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Impact of HRM practices on awareness sharing of employees in an organizations

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Abstract

Employee awareness has been widely recognized as an important resource for providing sustainable competitive advantage to organizations. However, in the current awareness economy, one of the challenges faced by AM (Awareness Management) is manage this resource effectively to create a human capital pool. One reason for this challenge is that awareness in AM is not symmetrically distributed. There is also research to test HRM and awareness sharing relationships through the lens of perception of employees. People gain awareness through their personal experience and some part of that awareness cannot be easily expressed or documented. Due to competitive pressures, organizations are focusing more on how to manage awareness resources. AM argues that the need to develop a mechanism for effective AM in organizations. There is a need for suitably motivated employees to share their awareness in your organization. HRM can influence the motivation and behavior of employees in workplaces to influence their knowledge sharing behaviors. By sharing employees' awareness, organizations can improve their knowledge potential and outperform their competitors. Knowledge of employees gained through experience. It is often considered an individual asset, but a great deal of knowledge is created and held collectively through awareness sharing among the members of an organization. Collaboration and trust, through knowledge sharing behavior of employees, can help improve organizational efficiency. When employees collaborate to share knowledge, they learn from other members and knowledge building can take place. Each research process is supported by theoretical hypotheses that direct social scientists to use different models, methodologies, and research tools to conduct their investigations. A philosophical perspective on the research process is based on a set of perspectives, principles, and techniques shared by members of a given community. The study's conclusion with regard to viable incentives builds on employee understanding and suggests that employees themselves are aware that viable incentives do not change their behavior that much. all this information should be considered in the context of the fact that it is an employee understanding study. This study proposed a reordering of priorities around HRM practices, and how organizations could focus on employee participation practices through building trust to improve employees' awareness sharing behaviors that ultimately lead to individual competence can improve.

Keywords: Awareness management, organizations, sharing, competitive

Introduction

Awareness, as a resource, is beginning to replace physical assets for value creation in the market. The ability to share, apply and create new knowledge becomes the basis by which a competitive advantage can be achieved in organizations. While the origins of awareness go back to early civilizations, it was only three decades ago that managers and administrators in organizations began to realize its increasing importance due to emerging competitive markets. The reasons for this may be due to globalization, rapid market growth and awareness economy. Awareness, as a resource, has an important role where the work is mostly intellectual which is known as awareness intensive firm. Due to competing pressures, organizations are now focusing on how to manage the awareness of their employees, just as they use other resources that are used to produce their products and services. As a result, awareness management (AM) has gained attention, and therefore, organizations are beginning to invest in AM initiatives to improve organizational efficiency. This idea is supported by many research scholars.

Awareness is often considered an individual employee's asset. However, when awareness is shared among the members of an organization, awareness is created and organized collectively. Collective awareness is known as organizational awareness.

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This type of awareness depends on the contribution of the members of the organization. Organizations invest in creating organizational awareness, focusing on their employees, to gain a competitive advantage. The emphasis on creating organizational awareness is through sharing of tacit awareness, which is difficult to codify and resides in the human mind. As a result, the term AM is mostly considered within organizations to refer to the management of employee awareness. AM can build an organizational awareness base that can help improve decision making, innovation and productivity. The extent of success of organizations, particularly awareness-intensive firms (KIFs) depend on how AM initiatives are embedded in organizational practices and policies.

There are different types of firms, for example, awareness intensive firms (KIFs), capital intensive firms and labor-intensive firms. As their label suggests, knowledge is more important in KIF, capital is more important in capital intensive firms, and labor is more important in labor intensive firms. KIF consists of employees who have knowledge, skills and experience. However, it has been argued that these "awareness workers" will not make an organization productive unless their knowledge is used and shared within the workplace (Starbuck, 1992) ^[18]. Furthermore, people (awareness workers), along with information, are the primary medium of workplace production. Initially, much of the empirical research in the area of AM was based on information and communication technology, and on improving awareness sharing practices in workplaces. Recently, AM academics and practitioners have realized that technology can only support AM initiatives and does not act as a substitute for human beings in workplaces. Therefore, the latest AM research in the context of awareness sharing is linked to employee awareness. Employees' awareness is acquired through their life and work experiences. Employees' knowledge gained through experience is mostly vague and difficult to codify (Sweeby, 1997) ^[19].

