

Mediating Role of Knowledge Sharing and Social Capital on the Effect of Knowledge-based HRM Practices and Innovation Performance

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Abstract

This study analyses how multinational businesses in emerging markets use strategic resources to enhance innovation performance, focusing on social capital theory and resource-based theory. In the multinational businesses in the emerging markets, this study employed a survey questionnaire to collect data from 228 employees of courier services in service sector firms in Jordan. To test the study's hypotheses, the data was examined using partial least square structural equation modelling (PLS-SEM). We discovered that knowledge-based HRM strategies promote innovation performance multinational businesses through social capital and knowledge sharing. In addition, the findings of the study imply that social capital and knowledge sharing mediated the impact of knowledge-based HRM practices on innovation performance. The major contribution of this study is to extend and enrich the Resource - based view, social capital theory, and innovation literature in the sector.

Keywords: Innovation Performance, PLS-SEM, Resource-Based Theory, Social Capital Theory.

Introduction:

In HRM and industrial psychology, employee innovation performance is a crucial construct. Job performance based on a person's ability to come up with and implement new ideas is known as innovative job performance. Recruitment and retention of top performers are directly impacted by the level of innovation generated by their workgroup (Singh, et al., 2021). In research on employee innovation, the most important individual and process variables have yet to be identified (Park, Net al., 2021). According to prior studies, employees' skills, knowledge, and inspirational attributes all play a big role in their innovation success, yet they are often overlooked (Kipkosgei, et al., 2020). We have a good understanding of how knowledge-based HRM practises affect social capital in the workplace and the exchange of knowledge. In order to fill this gap in our knowledge, we investigate the following questions: Is innovation performance influenced by social capital and the sharing of knowledge in knowledge-based HRM? Based on the resource-based theory (Yang, et al., 2018; Lukovszki, et al., 2020; Ma, et al., 2021; Makhoulfi, et al., 2022) and the social capital theory (Swanson, et al., 2020), this study examines the extent to which employees use social capital to engage in knowledge sharing behaviours for enhanced innovation performance. Knowledge-based HRM practise, innovation performance, and social capital are all linked in our research (Damavandian and Akbari, 2022;

Elayan, et al., 2022; Feng, et al., 2022; Zulkiffli, et al., 2022; Lyu, et al., 2022; Ouechtati, et al., 2022). Knowledge-based HRM practises are also discussed in relation to how they contribute to the growth of workplace social networking and knowledge exchange. We also contribute to the body of knowledge on the role of social capital and information sharing in accessing and contributing to innovative performance through our research.

2. Theoretical framework and hypotheses

According to the Resource-Based Theory (RBT), a company's success is dependent on its ability to acquire and effectively utilise a specific set of strategic resources (Lukovszki, et al., 2020; Ma, et al., 2021; Makhoulfi, et al., 2022). Among these strategic resources are the company's resources in the financial, physical, human, and organisational realms. Additionally, we rely on social capital (Swanson, et al., 2020) for our research, which outlines a network of helpful interactions available to employees who use network ties to transfer important knowledge assets amongst themselves (Nghia, 2022). As a strategic resource, an employee's social capital comes from his or her network of contacts (Ouechtati, et al., 2022; Zhuang, & Ye, 2022). We believe that knowledge sharing in a firm is a product of interactions and relationships between employees. Knowledge transfer can benefit from social capital (Lee, & Lee, 2022). Learning also

enhances the creation and management of knowledge since it necessitates the interchange of insights, information, and mental models among employees (i.e., social capital). As a result, we believe that knowledge sharing is fundamentally a social activity that relies on social capital for success. A company's innovation capacity can only be enhanced by fostering an environment conducive to the interchange of ideas among its employees and using their collective social capital.

Innovation performance (IP) (Edquist, et al., 2018) refers to the invention and implementation of something new for which employees have yet to learn essential procedures and information. The innovative job behaviours of such employees contribute to the effectiveness of the organisation (Li, 2020). Intellectual property (IP) describes an employee's capacity for creating and implementing new and valuable ideas in the workplace (Rauter, et al., 2019). Firms' long-term competitive advantage depends on their ability to innovate (Chen, 2018). Despite the intrinsic pleasure and both costs and benefits to employees that IP delivers, it is a well-known fact that IP is a significant drain on the company's resources (Kaabi, et al., 2018). Employees' innovative workplace behaviour is influenced by a variety of factors, and the psychological processes that explain how and why this occurs are still a work in progress (Wang, & Hu, 2020). Innovation and creativity are vital to any company's ability to compete in today's global marketplace, which is why intellectual property (IP) is so important to the success of any company's workforce (Singh, et al., 2021). (Han, & Chen, 2018). As a result of these past studies, it is clear that intellectual property (IP) plays a crucial role in fostering organisational innovation (Le, & Le, 2021). (Katamine, & Alatawneh, 2022).

