, (2020) using human resources in a strategic manner is required to overcome the different challenges organizations face. As a result, good resource management is critical for all organizations. (Yesil S., 2014).

Decisions are frequently made by a small number of people in smaller companies. There are no formal strategy or decision-making processes in place. Taking into account his or her perspective, knowledge, and understanding of the business environment, the managing director or CEO decides to reduce the risk that may occur. Within the framework of the digital shift, his expertise, and, most importantly, his capacity to judge the potential and synergies that can be achieved by

combining diverse technologies are crucial in making decisions (Azevedo & Almada, 2021)

Furthermore, organizations strive to cultivate a dedicated staff (Yew, 2013) and finding the best way to retain their employees (Najeeb M. *et al.*, 2018). According to Widyanti R. *et al.*, (2020), an organization's behaviour can be improved in such areas as staff commitment, competency, and flexibility by managing the human resources available in that organization.

More specifically, it is reported that several human resource management (HRM) practices can affect employee commitment and motivation these include recruitment and selection, training and development, performance appraisal, teamwork, and compensation and reward (Altyar *et al.*, 2020). Knowledge is a valuable asset (Altyar *et al.*, 2020) which should be managed effectively to help organizations achieve higher organizational innovation which in turn leads to achieving competitive advantage (Li Cai *et al.*, 2020).

According to Govinath R. (2019), knowledge resides in the minds of employees but that knowledge can be easily lost if employees decide to leave the organization. Due to that reason organizations seek to improve the knowledge management (KM) processes of acquisition, distribution, interpretation, and organizational memory (Jimenez-Jimenez & Sanz-Valle, 2013).

The purpose of this research is to investigate the relationship between human resources management practices and organizational commitment on the one hand and their relationship with knowledge management process, on the other hand. To achieve this purpose, the first sections discuss the theoretical background, research methodology, research model, and hypotheses. Data analysis, discussion results and conclusions, limitations and future work will be discussed in the final sections.

## LITERATURE REVIEW

Previous research indicated that countries with low per-capita income have high nascent entrepreneurship rates, as do countries with high per-capita income (Erkut, 2016; Gawel, 2020).

Since the emerging market of Indonesia under goes transition to a developed country, the characteristics and motivations of millennial entrepreneurs to create entrepreneurial start-ups (whether OEA or NEA) must be well understood by policy makers so as to formulate a proper strategy for economic growth through entrepreneurship (Basuki *et al.*, 2021). In developed country needed human resource had a knowledge about digitalization can be into e-commers (Peng Li, 2021).

This section discussed the previous literature related to the subject of this study, we present the literature review of research studies focused on human resource management practice, organizational commitment and knowledge management process.

### Human Resources Management (HRM) Practices

Employees as human resources are considered to be one of the most important resources within an organization that help in gaining a competitive advantage (Jawaad *et al.*, 2019).

However, managing human resources is shown to be more challenging than managing technology or capital. (Kmecova *et al.*, 2021). Human resources management (HRM) is defined as all decisions and practices that affect employees within organizations (Najeeb M., *et al.*, 2018). HRM practices have been identified as "organizational actions designed to manage a pool of human resources and ensuring that those resources are used to achieve organizational objectives." (Obeidat *et al.*, 2014).

HRM methods could to be used by organizations to change employee behavior, attitudes, and perceptions in order to improve their performance and intended outcomes. (Jawaad *et al.*, 2019; Kmecova, *et al.*, 2021).

Many scholars have revealed many HRM practices; nevertheless, various practices could be categorized into areas such as recruitment, selection, training and development, motivation, and maintenance.

In order for organizations to be successful they need to attract the best employees through the core staffing activity of recruitment (Dang *et al.*, 2021). In practice, although, this is not as straight as it appears. (Altyar *et al.*, 2020).

Organizations should engage in the training and development of their human capital to improve their skills and capabilities due to the multiple problems employees experience in the workplace and because human beings are regarded significant assets of an organization. (Jimenez & Valle, 2013). The motive behind having training and development is to increase and update the skills, knowledge and experiences of an organization's employees (Fong *et al.*, 2011). Moreover, studies it has been shown that training and development enhances staff productivity and commitment, which promotes a performance of the company. (Najeeb M *et al.*, 2018).

However, according to DeCenzo & Robbins (2013) conducting performance appraisals serve three important purposes: 1) providing two way feedback between employees and supervisors, 2) Developing employees and improving their performance 3) Documenting employees' performance for legal reasons.

In addition, performance appraisals serve as a basis for certain organizational decisions such as determining pay packages and promotions (Dang *et al.*, 2021).

Contributions made to an organization by its employees and their achievements should be recognized and reciprocated by some form of reward (Rudge, 2011). A reward system is defined as “a package/systems that consist of rewards and benefits, such as holiday leaves, medical benefits, transport allowance, and performance bonus” (Lim & Ling, 2012).