Employee awareness can provide organizations with a competitive advantage. In this study the words 'knowledge' and 'information' are used interchangeably and considers awareness and 'information' as synonyms. In the awareness economy, one of the major concerns in organizations is the uptake and development of scarce resources to improve efficiencies. An individual's awareness has become one of the most valuable resources for wealth creation, prosperity and business success. In workplaces, employees have a wealth of awareness, which is gained through their experiences in their lifetime. Organizations that recognize the potential of their employees can, through effective use of their HRM practices, harness the potential of their employees. However, the ability of employees' awareness to solve particular problems in workplaces is limited due to constraints imposed by human resource functions such as job descriptions and job evaluations. Such HRM tasks can limit employees to their assigned workplace roles, being unable to see the ability to think beyond specific job descriptions.

To expand employee awareness in workplaces, specific HRM practices that serve as precursors to AM can be used to link HRM and AM. HRM practices such as recruitment and selection, training and development, and reward systems can be important for managing employee awareness within organizations. Proper management of this unique

resource (employee awareness) can give organizations a competitive edge over their competitors in terms of improved learning ability. Organizations can use HRM practices to motivate and manage employee interactions which will ultimately improve the organizational awareness base. In fact, employees first It is difficult to practice customer-centered strategic management without achieving satisfaction. Specific HRM practices through awareness sharing activities engage employees in day-to-day and long-term decision making through creation of an environment based on collaboration.

Literature review

This section of the study provides a critical review of the literature regarding the role of HRM in the awareness sharing behavior of employees within organizations. The goal of this section is to explore how specific HRM practices can contribute to employee awareness sharing behavior and thereby add value to organizations through improved personal and organizational efficiencies. All sources cited in this chapter either reported original empirical research relevant to the issue that required their inclusion or included substantial literature review and discussion of the issue. This chapter discusses the concept of awareness and knowledge of employees, known as tacit knowledge. Following the Awareness-Based Approach of the Firm (KBV) highlights the relationship between tacit and explicit knowledge in organizations. The discussion then moves on to the concept of HRM practices following the Resource Based Approach (RBV) of the firm. These two theoretical ideas are compared and discussed in the context of knowledge sharing which is the central part of the study. Next, the covert formulation of the study is reviewed and then the rationale for the research is reviewed. Finally, the discussion and conclusion of the literature review are presented.

Firm's Awareness-Based Approach

The firm's awareness-based approach identifies awareness as a strategically important resource of an organization. Two decades ago, Spender (2000) ^[20] highlighted the importance of knowledge and suggested that knowledge is one of the factors of production and the main source of productivity. Economic value awareness deals with the integration, production and application of products and services. Later, Grant (2012) ^[21] argues that employee awareness in terms of tacit awareness is considered valuable in gaining a competitive advantage in the marketplace (Grant, 2015) ^[22]. Along with employee awareness as a resource in the AM, awareness also resides in organizational structures, policies, and culture (Grant, 2012) ^[23]. The field of innovation, in the context of new products and services, depends on individuals' prior 31 awareness, although most previous research has ignored the tacit aspect of knowledge. More recently, Grant (2013) ^[24] reviews and suggests that the firm's awareness-based approach was proposed nearly two decades ago, but the concept has only recently gained acceptance. This may be because organizations tend to focus on their resources, both tangible and intangible, and there has been little attention paid to the integration of tangible and intangible resources. The role of the organization in AM is to act as a facilitator for integrating its resources effectively. In addition, Grant sheds light on decision-making issues. In traditional organizations, the decision-making process is based on a hierarchy, where routine

matters are delegated to the lower level and decision-making authority rests with the upper level of management. On the other hand, employee awareness has a resource value and it enables employees to use and share their awareness by participating in the organizational process and decision making (through decentralization, where greater awareness inputs at different levels). Provides opportunities that can improve organizational awareness capability. Awareness resides both at the employee level and at the organizational level. Employees' awareness plays an important role in organizational performance as the awareness inherent in employees acts as a lever for improving organizational efficiency.

Concept of Human Resource Management

To meet the business demand, many organizations have changed their management practices due to inadequacies in classical management. In the field of HRM, there are two basic philosophies: the unitary and pluralistic approach to HRM. The unitary approach is related to industrial organization and considers one source of authority and interest in organizations. On the other hand, the pluralistic approach assumes that different stakeholders in organizations have multiple interests and goals (Fox, 2014)^[25] The HRM pluralistic approach was defined by to describe a mix of high HRM priority and high industrial relations priority in organizations. The hard model considers human resources only in terms of the number of employees and in this version the focus is on the economic development of the organization. On the other hand, the soft HRM model is associated with the use of human relationships and individual talents to improve human commitment without external (management) pressure. This study focuses on employees as a resource, and while sharing their awareness can improve organizational efficiency, the survey overlooks employee awareness as a resource in the context of HRM. At the individual level, apart from financial rewards, individuals can efficiently participate in organizational activities for their personal development. However, at the organizational level, the economic value and non-economic value (validity) of employees' knowledge may be a priority. Although this review has confirmed some good propositions, it deserves further empirical investigation. This study examines the relationship between employees' knowledge sharing and their personal development.