A company's KS process includes the acquisition, storage, sharing, and application (Wu, et al., 2021). Through KS activities, employees can share and disseminate useful knowledge (Wang, & Hu, 2020; Katamine, & Alatawneh, 2022; Widyasari, & Nasution, 2022). KS is defined as the ability to aid employees in solving problems and coming up with new ideas in a collaborative environment by making information relevant to their tasks readily available (Lee, & Hidayat, 2018). Workers communicate both implicit and explicit knowledge in order to collaborate on the creation of one-of-a-kind experiences (Han, & Chen, 2018; Singh, et al., 2021). Sharing expertise with coworkers has a positive effect on their communication style (Hanifah, et al., 2021; Wu, et al., 2021; Eni, 2022). A rising body of research shows that the factors that encourage

and facilitate information exchange in the workplace are becoming increasingly important, particularly in terms of leadership and interpersonal relationships at work (Wang, & Hu, 2020; Wibowo, et al., 2021; Katamine, & Alatawneh, 2022; Widyasari, & Nasution, 2022). Employees are more likely to contribute their expertise for problem-solving and co-creation of new knowledge if top management supports the value of knowledge. Similarly, social interactions among coworkers promote the dissemination of information throughout the company (Iqbal, 2021).

As a result, both internal and external factors such as social capital influence employee motivations for knowledge-sharing (Hameed, et al., 2021). When it comes to an organization's ability to innovate and openly innovate, two of the most significant benefits are open innovation and the performance of that innovation (Wang, & Hu, 2020), SC refers to a system of social networks, trust, and standards that link employees together to promote coordination and cooperation for the mutual benefit of both employees and the organization's wider aims (Lyu, et al., 2022). There are three aspects of social capital: structure (Yeşil, & Doan, 2019), relation (Mursid, et al. 2018), and cognition (Gao, et al. 2020). It is necessary to increase organisational performance (Hartmann, et al., 2019; Wang, et al., 2021).

There are three distinct components to social capital: structural, relational, and cognitive (Kim, & Shim, 2018; Salehi, et al., 2021; Damavandian, & Akbari, 2022). In terms of KS, organisational performance, and innovation, social capital has an important role (Salehi, et al., 2021). An employee's relationships within the company are a source of social capital, which organisations use to affect team effectiveness and organisational effectiveness (Guerrero, et al., 2021; Migdadi, 2022). (Fatemi, et al., 2021). An enabling atmosphere for knowledge sharing is created through creating mutual trust and desire to engage in intensive interactions to exchange information through the SC, according to this study, "Knowledge-based HRM practises" (KH) are management strategies that help organisations to gain useful and excellent information, as well as impacting inventive activity and greater performance, as well (Elayan, et al., 2022). Workplace attitudes, abilities, and behaviours are influenced and shaped by Human Resource Management (HRM) in order to help an organisation, achieve its goals (Feng, et al., 2022; Zulkiffli, et al., 2022).

Human Resource Management is also critical to the creation of conditions that encourage effective knowledge management and innovative

thinking (Feng, et al., 2022). (Damavandian, & Akbari, 2022). Research shows that HRM policies should be tailored to better promote the development and sharing of knowledge so that organisations may increase their innovation performance (Swanson, et al., 2020; Gupta, 2022). The purpose of KH practises is to enhance internal business knowledge processes (Narimani, et al., 2022). It is a goal of KH practises to promote knowledge flow in the business by using specific recruitment and selection, training and development, performance evaluation and pay practises (Permatasari, et al., 2022). A company's human capital is supplemented with KH strategies that focus on less obvious value-creating factors like involvement, internal and external networks, knowledge imbedded in scalar chains, and so on.