Reward systems usually serve several purposes which include attracting, retaining, and motivating employees (Zhou *et al.*, 2011). In addition, researchers such as Yap *et al.*, (2009) found that reward systems have a positive impact on employee performance.

Although rewarding employees can be based on one or more factors such as performance, experience, qualification, and seniority (Lim & Ling, 2012), the most dominant factor used in organizations is performance where employees' performance is linked to expected rewards (Zaitouni *et al.*, 2011).

### Organizational Commitment

Organizations are becoming increasingly interested in the promotion of commitment among employees (Feng Li, 2021) because of the various benefits associated with it such as improved employee performance and reduced employee turnover (Yuliati *et al.*, 2021). Many definitions have been provided for organizational commitment by different researchers, according to Imran & Ahmed (2012) organizational commitment is defined as “the strength of an individual's identification and involvement with a particular organization” (p. 81). From the various definitions found in the literature, organizational commitment can be interpreted as an individual's link to an organization (Suma & Lesha, 2013) and the belief in its goals and making the effort to reach those goals by remaining part of that organization (Zaitouni *et al.*, 2011).

Furthermore, Ortega-Para & Sastre-Castillo (2013) identified three components that comprise organizational commitment which include the belief and acceptance of an organization's values and goals, the willingness to assist and aid organizations, and the desire to remain part of an organization. However, the most dominant study in the field of organizational commitment is the one conducted by Allen & Meyer (1990) (Widyanti R., 2020) which states that organizational commitment consists of three components

or dimensions: 1) Affective commitment 2) Continuance commitment 3) Normative commitment (Feng Li, 2021).

The researchers wanted to demonstrate how an individual belongs to an organization in terms of emotional, psychological and behavioural dimensions (Cistulli *et al.*, 2012).

This paper discusses organizational commitment in terms of the three components proposed by Allen & Meyer (1990) which include affective commitment, continuance commitment, and normative commitment (Widyanti R., 2020, Feng Li, 2021, Dananingrum, 2020).

### Knowledge Management (KM) Process

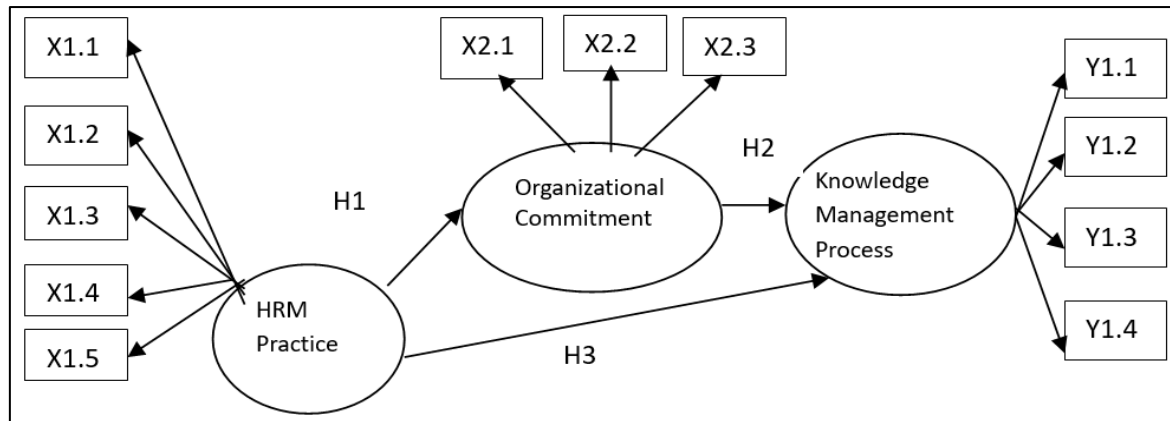
Currently, intangible assets have become increasingly important in assisting firms in gaining a competitive advantage. Many studies indicated the increased importance of one particular intangible asset which is knowledge (Jimenez-Jimenez & Sanz-Valle, 2013).

Knowledge is becoming an important factor in production in addition to other factors of land, labour, and capital (Rašula *et al.*, 2012). Knowledge can be defined as the information, facts, and concepts that usually reside in practices, norms, processes, documents, and the expertise and experience of individuals, which are required for performing tasks (Kim & Lee, 2010). Therefore, researchers have come to the agreement that managing knowledge is vital to the success of organizations (Jimenez-Jimenez & Sanz-Valle, 2013), even though it is not an easy task (Li Cai, *et al.*, 2020).

While literature provides many definitions of knowledge management, the most basic way KM can be defined is “any process or practice of creating, acquiring, capturing, sharing, and using knowledge, wherever it resides, to enhance learning and performance in organizations” (Armstrong, 2006, Li Cai *et al.*, 2020). From the various definitions KM is considered to be a process comprised of several phases or activities (Kim & Lee, 2010).