HRM Workout

As discussed in the previous section, HRM is a tool with which awareness can be integrated in organizations. A set of HRM practices can support AM initiatives such as employee awareness sharing. A set of HRM exercises can promote employee interaction with other employees to utilize employee skills and awareness. Such interactions in the workplace can help employees improve their skills, awareness, and competence. The study focuses on how specific HRM practices (employees' cooperation in terms of recruitment and selection, rewards and recognition, and their participation) influence employees' awareness sharing in order to make the best use of employee awareness.

Proposed Model and Research Objectives

One goal of this study is to elucidate and identify employee observations about the impact of HRM practices and awareness-sharing lineages on employees' awareness-

sharing behavior. This study contributes to the research area of HRM in relation to the employee in several ways. Researchers in the fields of business and management suggest that most of the knowledge resides in the individual's mind. The concept of awareness ownership and who owns the awareness, in particular, the awareness of the employees that resides in the heads of individuals, is a matter of debate in organizations. Suggest that some individuals believe that their background is as personal as their own identity and that they need to be prepared to pass it on to other members, while others believe that there is no strong evidence of their awareness.

In this study the term 'master of awareness' focuses on the awareness of employees, and the term 'organizational awareness' is used when awareness is shared and transferred from one level to another. Previously, several researchers examined the knowledge-sharing behavior of employees based on the understanding of CEOs and top management. The understanding of top management can share awareness through authority and control of management. However, this study focused on employees' understanding of HRM. This study is based solely on the understanding of the employees and not on the managers and CEOs (informants). This study examines the proposed form by examining the impact of HRD on awareness sharing behavior and awareness sharing response. This research used HRM based on awareness sharing activities and studied HRM in an awareness intensive context.

This study examines the effects of HRM on employees' awareness sharing behavior and examines the consequences of awareness sharing in the context of organizational and individual competence. One purpose of this study is to test the consequences of these awareness sharing, and the results may be important in supporting government policies. The reason for this study is based on employees' understanding of the impact of HRM practices and their awareness-sharing behaviour.

Determining an appropriate research strategy

Previous researchers have examined the relationship that exists between human resource practices and knowledge sharing, using various methodological approaches and data collection tools. Several researchers have examined the relationship between awareness exchange, and organizational performance using quantitative methods through self-report questionnaires to collect data from services and construction organizations. Therefore, research methods – qualitative, quantitative and mixed methods – can be used to investigate research questions. Quantitative methods rely on statistical tests, rating scales, questionnaires and physical measures that produce numerical results. Qualitative approaches focus on words and observations to convey reality and attempt to describe people in natural conditions. . Whereas, the qualitative approach involves the use of case studies, personal experience, and relies on descriptive descriptions of events and processes.

Important Factors of the study

Employees' awareness plays an important role in organizational performance as the awareness inherent in employees acts as a lever for improving organizational efficiency. This can be done when the awareness of individuals is exploited or shared and is combined with explicit knowledge of organizations. Generating value to all

physical assets within an organization requires human application in terms of personal awareness and skills. Therefore, employees sharing their awareness with other associates can enhance organizational efficiencies, thus becoming more competitive in the current dynamic business environment. There are so many factors which help researcher to achieving the objectives of the study. In the next section we discussed about those factors.

Research Placement

This study contributes to the academic literature by using causal links based on employee understanding of HRM practices and employee awareness sharing within organizations. It provides an understanding of the mechanisms by which HRM practices affect the awareness quality of individuals and organizations. At the organizational level, awareness capacity manages the awareness of employees through their collaboration and awareness sharing. Awareness potential at the organizational level is also linked to employees' prior awareness and experience. This study discusses how HRM practices can affect employee awareness sharing.

Studying the problem despite the fact that researchers in the field of HRM are becoming more aware of related initiatives and employees, there are considerable research gaps in understanding and identifying and, in particular, the ways in which HR Practices affect employees. Active sharing of information and activities in workplaces. This study explores these research gaps by examining the impact of human resource practices on information sharing behaviors. More research is needed in the area of HRM for better support. Although most of the expert literature discusses the lineage of employee awareness-sharing, tentative research is needed to ascertain how these employee awareness-sharing activities provide benefits to employees in terms of their ability to learn. . Although many researchers suggest that HRM has a positive relationship, little research has explored individual related issues. Furthermore, many awareness management initiatives, such as managing employees' knowledge in a collaborative environment, are marginalized, while technical and software-related issues dominate the organizational agenda. Even though organizations encourage employees to share their knowledge with other colleagues, some employees are reluctant to share their experience and personal awareness. Lack of mutual trust among employees is an important antecedent of poor awareness-sharing. There is also little empirical research to examine the circumstances of employee cooperation, particularly in terms of influencing their awareness-sharing behavior.