3. The Effect of KH practices, Knowledge Sharing, and Social Capital, on Innovation Performance

Employees at a company can form relationships with other employees through HRM practises (Feng, et al., 2022). The authors of Damavandian and Akbari's (2022) study argued that HR practises can help increase a company's social capital by encouraging employees to build positive relationships with one another. Researchers found that high-profile personal HRM practises have a significant impact on the creative capacity of technological companies in Spain, according to Narimani et al., (2022). Collaborative HRM practises have an impact on the firm's social capital, which is defined by how well and effectively they are implemented. According to the findings of this study, firms must actively develop and implement a set of explicit KHRM practises from the SC perspective in order to improve their innovation performance (Hartmann, et al., 2019; Gao, et al., 2020).

As a result, human resource management strategies at a company should select employees based on their potential rather than on their present knowledge, abilities, and experience, so that they can engage in learning unique information essential for the social capital of the corporation (Swanson, et al., 2020; Wibowo, et al., 2021; Gupta, 2022).

In a social enterprise, HRM strategies based on the opportunity-motivation-ability paradigm help to foster employees' imaginative behaviour and total innovation (Migdadi, 2022). Since KH enhances the flow of information throughout an organisation (Widyasari & Nasution, 2022), traditional HRM should be repositioned as KHRM to allow employees to participate in knowledge creation and sharing activities that

promote creative behaviour (Elayan, et al., 2022). Zulkiffli, et al. (2022) argued that a KHRM practise consists of carefully selected HR practises that aim to strengthen organisational knowledge, impact human capital, and co-create relevant experience for improved innovative performance. On the basis of the RBT and the SC theories, we believe that KH practises (Permatasari, et al., 2022) increase the building and strengthening of employees' social capital in the organisation.

In the research on social capital, it is generally accepted that an employee's network of relationships at work serves as an important resource for attaining the shared objectives of the company and its members (Rauter, et al., 2019; Santos, et al., 2021; Salehi, et al., 2021). According to our findings (Han, & Chen, 2018), an organization's social capital is deeply intertwined with the network of interactions among its employees and is viewed as the foundation for knowledge creation, sharing, and innovation (Le, & Le, 2021). An increase in a subordinate's self-efficacy is linked to an increase in social capital, which is beneficial to both individual employees and groups of employees as well as to the entire organisation (Wang, et al., 2021).

Employee knowledge sharing in the workplace is influenced both directly and implicitly by the social capital of individuals and their teams (Hameed, et al., 2021). Social ties serve as the bedrock upon which networks and the exchange of knowledge are erected (Migdadi, 2022). To understand how well people share their knowledge in a community of learning networks, we need to look at social capital (Katamine, & Alatawneh, 2022).

On the basis of the RBT we propose that intangible human and social capital (Wang & Hu 2020; Wibowo, et al 2021; Widyasari & Nasution, 2022) support knowledge sharing for improved individual innovation performance in the organisation, based on the intangible human and social capital (Mursid, et al 2018; Gao et al 2020). (Santos, et al., 2021).

Organizational knowledge management and creativity can be derived through relationships between coworkers, groups, or even entire units of an organisation (Gubbins, & Dooley, 2021; Santos, et al., 2021; Damavandian, & Akbari, 2022). Information and the sharing of that knowledge are precursors to innovation in the workplace (Feng, et al., 2022; Zulkiffli, et al., 2022). Knowledge exchange and collaboration are facilitated by an internal commitment to the project (Damavandian, & Akbari, 2022; Elayan, et al., 2022; Permatasari, et al., 2022). This internal commitment is about combining

employee commitment with organisational commitment, which is necessary for employee engagement and advancement in the flow of knowledge throughout the company (Elayan, et al., 2022).

Organizational embeddedness and impact can be boosted by employees' inclination to transmit significant volumes of relevant knowledge inside an organisation (Zhang, et al., 2022), and they become a sought-after source of knowledge (Duke, et al., 2022). Workers in a company engage with one other, sharing information that helps them describe job-related obstacles while also helping them apply new knowledge to act in a way that solves their problems at work (Ferreira, et al., 2022). However, innovation is intimately linked to the development of organisational knowledge, and innovation processes are a series of ongoing efforts to capture fresh and unique information (Sáenz, et al., 2017). Knowledge exchange and innovation, as well as cross-departmental cooperation and the use of networks have been linked in previous studies (Gu, et al., 2017; Elayan, et al., 2022; Permatasari, et al., 2022). For this reason, information exchange is a vital component of innovation success because innovation performance is heavily dependent on tacit knowledge (Bratianu, & Vatamanescu, 2017). This study used the RBT to demonstrate that information sharing is an important feature of knowledge management and a critical component of boosting the innovative skills and performance of individual employees (Salehi, et al., 2021; Katamine, & Alatawneh, 2022; Katamine, & Alatawneh, 2022; Zulkiffli, et al., 2022). Thus, this study proposed the following hypothesis:

H1: KH Practices positively and significantly influences Innovation Performance

H2: KH Practices positively and significantly influences Knowledge Sharing

H3: KH Practices positively and significantly influences Social Capital

H4: Social Capital positively and significantly influences Innovation Performance

H5: Knowledge Sharing positively and significantly influences Innovation Performance

4. The Mediating role of Social Capital and Knowledge Sharing

People's or groups' access to resources comes from their social capital, which is their network of connections. Value creation and innovation can be stifled by social capital, according to the literature. According to Harjanti and Noerchoidah (2017), individuals' willingness to share knowledge is influenced by both interpersonal and organisational ties. There is always a steady flow of information exchange

and transmission in an organisation, both explicit and tacit (Lee, & Hidayat, 2018). Knowledge management's fundamental purpose is to turn individual experience into organisational knowledge (Hanifah, et al., 2021). According to the findings of this study, workplace knowledge sharing begins with personal and professional interactions between employees (Widyasari, & Nasution, 2022). Employees' social capital is enhanced when they have the opportunity to create a network of colleagues. Knowledge-based HRM practises can help in this regard by influencing the density of work-related communication patterns (Wibowo, et al., 2021). The accumulation of social capital is facilitated by the availability of information via social networks. Knowledge-sharing operations are expected to benefit from KH's ability to foster a network of relationships and improve coordination among personnel both within and outside the organisation, according to this study (Feng, et al., 2022; Gupta, 2022; Zulkiffli, et al., 2022).

Employees and organisations alike can benefit from the intangible benefits SC pushes for. Using social connections, employees can acquire access to key resources. Networks of ties facilitate the interchange of valuable resources, information, and knowledge among the network personnel in the organisation. Yucel and Doan (2019). There is a strong correlation between the level of social capital and knowledge sharing intentions, according to Fatemi, et al., (2021). At work, KS exhibits a strong interpersonal bond and a long-term dedication in the development of mutually beneficial partnerships (Mursid, et al., 2018; Gao, et al., 2020). When it comes to innovation, it's important to have both internal and external (or social) capital. The findings of this study show that knowledge is inherently subjective and difficult to communicate. When it comes to knowledge acquisition (Kim & Shim; Damavandian and Akbari, 2022) and partnership, commitment and trust are critical factors. Successfully transferring tacit knowledge and developing radical ideas requires social capital (Salehi, et al., 2021). Therefore, based on the above evidence this study proposed that:

H6: Social Capital mediated the effect of KH practices on Innovation Performance

H7: Knowledge Sharing mediated the effect of KH practices on Innovation Performance

We suggest the theoretical framework in Figure 1 to be investigated in this study based on the existing literature and the hypotheses that have developed

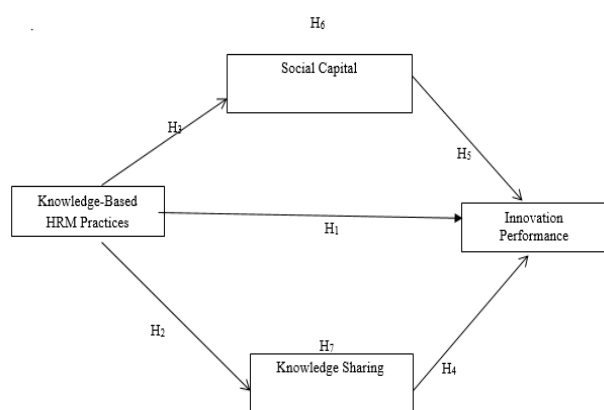


Figure 1 Proposed Framework

5. Research Methodology

The present research was a quantitative approach. It gathered data from employees of courier services in service sector firms in Jordan using a self-administered questionnaire. Employees of courier services took part in this study. The sample size for this research was calculated using the G*Power (2017) calculator. As a result, the sample size for this study is 386 employees, according to the G*Power (2017) calculator. The research was carried out in Jordan, and the data was acquired by a self-administered questionnaire that respondents completed on their own. The questionnaires were delivered to the study's eligible participants. The respondents completed the questionnaires in the presence of the researcher. The questionnaire was distributed by a professional researcher who was familiar with the study's objectives in order to collect data more rapidly and within a predetermined timeframe. Employees were given 386 questionnaires to fill out. A total of 228 questionnaires were assessed, with 158 questionnaires were in valid. The respondent rated each of four the measuring instruments on a

ten-point Likert scale (1 = strongly disagree and 10 = strongly agree). Finally, the research framework and hypotheses in this study were examined utilising partial least square structural equation modelling (PLS-SEM).