This research discusses the KM process according to Huber's model which was developed in 1991 and adopted by Jimenez-Jimenez & Sanz-Valle (2013).

This model includes four phases: knowledge acquisition, knowledge distribution, knowledge interpretation, and organizational memory (Jimenez-Jimenez & Sanz-Valle, 2013).



**Figure 1: Conceptual Framework**

**Based on research framework, this is three main hypotheses are develop below:**

H1: There is a relationship between human resource management practices and knowledge management process.

H2: There is a relationship between human resource practices and organizational commitment.

H3: There is a relationship between organizational commitment and knowledge management process.

## RESEARCH METHODOLOGY

The purpose of this research is to investigate the relationship between human resources pratices on knowledge management process within organizations. It also investigates the relationship between human resources management practices and their relationship with organizational commitment, and their relationship with knowledge management process within organizations.

In order to test the hypotheses and achieve the objectives of this research, instrument questionnaire was used as acollection data method. Population of SMEs firm in South Kalimantan Indonesia based on Jamkrida database are 33.700. Further, sample in this research use Slovin method are 971 SMEs was selected as a random sample. However, 588 questionnaires were submitted back with a response rate 52 %. This research schedule was conducted from June 2021 to December 2021.

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.

## Data Analysis

The results of this research showed that the total number of respondents was 588 employees, 68% were male and 32% females, most of them holding 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 revealed that about 65 % of them have experience up to 10 years.

Also, in order to examine the researchhypotheses, the current study employedStructural EquationModeling (SEM) techniques with Analysis of Moment Structures (AMOS) 6 software for ata analysis. SEM can be 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 (Hair *et al.*, 2017). Furthermore, the structural equation modeling process consists of two components: validating the measurement model and fitting the structural model.

Table 1 demonstrates different types of goodness of fit indices in assessing this study initial specified model. It displays that the research constructs fits the data according to the absolute, incremental, and parsimonious model fit measures, comprising chi-square per degree of freedom ratio ( $\chi^2/df$ ), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI),Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA).

Furthermore, the researchers examined the standardized regression weights for the research'sindicators and found that some indicators had a low loading towards the latent variables. In particular (RS4 = 0.410, AC3 =0.401, CC7 = 0.381, NC5 = 0.373).

Moreover, since both items did not meet the minimum recommended value of factor loadings of 0.50 (Newkirk & Lederer, 2006), and because the initial fit indices were fit the sample data, then they were removed and excluded from further analysis. Therefore, the measurement model was modified and showed a better fit to the data (as shown in Table 1). For instance,  $\chi^2/df$  and RMSEA did change for the final model, the IFI = 0.901, TLI = 0.902, and CFI = 0.901 indicated better fit to the data after removing the low factor loading items.

**Table 1: Measurement model fit indices**

Model	$\chi^2$	df	P	$\chi^2/df$	IFI	TLI	CFI	RMSEA
Initial Estimation	1021.153	355	0.000	2.870	0.862	0.862	0.856	0.056
Final	846.332	306	0.000	2.765	0.901	0.922	0.912	0.055

Moreover, as showed in Table 2, discriminant validity was confirmed as AVE values were more than the squared correlations for its set of constructs. Thus,

the measures significantly discriminate between the constructs.

**Table 2: AVE and Square of Correlation between the construct**

Cons.	RS	CR	PA	TW	TD	AC	CC	NC	KA	KD	KI	OM
(RS)	0.92											
(CR)	0.57	0.92										
(PA)	0.67	0.44	0.94									
(TW)	0.65	0.51	0.56	0.92								
(TD)	0.56	0.51	0.60	0.49	0.94							
(AC)	0.53	0.44	0.46	0.44	0.52	0.90						
(CC)	0.44	0.54	0.54	0.47	0.49	0.57	0.93					
(NC)	0.66	0.46	0.47	0.52	0.45	0.52	0.48	0.92				
(KA)	0.53	0.45	0.45	0.51	0.52	0.49	0.47	0.55	0.94			
(KD)	0.62	0.57	0.48	0.53	0.53	0.48	0.42	0.48	0.64	0.92		
(KI)	0.63	0.46	0.54	0.52	0.54	0.42	0.53	0.47	0.56	0.61	0.94	
(OM)	0.61	0.54	0.55	0.53	0.53	0.52	0.55	0.53	0.57	0.58	0.56	0.92

### Structural Model

According to, on two phase SEM technique, the measurement model result were used to test the structural models, including path representing the proposed association among research constructs. Furthermore, in order to examine the structural model, it is essential to investigate the statistically significant of the standardized regression weight (i.e. t-value) of the research

hypotheses (i.e. path estimations) at 0,05 level (see Table 3). The coefficient of determination (R square) for the research endogenous variable as well. Indeed, the coefficient of determination for organizational commitment, and knowledge management process were 0,436 and 0,546 respectively indicates the model moderately account for the variation of proposed models.

