

Intersecta Minds Journal
Social Science, Arts and Humanities,
Business, Management, and Education
<https://so13.tci-thaijo.org/index.php/IMJ/index>

Enhancing Competitive Advantage through Learning Capabilities and Innovative Human Resource Management

Author & Corresponding Author*

1. Sharma Khemraj*
2. Wann Yih Wu
3. Hsinkuang Chi

Affiliation:

1. Department of Business Administration, Management Science, Nanhua University. Taiwan.

Email: khemraj8517@gmail.com

2. Department of Business Administration, Management Science, Nanhua University. Taiwan.

Email: wu_wann@hotmail.com

3. Department of Business Administration, Management Science, Nanhua University. Taiwan.

Email: chi.hsinkung@gmail.com

Article history:

Received: 22/09/2022, Revised: 08/11/2022,
Accepted: 25/12/2022, Available online: 02/01/2023

How to Cite:

Khemraj, S., Wu, W. Y., & Chi, H. (2023). Enhancing Competitive Advantage through Learning Capabilities and Innovative Human Resource Management. *Intersecta Minds Journal*, 2(1), 26-41.

PKP

PUBLIC
KNOWLEDGE
PROJECT

OJS

OPEN
JOURNAL
SYSTEMS





Original Research Articles

Enhancing Competitive Advantage through Learning Capabilities and Innovative Human Resource Management

Sharma Khemraj^{1*}, Wann Yih Wu², and Hsinkuang Chi³

Abstract

In an effort to increase their sales, customer base, and market share, businesses are always looking for new ways to strengthen their competitive advantages. Levels of competition have risen as a result of the quick changes brought about by globalization, improvements in information technology, and other factors. Incorporating efficient methods of human resource management into business operations helps companies reach their objectives. Here, we take a look at the company's learning process and cutting-edge HR management system, as well as its current state and ecosystems, and assess them according to their ability. This article examines the need, scope, and inclusion trend of a learning-based workplace climate integrated with innovative HR segment, as well as the extent to which the policy aids the organization in achieving its goal. It relies on secondary data from authentic sources such as current research, organization documents, press reviews, government reviews/records, etc. Last but not least, the article makes some suggestions for where this policy could go from here as well as different ways that organizations can integrate (the goal is to identify an integration mode that works for any size or type of business, regardless of its infrastructure, so that it can inspire more ambition and growth).

Keywords: Knowledge Share; Employee Skillset; Staff Management; HRM Innovation; Innovation Plan

Introduction

Human society, if we see its advancements are ever transformational and accordingly it replaces old systems with new ones. Replacing the traditional region-centric business processes, today's business climate is much more inclusive, liberal and globalized. The substantial rise in the value of global commerce, along with the disproportionate growth of trade compared to output in the post-World War II era, is often presented as compelling proof of the phenomenon known as globalization. According to the World Trade Organization (WTO), global merchandise exports had a substantial increase from \$58 billion in 1948 to \$5,300 billion in 1997. In terms of constant 1990 dollars, the corresponding values were \$304 billion and \$5,223 billion, respectively. The expansion of trade in services exhibited a more rapid pace, resulting in a notable increase in the combined exports of commodities and

services from 8 percent of global GDP in 1950 to 26 percent in 1997 (WTO, 1998, p. 120; Stallings (2001)).

Over the past two decades, there has been an increased level of integration of developing nations, especially the former communist countries of Central and Eastern Europe, into global economic flows. The proportion of world imports attributed to developing nations experienced a decline from 30 percent to 25 percent during the 1980s, followed by a subsequent increase to 34 percent by the late 1990s. A like scenario was observed in the case of exports from emerging nations to the global market, but with a less pronounced tendency.

THE ROLE OF DEVELOPING COUNTRIES IN WORLD TRADE AND CAPITAL FLOWS, 1980-98			
	1980-82	1987-90	1996-98
Exports (%)	34.3	28.5	33.0
Imports (%)	31.9	27.3	34.0
Total ^a (billions of \$)	1,890	2,905	5,415
Direct Investment (%)	32.7	14.3	43.5
Portfolio Investment (%)	7.7	3.1	12.5
Total ^a (billions of \$)	107	355	1,300

Source: Calculated from IMF, *Direction of Trade Statistics Yearbook* and *Balance of Payments Statistics Yearbook*, various issues.

Table: Impact of Globalization and Country-wise Competition from 1980-1998

(Source: Stallings (2001))

This is an outcome of distinctive transformation trend that the ambitious economies of the world are adopting. Now, with the growth of technological advancements and inclusive government policies providing the public access. Thus, such a business ecosystem in today's world needs constant upgrades, awareness and knowledge enrichment. Unfortunately, implementing such a practice is complex in terms of the influencing constraints that connect with organizational activities. First and foremost, constraint is the workforce and its capacity; next is the management culture; third is infrastructure; the region's knowledge dissemination system and policies follow afterwards and lastly, the society and its attitudes. For a nation's progress and alignment with global competition, a need of a learning-based growth platform is evidently necessary that enriches the organization in its status and empowers the human resource sufficiently so that it can implement flexible and innovative plans of staffing and employee benefits system. The term 'learning' is used in this case because growth and sustenance of an organization that is competing in the global market needs regular and adequate upgrade in its policies, plans, employee skills and management decision-making to keep up with the competition that is dynamic and diverse in its nature currently.