Employees' Awareness

People gain awareness through personal experience, and some of that awareness is silent that cannot be easily expressed or documented. Defines tacit knowledge as a type of awareness that cannot be easily codified. Complements Polani's ideology and suggests that tacit knowledge exists only in people's minds, and is much more than any information that is passed on to others. With regard to the knowledge economy, awareness resources are gaining acceptance as an asset along with other material resources. Awareness resources have an animated role where the work of organizations is mostly rational, and are known as awareness intensive firms. Due to competitive pressures,

organizations are focusing on managing their knowledge resources. Employees' knowledge can set an organization apart from its competitors by sharing, transferring, and then using and implementing awareness. For example, employees of higher education institutions, information technology (IT) industries and other KIFs have a pool of skilled knowledge workers who can outperform through open discussions, forums, seminars or colloquial awareness sharing. Employee awareness, as an important resource, can provide a competitive advantage to the organization. In this study the term 'silent awareness' refers to knowledge of employees.

Awareness Sharing

Awareness sharing refers to the awareness sharing behavior by the employees. Sharing of awareness depends on the employees having the awareness (the source of the awareness) and the employees receiving that awareness. Awareness sharing is the basic way through which employees can contribute to awareness application. Employees' awareness of what exists and remains with an individual is unproductive if it is not used or shared. Employees' awareness sharing activities transfer knowledge from individuals to the group level and embed it within the organizational awareness base. This organizational awareness base enables an organization to improve its learning capacity. Employees' awareness sharing is fueled by mutual trust and management support that helps create an environment of awareness sharing, and awareness drives creativity.

Employees' partnership

The term 'employee cooperation', used in this study, refers to the involvement and participation of employees within an organization. The word 'collaboration' is derived from the collabor where the participants have shared goals. This study uses the term 'employee collaboration' as an HRM practice when employees engage in face-to-face interactions and work together informally and formally in their organizations. This study examines the term collaborative practices. Collaborative practices are employees' beliefs related to awareness sharing norms within their organizations and awareness sharing behavior by others in their organizations. Collaborative practices are more effective in an informal set-up. Collaborative practices can be high for an employee, even if the employee is not involved in sharing awareness.

Confidence

The term 'trust' used in this study refers to the mutual trust of employees and this will go into the management of their organizations, Suggests that trust is the bandwidth of communication. This study discusses trust as a precursor to employee awareness sharing. The concept of trust in this study is based on an employee's trust in his colleagues and management. Trust describes the extent to which an employee is prepared to place himself in a vulnerable position in relation to his colleagues and to the management. In this study, the status of organizational competence is defined in terms of organizational innovation potential and organizational awareness potential. Innovation capability refers to how organizations can provide new products or services to satisfy their customers, while organizational awareness capability refers to organizational tools, systems, and operating philosophies that integrate employees'

knowledge and increase the flow of awareness. An organization from one level to another, more recently, argued that the concept of organizational competence is related to organizational awareness. The concept of organizational capability helps to understand organizational knowledge in terms of products and process activities to measure productive capacity. Personal competence refers to the employee's continued contribution to his organization's continued competitive advantage. In this study the term 'personal competence' has been used with reference to the personal development of the employees.

Employees improve their learning and develop skills by sharing awareness with other colleagues. Awareness sharing in organizations also helps in improving the personal development of employees by validating their awareness. Verification of knowledge occurs when the co-workers who acquire the awareness use it and provide feedback to the source of the awareness. Organizational competence is linked to the ability of employees to work together and learn from each other. Employee collaboration can develop organizational capability (innovation potential) through awareness sharing. When employees collaborate in gathering and sharing knowledge, they learn from other colleagues and eventually knowledge creation occurs. Organizations rely on their employees to collaborate with one another to share their awareness.

Human Resource Management

Employees give their awareness during each time assignment in the workplace, usually in information organizations, through formal interviews and informal chats. HRM practices can support initiatives such as employee awareness sharing. A set of specific HRM practices can promote employee interactions with other employees to harness employee skills. This study focused on how specialized HRM practices recruitment and selection, and accreditation. HRM practices can influence an employee's motivation and commitment through the development of unique characteristics that can help improve organizational competence. HRM practices have been defined in several ways such as best HRM practices and high participatory practices. HRM practices influence the mutual trust of employees to use cooperation and awareness of employees. The specific HRM practices, through awareness sharing, used in this study have an impact on personal and organizational competence practices that are monetary rewards and recognition. Monetary reward refers to the employee's belief that he or she will now be financially compensated for sharing led awareness. The concept of recognition is used in the context of enhancing one's reputation and the extent to which one values the status of an expert through employee awareness sharing. Employees can share awareness to help others or improve their reputation.