**Table 3: Summary Proposed Result from Hypotheses**

Research Proposed Paths	Coefficient Value	t- Value	p- Value	Empirical evidence
HR practices→ KM processes	0.082	0.795	0.462	Not Supported
HR practices→ OC	0.709	2.424	0.000	Supported
OC→ KM processes	0.788	2.468	0.000	Supported

### HRM Practice and KM Processes

The result of this research do not support the first hypothesis and showed that there is no relationship between HRM practices and KM process. This might be explain to the existence of other factors than human resource that organization and managers in SMEs firm adopt to enhance knowledge management process.

The results of this study do not agree with what was found by Jimenez-Jimenez & Sanz-Valle (2013). According to them, the relation between HRM and KM does exist and that a knowledge-oriented HR system that includes the practices of job design, team work, staffing, career development, training, performance appraisal and compensation may enhance all the KM processes of knowledge acquisition, knowledge distribution, knowledge interpretation and organizational memory. In

addition, their findings highlight the importance of adopting

Knowledge oriented HR practices not in an isolated manner but forming a system of consistent HRM practices.

They added that individual HRM practices do not affect all the KM processes, however, when they are adopted together, as a system, they foster knowledge acquisition, distribution, interpretation and storing. This was also supported by Fong *et al.*, (2011) who mentioned that not all HRM practices are appropriate to enhance the KM process of knowledge sharing. According to their study knowledge sharing is positively influenced by recruitment and selection, teamwork, training and development, and performance appraisal. Nevertheless,





rewards, and information sharing were positively and significantly related to affective commitment.

However, only the practices of fair rewards and information sharing were significantly related to continuance commitment. In addition, Information sharing was the only practice positively related to normative commitment.

### Organizational Commitment and KM Processes

The results of this study showed a positive relationship between organizational commitment and knowledge management process. This might be explained by the fact that employees would not exert any effort to acquire, share, interpret, and share information and knowledge unless they felt important within organizations, accordingly being committed to it. Furthermore, the results of this research agree with what was found by Obeidat *et al.*, (2014) who mentioned that high levels of knowledge worker commitment are critical to knowledge creation, because the importance of these workers has been shown for the creation and sharing of knowledge.

This was also supported by many studies. For example, Neyestani & his colleague's study showed that employees' commitment to an organization represented by the organization's loyalty responsibility, participation in organizational decisions, emotional attachment to the organization, participation in the life of the organization, and supporting organizational goals can have an effect on enhancing and promoting knowledge sharing among employees (2013)

Finally, Peng Li *et al.*, (2021) found that organizational commitment contributes to the behaviour of knowledge sharing which is considered to be an important behaviour in the knowledge economies. Where a study carried before by Rocha and his colleagues in

2008 support the above arguments and added that the levels of organizational commitment can inhibit or facilitate the KM processes in organizations.

Depending on the results of this study, it can be concluded that human resource management practices have no direct relationship with knowledge management process.

However, taking into consideration the existence of a relationship between human resource management practices and organizational commitment, on the one hand, and the existence of a relationship between organizational commitment and knowledge management process, on the other hand, it can be concluded that human resource management practices have a positive relationship with knowledge management process on a condition of having organizational commitment as a mediating variable.

This result agrees with what was found by Yuliati *et al.*, (2021), who concluded that there is a positive relationship between high-commitment HRM practices and knowledge sharing mediated by perceived organizational support and organizational commitment.

### Limitations and Future Research

The results of this research showed no direct relationship between Human resource management practices and Knowledge management process.

As previously stated, this may be due to the existence of other elements outside human resource practices that can influence the KM process. It may also be explained by the presence of other moderating variables such as organizational dedication and support, which allows for thorough analysis into this issue.

Also, several researchers consider the IT and its flexibility as an enable to achieve the desired competitive advantages, considered as a strategic weapon, and as a crucial support to operational and strategic business processes (Obeidat *et al.*, 2014; Fong Li, 2013).

Further, some scholars (e.g, Altyar *et al.*, 2020. Dananingrum *et al.*, 2020, Dang *et al.*, 2021) emphasize the need for large firms to integrate their IT systems with their KM strategies and processes in order to survive in their highly competitive business environments. Therefore, more research is needed to consider the specific role of KM processes on business performance.

To acquire the data, a quantitative technique (questionnaire) was employed as the primary method. This could be viewed as one of the study's limitations.. More qualitative techniques are recommended to be used to get more accurate data and results to achieve the goals and objectives of this study. Finally, SMEs firms were used as a population to collect the data of this study from. This might cause some generalizability problems since SMEs firms have their own way of carrying out their business. Future research that focuses on more than one industry is recommended to overcome the topics of generalization.

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