In this article, an in-depth exploratory analysis is done on the organization's status and ecosystems based on their capacity along with its procedure of learning and innovative HR management system. The article that has been worked relying the available secondary data from authentic sources, like, current researches, organization documents, press reviews, government reviews/records, etc. primarily looks into the need, expanse and inclusion trend

of learning-based workplace climate integrated with innovative HR segment and how far the policy helps the organization in meeting its goal. Lastly, the article recommends the future scope of this policy and modes of integration within an organization (attempt has been made to find the integration mode as universal independent of the size and infrastructure of the company to motivate its growth and ambition towards achieving better goals.)

Research Objective

This research objective to examines the need, scope, and inclusion trend of a learning-based workplace climate integrated with innovative HR segment, as well as the extent to which the policy aids the organization in achieving its goal.

Literature Review

The use of innovation and inventive practices in corporate operations is a widely discussed subject on a worldwide scale. The current industrial climate, particularly the cross-national corporate units provide clear examples that testify that the dynamics of work, employee incentives, and the work environment are undergoing significant transformations. Technological advancement plays a pivotal role in fostering enhancements in organization's growth and quality of life. However, the development of new knowledge and technology is not uniformly distributed throughout all regions and does not occur simultaneously. Hence, the manner in which technology disseminates throughout nations plays a pivotal role in the generation and equitable distribution of global economic growth among countries.

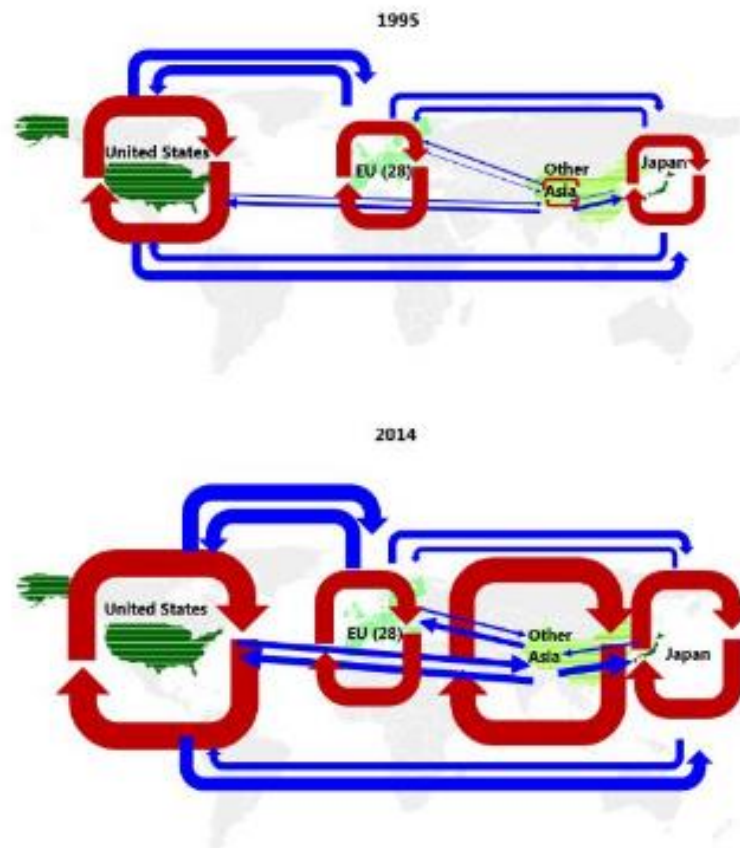
Between the years 1995 and 2014, it is evident that the countries comprising the G5, namely the United States, France, Germany, Japan and the United Kingdom, together accounted for 75% of all patented inventions worldwide. In recent years, notable nations such as China and Korea have emerged as key contributors to the global pool of knowledge, therefore establishing their presence among the top five leaders in several fields. This observation implies that in subsequent periods, emerging sources of technology will also gain significance. However, throughout the timeframe being examined, the G5 predominantly represented the major portion of the technological frontier (Aslam et al., 2018).

Certainly, the expeditious implementation of change initiatives necessitates an attitude towards change (ATC) that fosters individual willingness to embrace innovative work behavior (IWB) among stakeholders and staff members of industries who are somehow accustomed with the culture of learning. Even, it is likely that employees will hold a negative perception of change initiatives as a result of recurrent deficiencies and the lack of support from organizations that are distant from the ideals of a learning organization (Khemraj, et al, 2021). Over time, it is possible that employees' ATC may progressively decline, hence jeopardizing the success of modernization efforts that rely on the presence of favorable IWB (Rusok et al., 2023). Still then, for decades, knowledge flow is occurring in industrial level moving beyond the boundaries and reaching to farthest areas and thus merging the regions to work for common business goal. A historic knowledge flown pattern is given below in the infographic.

Evolution of knowledge flows

While in 1995, the United States and—to a lesser extent—Europe and Japan were dominating global patent citations, China and Korea (other Asia) are now playing a larger role than before.