Limitations of this Study

Each research investigation has its own limitations, some limitations are highlighted in this section. Employees are not aware of the HRM philosophy due to the lack of previous research in the area of HRM related to the Indian context. Another factor that may account for the low response rate is the length of the questionnaire. In addition, advanced statistical data, for example, structural calculations, have encouraged researchers to solve more complex relationships

than previously thought. Although the results are persuasive, there are some limitations due to the small sample size of the data set, and thus they should be interpreted with some caution. This study modified the proposed model based on the exploratory factor analysis results and produced a structural model, and finally an alternative for better outcome. Using a different set of data, the option should be considered true until cross-validated.

Scope of the Study

The concept of employee awareness-sharing is a topic of discussion in management research. Through knowledge sharing, employees transfer their knowledge from an individual level to an organizational level, thus adding value. Employees benefit through knowledge-sharing in terms of their developed awareness and quality of learning. However, few researchers have empirically tested the effect of HRM practices on employees' knowledge-sharing behavior in the workplace (Kang, Morris, & Snell, 2007; Oltra, 2005) ^[26, 27], and little empirical research has explored employee collaboration. Which is the primary source of knowledge transfer (Argote & Ingram, 2000; Bock & Kim, 2002) ^[28, 29], and the results of awareness sharing (Foss, Husted, & Michailova, 2010) ^[30].

In order to find research data, namely the impact of HRM practices on awareness sharing and awareness sharing outcomes, this study empirically examines the impact of HRM practices on employees' awareness sharing behavior and awareness sharing response in an organization. There were several reasons for choosing this title. First, the concept of awareness management in the business environment is in its infancy, and there is insufficient organizational and management support for employee awareness. There is also a lack of numbers in the distribution of incentives that support knowledge sharing behavior which in turn can lead to a poor information sharing environment. Second, in the business sector, many empirical studies have examined the antecedents of awareness sharing, but there is little research that focuses on the consequences of employees' knowledge sharing. Thus, this study adds value to the literature regarding the impact of HRM practices on knowledge sharing and the consequences of awareness sharing. These skilled individuals are from various professions and student bodies, for example, university teachers, IT workers, engineers, doctors and high-flying high school students. The main objective of these Secondments is to improve the learning and knowledge capacity of employees by sharing knowledge, skills and experience.

Conclusion

Over the years, HRM has been the subject of seminars, presentations, articles and organizational intervention strategies. Increasing research on AM shows that effective use of employees' knowledge can improve their organizational ability. People gain awareness through their personal experience and some part of that awareness cannot be easily expressed or documented. Due to competitive pressures, organizations are focusing more on how to manage awareness resources. AM argues that there is a need to develop a mechanism for effective AM in organizations. There is a need for suitably motivated employees to share their awareness in your organization. HRM can influence the motivation and behavior of employees in workplaces to

influence their knowledge sharing behaviour. By sharing employees' awareness, organizations can improve their knowledge potential and outperform their competitors. Employees' knowledge gained through experience is often considered an individual asset, but a great deal of knowledge is created and held collectively through awareness sharing among members of an organization. Collaboration and trust, through knowledge sharing behavior of employees, can help improve organizational efficiency. When employees collaborate with shared knowledge they learn from other members and knowledge building can take place. Employee awareness has been widely recognized as an important resource for providing sustainable competitive advantage to organizations. However, in the current awareness economy, one of the challenges faced by AM is to effectively manage this resource to create a human capital pool. One reason for this challenge is that awareness in AM is not symmetrically distributed. There is also little empirical research examining HRM and awareness sharing relationships through the lens of employee perceptions. In these selected organizations, awareness workers are the target respondents. Awareness workers are defined as employees who help share and build knowledge within organizations (Collins & Smith, 2016). This study's findings with respect to viable incentives build on employees' understanding and suggest that employees themselves are aware that viable incentives do not change their behavior that much. All this information needs to be considered in the context of the fact that this is an employee understanding study. The literature appears to confirm the importance of incentives in driving behavior, but no effect compared to other lineages of employees' awareness-sharing behavior. This study proposed a reordering of priorities around HRM practices, and how organizations could focus on employee participation practices through building trust to improve employees' awareness sharing behaviors that ultimately lead to individual competence can improve.

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