6. Results

Table 1 shows the measurement model's reliability and validity. All four instruments used to measure IP, KH, SC, and KS scales had factor loadings that were larger than or equal to 0.70, proving the convergent validity of all four constructs (Sarstedt, et al., 2022). The Cronbach alpha coefficient, the average variance extracted (AVE), and the composite reliability of the scale were also examined in this inquiry to determine if the measurement model was one-dimensional. individual items' standard loadings on their intended constructions range from 0.704 to 0.982, the Cronbach alpha coefficient of the scales is between 0.887 and 0.938, AVEs range from 0.587 to 0.651, and scale composite reliability is more than 0.80 (Zulkifli, et al., 2022). (Yahaya 2022). The square roots of AVEs obtained for each of the measurement devices were taken and shown in bold and italic in the correlation matrix's diagonal to assess discriminant validity. For each construct, square roots of AVE are larger than their correlations with other variables, which indicates that they have discriminant validity in our research. Consequently, the study's latent constructs may have contained separate sets of constituents. According to the measurement model's discriminant validity (Boßow-Thies, and Krol, 2022), they are conceptually distinct. As indicated in the conceptual framework, this study used PLS-SEM to examine three direct and two mediated hypotheses.

Table 1 Measurement Model

	Items	Factor Loading	Cronbach Alpha	CR	AVE
Innovation Performance			0.938	0.947	0.642
	ip1	0.738			
	ip2	0.766			
	ip3	0.816			
	ip4	0.847			
	ip5	0.844			
	ip6	0.781			
	ip7	0.804			
	ip8	0.782			
	ip9	0.839			
	ip10	0.788			
Knowledge-Based HRM Practices			0.923	0.937	0.651
	kh1	0.792			

	kh2	0.829			
	kh3	0.837			
	kh4	0.858			
	kh5	0.791			
	kh6	0.852			
	kh7	0.731			
	kh8	0.757			
Social Capital			0.915	0.930	0.596
	sc1	0.816			
	sc2	0.821			
	sc3	0.862			
	sc4	0.796			
	sc5	0.722			
	sc6	0.705			
	sc7	0.725			
	sc8	0.730			
	sc9	0.754			
Knowledge Sharing			0.887	0.909	0.587
	ks1	0.759			
	ks2	0.819			
	ks3	0.813			
	ks4	0.721			
	ks5	0.769			
	ks6	0.772			
	ks7	0.706			

Table 2 Discriminants Validity

	Innovation Performance	Knowledge Sharing	Knowledge-Based HRM Practice	Social Capital
Innovation Performance	0.801			
Knowledge Sharing	0.612	0.766		
Knowledge-Based HRM Practice	0.760	0.520	0.807	
Social Capital	0.635	0.666	0.677	0.772

Table 3 revealed the test of direct hypotheses. The results revealed that Knowledge-Based has direct and significant on Innovation Performance ($\beta = 0.487$, $p < 0.000$). This supported the H1. In addition, the result indicated that Knowledge-Based HRM Practice has positively and significantly influence Social Capital ($\beta = 0.875$, $p < 0.000$). Hence, H2 was supported. Moreover, Knowledge-Based HRM Practice influence

Knowledge Sharing positively and significantly ($\beta = 0.720$, $p < 0.000$). Consequently, H3 was supported. Furthermore, Social Capital and Innovation Performance have positive and significant relationship ($\beta = 0.136$, $p < 0.05$). Therefore, H4 was supported. Finally, Knowledge sharing positively and significantly affect Innovation Performance. Hence, H5 was also supported

Table 3 Test of Hypotheses

	Co-efficient	T Statistics	P Values
Knowledge-Based HRM Practice -> Innovation Performance	0.487	9.433	0.000
Knowledge-Based HRM Practice -> Social Capital	0.875	94.675	0.000
Knowledge-Based HRM Practice -> Knowledge Sharing	0.720	43.277	0.000
Social Capital -> Innovation Performance	0.136	2.416	0.015
Knowledge Sharing -> Innovation Performance	0.356	13.703	0.000