(evolution of cross-patent citations within and across regions)



Sources: European Patent Office, PATSTAT database; and IMF staff calculations.

Note: Figure shows the evolution in citation flows between (blue) and within (red) key countries and regions. For a given year, the thickness of the arrows is proportional to the respective numbers of citations. For visibility, the increase in citations over time could not be reflected proportionally (approximate scaling factor 2014 vs. 1995 is 1.5 in the figure; actual is 2.5). EU (28) = AUT, BEL, BGR, CYP, CZE, DEU, DNK, ESP, EST, FIN, FRA, GBR, GRC, HRV, HUN, IRL, ITA, LTU, LUX, LVA, MLT, NLD, POL, PRT, ROU, SVK, SVN, SWE; Other Asia = China and Korea. Data labels in the figure use International Organization for Standardization (ISO) country codes.

Figure 1 : Global Share of Cross Country Knowledge in Industrial Segments

(Source: Aslam et al. (2018))

Globalization offers a significant advantage by facilitating the dissemination of information and technology, hence fostering the potential for prosperity across nations. However, mere connection alone is insufficient. The process of incorporating external information and the ability to further develop it typically necessitates expertise in the fields of science and engineering.

Investments in education, human capital, and domestic research and development are vital for developing the ability to acquire and effectively use foreign knowledge. Furthermore, it is imperative to implement a suitable level of safeguarding and acknowledgment of intellectual property rights, both inside the country and on a global scale. This is crucial in order to maintain the capacity of inventors to recuperate expenses, while simultaneously guaranteeing that the newfound information contributes to worldwide development. Organizations that align with contemporary trends, use inventive methodologies, and allocate resources towards high-quality inputs possess fundamental attributes that contribute to their future success and sustainability. The agile management system, the method is specifically designed to facilitate incremental development and prioritize speedy and flexible development processes. Prasetyo (2020) posits that Agile may be defined as an organization's capacity to efficiently reconfigure or redesign operational structures, business processes, and relationships in response to changing circumstances.

The use of agile management methodologies might have an impact on the sustenance of a product's survival cycle. Given the quick occurrence of market modifications and technological advancements, it becomes imperative for all organisations to persistently engage in innovation (Wijaya et al., 2023). In this system, people are the most crucial and indispensable element of organisations. The effective adoption of new procedures and processes to expedite work operations, achieve a competitive advantage, and maintain sustainability requires a combination of perception, dedication, loyalty, and diligence, as well as knowledge, skills, and experience. Organizations are actively pursuing strategies to enhance their competitive advantages, aiming to expand their market share, attract a larger client base, and achieve higher sales volumes. The rapid transformations resulting from globalization, advancements in information technologies, and several other reasons have led to increased levels of competitiveness. The achievement of organizational goals is facilitated by effective human resources management practices inside organizations.

The staff, who are the workforce is the main tool of the organization that facilitates to its performance. The competitive advantage of enterprises may also be attributed to the sustainability of their workforce, reduced employee turnover, and requisite training, hence positively influencing overall organizational efficiency (Lušňáková et al., 2022). In the managerial level, Human Resource Management (HRM) is integrally linked with this process of employee's learning and performance management. Human resource managers responsible for recruitment, performance management, compensation and benefits administration, and employee classification enhancement seek novel, imaginative, and efficient approaches to address employee challenges, promote well-being, and establish a robust management framework (Reza Azizi, 2021). The emergence of the area of human resource development (HRD) was driven by a need to enhance comprehension of the learning and development (L&D) processes inside organization, as well as their connections to performance. The relationship between knowledge management (KM) and human resource development (HRD) appears to be inherently interconnected in their respective approaches to enhancing organisational performance. Within the realm of special functions, the Human Resource Development (HRD) discipline places its emphasis on the enhancement of learning and development across many levels, namely the individual, team, and organisational domains. Intra-organizational innovation transpires when individuals possess the requisite knowledge, abilities, and dispositions for acquiring knowledge, engaging in calculated risk-

taking, disseminating knowledge, and engaging in creative thinking, while the organization's processes furnish the necessary support (Panigrahy & Pradhan, 2015).

HRM innovation encompass four phases, that is the processes of concept development, idea selection, completion, and execution. The implementation of innovation by an organization has a significant impact on staff performance and serves as a catalyst for lasting competitive advantage. The features that can be utilised to assess innovation performance in terms of innovation output, as outlined in the OSLO Manual developed by the OECD in 2005, include the number of new products generated, enhancements in work quality, and improvements in systems. Additionally, the impact of innovation can be measured through changes in competition, market expansion, increased productivity, profit, and environmental consequences (Abdul Ghani Azmi & Hashim, 2022). Based on data conducted by McKinsey, organisations that actively foster employee development and cultivate happy experiences are 1.3 times more likely to achieve improved performance outcomes. Therefore, it is imperative for organisations to adopt human resource innovations in order to maintain a competitive edge and achieve favourable results for their personnel (Workhuman, 2023). Through the implementation of novel human resources (HR) methods, organisations have the potential to optimise their operational processes and foster a vibrant and adaptable organisational culture.

This section includes a well sorted review of scholarly works that are particularly scrutinized to extract the transformations of workspace influenced with globalization and there is a climate of competitiveness in terms of brand establishment in between the businesses. On this ground, literatures are studied here to identify and categorize the trend of knowledge share culture in the staff and management's motivation in these initiatives as in important in the present context. Another aspect that is important to be enhanced in innovative HRM management and therefore, the researches on this subjects are also included in this review.

Onsardi (2019) examined the proficiency of human resources within the context of globalisation. The objective of this analysis is to examine the abilities that human resources need to possess in order to effectively navigate the challenges posed by the period of globalisation. Literary studies were employed to identify pertinent theoretical sources that bear relevance to the instances or issues under investigation. The findings of this study suggested that the competencies required by human resources in the era of globalisation encompassed a range of skills and abilities. These included critical thinking, problem-solving, effective communication and collaboration, creativity and innovation, information literacy and proficiency in communication technologies (ICT), social and cross-cultural skills, entrepreneurial thinking, respect for diversity, teamwork and interconnectedness, civic and digital citizenship, and religious competence. In this research, the whole set of capabilities may be categorised into five primary core competencies, namely: (1) Communication competence encompassing both oral and writing skills, (2) knowledge competence, (3) informational technology competence, (4) inter-cultural competence, and (5) religious competence.

Azeem et al. (2021) experimentally established the inevitable need of learning based staff empowerment by means of correlation between organizational culture, information sharing, organisational innovation, and competitive advantage. The findings of the study indicated that there was a positive relationship between organizational culture, information exchange, and organizational innovation, and the attainment of competitive advantage. In a more precise manner, the concept of organizational culture facilitated the exchange of information and encouraged innovative practices within the workforce. Moreover, it established connections between these activities and the overarching business processes, so creating an environment that is suitable to the development of advanced manufacturing capabilities.

Kyove (2021) investigated the influence of globalization on multinational firms throughout the period spanning from 1980 to 2020. The study involved the categorization of qualitative, quantitative, and mixed typologies, followed by the derivation of findings pertaining to the impact and outcomes (i.e., good or negative consequences) of globalization. Developed nations exhibited marketplaces that were more saturated in comparison to developing nations, hence leading multinational firms from developing countries to largely depend on international sales as a means to achieve revenue growth. On the other hand, the researchers found the trend of multinational corporations from developed countries to employ more sophisticated elements of production in order to generate money, whereas multinational corporations from underdeveloped countries are more inclined to utilise less modern forms. Several prevalent practices and challenges showed that corporate social responsibility, emerging markets, political factors, and economic considerations play a crucial role in global market production. The current state of study suggested a pressing demand for more investigation into the contributive impacts within various economies, ranging from developing to developed.

Andrew & Somerville (2022) provided a succinct overview of the existing body of research pertaining to alternative approaches in Human Resource Management (HRM). Their search on existing literature revealed that fundamentally, innovation in Human Resource Management (HRM) encompassed three predominant theoretical perspectives. One area that merits examination is the manner in which human resource management addresses novel circumstances. Moreover, scholarly investigations pertaining to inventiveness within the realm of business had led to the emergence of the theoretical construct known as "innovative human resource management (HRM)." The article examined each of the three techniques, along with their respective theoretical foundations. The letter concludes by addressing the implications of the results for future research endeavors and their potential impact on clinical practice.

Bai (2022), in response to the limitations inherent in the conventional human resource management (HRM) model for university professors, examined the proposes the development and implementation of a management innovation model and decision-making model that use intelligent big data analysis. This article provided an introduction to the technology known as DM. Additionally, it provided an introduction to the relevant concepts of decision making (DM) and the analysis and design procedures involved in developing a human resource management (HRM) decision system. Within this framework, the use of data

mining (DM) technology is employed to examine and manipulate pre-existing data, forecast future circumstances, and furnish further assistance for the process of decision-making.

Conceptual Framework

The research is conceived and developed as an exploratory analysis on current days industrial processes in terms of staff learning attitudes/initiatives and role of HRM in its innovation perspective needed for organization's advancement and staff benefits. The research is planned and built up in terms of quantitative factual resources collected as collected from the industrial activities records as available in current authentic secondary channels, like, academic researches, official reports, government plans/schemes, press releases, etc. The study attempts to establish the following objectives:

1. Importance of learning based culture among industrial staff, its channels and future.
2. The scope and need of industries to incorporate the learning based staff culture and performance evaluation system of the procedure
3. Role of Innovation in current HRM unit and their importance in term's of an organization's prospects and expansion goals

Materials and Methods

1. Research Design

This study adopts an exploratory research design to understand the integration of learning capabilities and innovative human resource management (HRM) in enhancing competitive advantage within organizations. The research is based on secondary data sources, allowing for a comprehensive examination of existing literature, organizational documents, press reviews, government records, and other relevant materials.

2. Data Sources

The primary data sources for this research include:

Academic Research: Peer-reviewed journal articles and conference papers on the topics of learning capabilities, HRM innovation, and competitive advantage in organizations.

Organization Documents: Internal reports, strategy documents, and performance reviews from various companies.

Press Reviews: Articles from reputable business journals and magazines that discuss trends and case studies in HRM and organizational learning.

Government Records: Policy documents, economic reports, and other publications from governmental bodies that provide insights into national and regional business climates.

Secondary Data Repositories: Databases such as JSTOR, Google Scholar, and industry-specific repositories.

3. Data Collection Methodology

Data collection involved a systematic review of the aforementioned sources. The following steps were undertaken:

Literature Review: Comprehensive review of academic literature to identify key themes and trends related to learning capabilities and innovative HRM.

Document Analysis: Examination of organizational documents to gather insights into current HRM practices and learning initiatives.

Press Analysis: Review of press articles to understand public and industry perceptions of HRM innovations and learning-based workplace climates.

Policy Review: Analysis of government policies and records to contextualize the organizational practices within broader economic and regulatory frameworks.

4. Analytical

The collected data were analyzed using a thematic analysis approach. The process involved:

Coding: Identifying and categorizing relevant information from the data sources.

Theme Identification: Grouping codes into themes that reflect the core areas of the research objectives.

Pattern Analysis: Examining the relationships and patterns among the themes to draw meaningful insights.

Key Variables, the study focuses on several key variables:

Learning-Based Workplace Climate: The presence and extent of learning initiatives within organizations, including training programs, knowledge-sharing platforms, and continuous education opportunities.

Innovative HRM Practices: HRM strategies that foster innovation, such as agile management, flexible work arrangements, and employee empowerment.

Competitive Advantage: Metrics indicating the company's market position, customer base, sales volumes, and overall organizational performance.

5. Data Validation

To ensure the reliability and validity of the data:

Triangulation: Multiple data sources were used to corroborate findings and ensure a comprehensive understanding of the research topic.

Peer Review: Findings and interpretations were reviewed by experts in the fields of HRM and organizational development to validate the conclusions.

Consistency Checks: Regular comparisons of data from different sources to check for consistency and resolve any discrepancies.

6. Ethical Considerations

The study adhered to ethical standards by ensuring:

Confidentiality: Any sensitive information from organizational documents was anonymized to protect the identities of the organizations and individuals involved.

Transparency: The sources of data were clearly documented and cited to maintain transparency and credibility.

7. Limitations

The study acknowledges several limitations:

Secondary Data Dependence: Reliance on secondary data may limit the depth of insights, as primary data collection (e.g., interviews, surveys) was not conducted.

Context-Specific Findings: Findings may be context-specific and may not be universally applicable to all types of organizations or industries.

Results and Discussions

1. Purpose, Scope and Importance of learning-based staff culture in an organization

The proposed model that we present here is based on the work of Sousa & González-Loureiro (2015) where the researchers stress on the evolution of learning theory that is planned and built up in an organization is basically done to overcome certain limitations, tensions and problems. They developed this model as a channel of "knowledge vision". The author's particularly stressed that to improve an organization's standard as per the progresses taking place the coordinator's and culture's responsibilities are crucial to resolve this potentially dangerous conflict. Companies facing a same predicament should ask themselves, "Who Knows" - in order to determine what essential information has to be changed from an implicit to an explicit form.

The adoption of the Production System may be effectively characterized by a sequential phase model, commencing with the preparatory phase, followed by the stabilization phase, and culminating in the reduction phase. The model highlights the fundamental role of PS-oriented project work in many contexts, such as the modification of current production lines, the design of new lines, and the development of products.

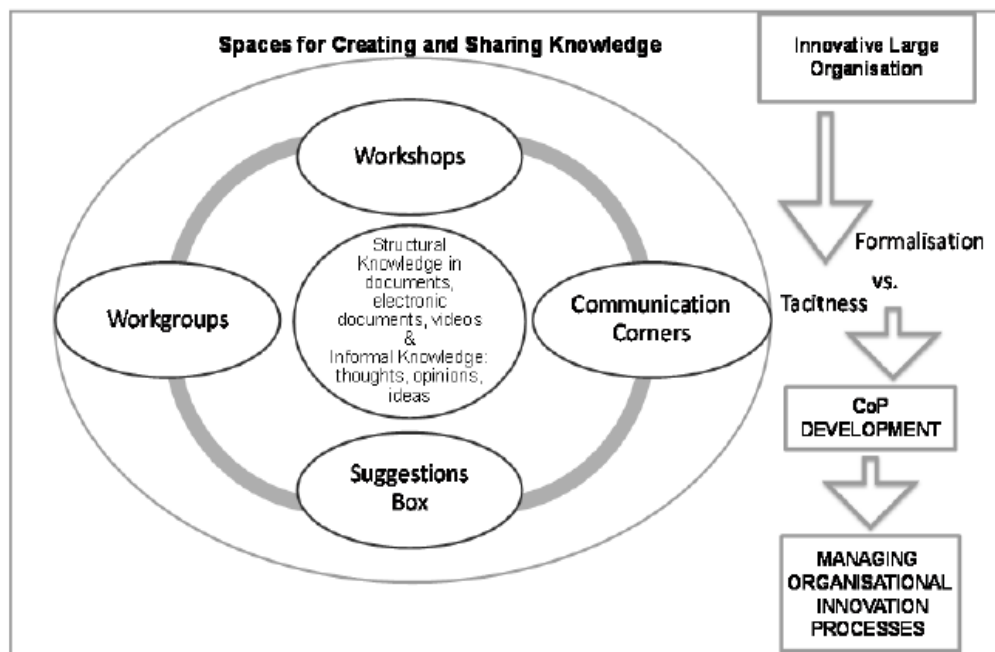


Figure 2: Model of Learning Based Staff Culture as Proposed

by Sousa & González-Loureiro (2015)

The authors focus on the primary objective of the production system that is effectively produce and distribute the appropriate component at the designated moment, in the appropriate quantity, and with the necessary level of quality. In the present context, the model includes workshops, workgroups comprising individuals from various sections and departments, suggestion boxes, and communication corners. The communication corners serve as spaces for the exchange of ideas, opinions, and thoughts, while also providing a platform for the dissemination of structured knowledge through documentation, videos, and other mediums.

The process of sharing information is visually shown in figure below, which illustrates the procedures and instruments that have been established to facilitate and enhance this process. In this model, the significant areas, such as, workshops serve as effective platforms for facilitating the convergence of personnel from diverse departments to engage in discussions pertaining to a certain matter. The solicitation of consumers to participate in these workshops plays a significant role in an organization's pursuit of novel ideas and product enhancements.

Workgroups are established based on the requirements of the company. Occasionally, the workgroup engages in discussions regarding a clearly articulated issue statement, thereafter doing thorough analysis and assessment to offer recommendations for future actions. Several TPM (Total Production Management) workgroups are now in the process of being formed with the aim of increasing the efficiency of the machinery and procedures. Communication nooks are another method of information exchange; however, they are not as common.

Then, an easy 30-minute meeting once a week or an impromptu meeting whenever an issue arises might be very helpful. The goal is to examine the operational outcomes and talk about them in order to try to comprehend them and come up with new ways to cut costs or time. Alpha offers several training procedures, and one of them is the development of competences, which aids in establishing a culture of sharing information. The fundamental objective is to foster potential; they put money into their employees so that they may learn more and take on greater responsibility.

Perhaps the greatest difficulty that the top managers have is establishing a norm of information recycling and sharing. Managers should focus less on controlling information and more on supervising employees whose jobs rely on their own expertise and the information they can get from others. This method enables the Operators' expertise to be applied to new and unique circumstances through the use of experimentation, observation, discussion tactics, and the assistance of technicians.

2. Role of Innovation system in HRM Management in an Organization

According to Teo et al. (2021), human resource management is found to have an effect on both commitment and performance, although commitment did not play a mediating role in this relationship. Theoretically, HR methods aim to boost employees' competence, motivation, contribution opportunities, and firm commitment all that work together to impact their attitudes and actions. Higher levels of communication and information exchange may have further positive effects.

Reduced absenteeism and labor turnover, higher productivity, and high-quality goods and services are all signs that HR policies are having a positive impact. This ought to lead to considerably increased sales and profitability, at least when compared within the same industry, supposing all other variables remain constant. At this time, there is insufficient proof that human resource management increases workers' competence, motivation, participation opportunities, and dedication.

Another contentious issue is the primary goal of human resource management (HRM) programs: boosting performance (as a sort of performance management that boosts efficiency) or boosting employee engagement and dedication. According to Koontz et al. (2013), "hard" and "soft" HRM refer to the two approaches to improving performance.

The study of HRM's impact on performance, in the end, brings up a number of questions that need answering. A variety of topics are covered, including HRM's definition and measurement, its application context, performance evaluation, and the potential relationship between HRM and performance. According to the work of Siraj et al. (2022), the HRM innovation model is composed with the following segments:

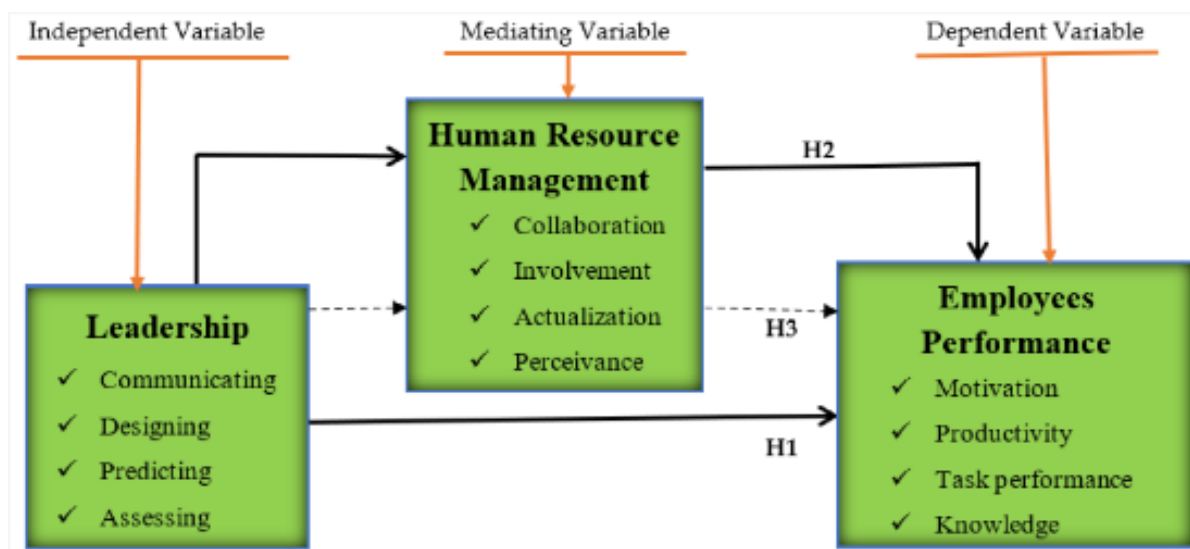


Figure: HRM Innovative Strategic Model for Staff Performance Management and Business Assessment (Source: Siraj et al. (2022))

The model is implemented with five leadership indicators that have been modified from Hoch et al.'s (2018) work. These indicators pertain to ethical leadership, transformational leadership, inclusive leadership, and responsible leadership. The above model aims to assess how well these leadership ideas enhance employee performance. Leadership traits include the ability to communicate, plan, forecast, evaluate, and see the future. As per the researcher's conceptualization, collaboration, actualization, involvement, perception, and teamwork are some of the proxy indicators used to quantify HRM. Leadership style as an independent variable was assessed using proxy indicators such as visioning, communicating, planning, forecasting, and evaluating. Employee knowledge, motivation, productivity, and task performance served as proxies for the dependent variable in this study. Following the perspectives of Rego et al. (2016), leaders who score highly on leadership indicators also tend to use human resource management strategies that help their organisations reach their objectives. Human resources and leadership work hand in hand. The correct interventions, implemented by the appropriate leaders at the right times, are the foundation of many effective HR policies and practices (Elmore 2008).

The model as shown above is used to establish the core purpose of Human resource management (HRM) that, as per the researchers helps create value by making sure there are people with the right skills and motivation, and by helping to build an environment where people can thrive and give their best. Besides being an indication of strong leadership, this shows that each company's success is due to its effective use of human resource management strategies.

This model varied with the model developed in the study of (Gill 2018) and (Marescaux et al. 2019) that adopted the human resource management practices of cooperation, engagement, actualization, perception, and collaboration to examine their mediating function in the leadership-performance connection. Finally, in order to determine if the leadership and HR initiatives have had an effect on employee performance, four performance indicators were taken into account: knowledge, productivity, task performance, and motivation. Based on research by (Peters et al. 2019) and (Dong et al. 2015), these were modified. Using leadership indicator variables, the model is able to quantify leaders' abilities. Communication, design, prediction, assessment, and visioning are the five components that make up this. A behavioral statement is used to phrase each item. Once again, five criteria were utilized to assess the impact of human resource management practices on the company's employees: cooperation, engagement, actualization, perception, and teamwork. Lastly, we measured the performance of the company's personnel using indicators such as knowledge, productivity, job execution, and motivation.

The two models, one shown for knowledge acquiring and sharing among organization employees and the other on HRM management for innovative performance management give specific emphasis on knowledge as a promoter of employee skills and is subject to continuous upgrade and evaluation. Both the models give particular importance on communication and collaboration as a channel to gain adequate knowledge and evaluate employee performance. That is to say, communication and collaboration play equally valuable role in both employee's end and HRM's end. However, they serve separate purpose in the respective models. The discussed model explains how managers may boost their workers' psychological availability (expressed as "can do" and "energized to motivate") and, by extension, their knowledge sharing behavior, through systematic coaching and collaborative framework, such as, workshops, fact exchanges, cooperation between management and employees, etc. That is to say, when a coaching leader makes themselves available to their employees, it boosts their confidence in their abilities to get the job done. Therefore, this kind of knowledge sharing platform helps in improving employee expertise.

Furthermore, according to Parker et al. (2010), an individual's degree of motivation—specifically, their "can do," "reason to," and "energised to" motivation—may be impacted by their work situation. This leads us to believe that factors specific to each workplace, such as the team's psychological safety climate—the degree to which team members believe they may take interpersonal risks without fear of repercussions—influence the correlation between psychological availability and information. Human resource management practice can benefit from the study's conclusions. When it comes to making the most of HRM practices, we stress the importance of leaders' roles (Alagaraja 2013). According to Thornhill and Saunders (1998), in order to boost employee performance, leaders in Ethiopia's manufacturing sector must be aware of their impact on the workplace and how to define and maximize HRM contributions. Organizations should anticipate greater productivity, enhanced staff morale, and enhanced customer satisfaction when firm leaders really commit to combining HRM practices with leadership indicators (Elmore 2008).

We think that leaders should be the ones to allocate resources and offer support and encouragement to HRM professionals so that they can increase employee performance, which in turn improves the quality of HRM practise contributions. Contrarily, when HRM

policies and practises are not linked to suitable leadership indicators, they lead to high employee turnover rates, low organisational commitment, job dissatisfaction, mental and physical health problems, and distress (Guest 2017). Therefore, this proves that leadership indicators and human resource management practises may help a firm boost employee performance.

Conclusions

Knowledge has emerged as a precious asset for companies operating in today's interconnected world. In order for businesses to thrive and keep their competitive advantages, knowledge management (KM) has become an essential component. The findings of this research provide evidences and motivations to support for the notion that businesses may benefit from their workers' expertise by utilizing knowledge development and knowledge leverage strategies. Consequently, a company's learning environment, conversation management, innovation, core competencies, efficient knowledge management, and an invisible asset are all outcomes of knowledge management among workers. To keep up with the ever-changing demands of a competitive market, better knowledge management is essential. In turn, the processes of knowledge acquisition, creation, and sharing necessitate change readiness on structural and psychological levels.

On the other hand, understanding of inventive conduct in organisations remains much dependent on its workforce management and evaluation. The literature suggests that awareness into the human, organisational, technical, cultural, and environmental contexts is necessary for a thorough understanding of innovation. The model as discussed in this research justifies that innovation encompasses not only the creation of new goods, programs, or services, but also the development of processes that include several steps. Human resources management innovation evaluation model that is presented and analyzed in this research validates that HRM innovation planning is crucial to enhance organizational competences. This includes people's non-codified knowledge and abilities gained through experience. An organization's uniqueness and brand statement is reflected through its HRM innovation strategies. Any unique and well-planned HRM innovation system is distinctive in their and it is sometimes extremely challenging to replicate their knowledge, skills, experience, and conduct in its entirety. The research shows that HRM innovation impacts on employee's mind, attitude and expertise. HRM practices, policies, and systems can foster more inventive and creative actions. So, it's up to managers to rise to the challenge of designing and executing HRM practices that support the process by making sure people are in the right environments to learn, and that they can express and share what they've learned so that others can build on it.

References

- Abdul Ghani Azmi, I., & Hashim, J. (2022). Do HRM practices facilitate innovation? A qualitative study in a developing country. *Innovation & Management Review*, 19(4), 368–381. <https://doi.org/10.1108/inmr-09-2020-0122>
- Andrew, S., & Somerville, E. (2022). *Innovative HRM and Organizational Performance*. <https://doi.org/10.20944/preprints202212.0477.v1>

- Aslam, A., Eugster, J., Ho, G., Jaumotte, F., & Piazza, R. (2018, April 9). *Globalization helps spread knowledge and technology across borders*. IMF. <https://www.imf.org/en/Blogs/Articles/2018/04/09/globalization-helps-spread-knowledge-and-technology-across-borders>
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, Knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635. <https://doi.org/10.1016/j.techsoc.2021.101635>
- Bai, Y. (2022). Innovative mode of human resource management of university teachers based on Intelligent Big Data Analysis. *Computational Intelligence and Neuroscience*, 2022, 1–10. <https://doi.org/10.1155/2022/7345547>
- Khemraj, S., Thepa, P. C. A., & Chi, H. (2021). Phenomenology In Education Research: Leadership Ideological. *Webology* (ISSN: 1735-188X), 18(5).
- Kyove, J., Streltsova, K., Odibo, U., & Cirella, G. T. (2021). Globalization impact on multinational enterprises. *World*, 2(2), 216–230. <https://doi.org/10.3390/world2020014>
- Lušňáková, Z., Benda-Prokeínová, R., & Juríčková, Z. (2022). Attitudes and involvement of employees in the process of implementing innovations and changes in companies. *Behavioral Sciences*, 12(6), 174. <https://doi.org/10.3390/bs12060174>
- Onsardi, O., Ranidiah, F., & Bahrún, K. (2019). *Human Resource Competencies in the Era of Globalization*. <https://doi.org/10.31219/osf.io/dsh97>
- Panigrahy, N. P., & Pradhan, R. K. (2015). Creativity and Innovation: Exploring the Role of HR Practices At Workplace. *National Conference Held at Ravenshaw Business School*.
- Rusok, N. H., Samy, N. K., & Bhaumik, A. (2023). Learning culture and innovative work behaviour: Does attitude toward change matter? *International Journal of Professional Business Review*, 8(5). <https://doi.org/10.26668/businessreview/2023.v8i5.1504>
- Siraj, N., Hågen, I., Cahyadi, A., Tangl, A., & Desalegn, G. (2022). Linking leadership to employees performance: The mediating role of human resource management. *Economies*, 10(5), 111. <https://doi.org/10.3390/economies10050111>
- Sousa, M. J., & González-Loureiro, M. (2015). Formalisation versus tacitness: Keys for creating and sharing knowledge in innovative large organisations. *Independent Journal of Management & Production*, 6(1). <https://doi.org/10.14807/ijmp.v6i1.251>
- Stallings, B. (2001). *Globalization and Liberalization: The Impact on Developing Countries* (1st ed., Vol. 14). UN-Economic Development Division.
- Wijaya, G. A., Misbahudin, D., Baha, M. A., Yanti, A. D., & Pasaribu, P. N. (2023). The influence of human resource management practices, Organizational Innovation and Learning Organization Culture on Innovation Work Performance. *Jurnal Manajemen*, 14(1), 57. <https://doi.org/10.32832/jm-uika.v14i1.9779>