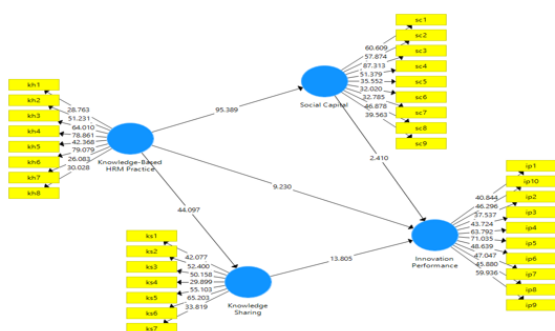


Figure 1 Path Coefficient

Furthermore, this study used the variance accounted for (VAF) value to calculate the mediating effect by determining the size of the indirect effect in relation to the total effect (Hair, et al. 2014). The formula for computing VAF is as follows:

$$VAF = \frac{\text{The Size of the Indirect Effect}}{\text{The Total Effect (Indirect Effect + Direct Effect)}}$$

$$VAF = \frac{0.875}{0.875 + 0.487} = \frac{0.875}{1.362} = 0.642 = 64\%$$

The mediating effect of knowledge sharing on the relationship between Knowledge-Based HRM Practice and Innovation Performance

$$VAF = \frac{0.720}{0.720 + 0.487} = \frac{0.720}{1.207} = 0.596 = 60\%$$

Thus, 65% and 60% explained mediating effect of social capital and knowledge sharing on the relationship between Knowledge-Based HRM Practice and Innovation Performance. As the VAF was less than 80%, the mediating effect can be signified as partial mediation (Hair, et al. 2014).

7. Discussion and conclusion

By mediating social capital and knowledge sharing in the service sector in Jordan, this study established a theoretical model based on the resource base view and social capital theories to uncover the link between KH practises and innovation performance. Based on findings, it was concluded that KH activities help to build a social network at work; this social network in turn stimulates employees to exchange information, which appears to improve their creativity. This study also shown that KH practises had a good impact on knowledge sharing in the workplace. Last but not least, the results suggest that social capital and information sharing both indirectly yet positively and

significantly increase employee innovation performance.

As a result, both theoretical and practical implications of the study's findings are thoroughly explored. Researchers used resource-based and social capital theories to examine how the service industry's KH practises supported and facilitated employees' innovative performance by orchestrating a network of interactions inherent in social networks. Organizations can improve their employees' innovation performance by successfully managing strategic resources, according to this study (Elayan, et al., 2022; Feng, et al., 2022; Zulkiffli, et al., 2022; Narimani, et al., 2022; Permatasari, et al., 2022). Another contribution to the strategic HRM literature on information-based competitive advantage (Wang, & Hu, 2020) is that our findings show that knowledge sharing is critical to both an employee's personal development as well as the success of an entire organisation. According to this study, firms can use KH practises to increase knowledge transfer in an effective manner (Widyasari, & Nasution, 2022). Additional to advancing information on high-commitment HRM practises, our study emphasises the significance of making employees feel appreciated and respected in the workplace Katamine & Alatawneh, 2022. Individual and corporate benefits will flow from an increase in knowledge-sharing among appreciative personnel. We also contribute to the growing body of knowledge on social capital (Damavandian, & Akbari 2022) and how it may be used in the workplace to improve the learning and sharing of new skills and information (Kim, & Shim 2018; Salehi, et al., 2021).

The foundation of knowledge generation, sharing, and innovation in the community of learning networks is social capital. Previous studies on the social capital-knowledge-innovation performance continuum are supported and expanded upon by our research. The development of an organization's social capital depends on KH actions.

Conclusion

RBT and SCT are both applied in this study to better understand how a company's knowledge-based HRM practices help to orchestrate relationships inherent in social networks in order to support and enable co-workers' innovative performance within the organization. The results of this study are consistent with the existing literature stating the importance of strategic resources in facilitating the innovative performance of coworkers. A secondary benefit

of our study is that it adds to the growing body of strategic HRM literature on the importance of knowledge sharing in improving individual and organizational learning and performance. HRM strategies can help companies better transfer knowledge, as this study adds to the expanding body of research in the area. We also contribute to the growing body of knowledge on high-commitment HRM practices by pointing out the importance of creating an environment in which employees feel appreciated and valued at work. For both the individual employee and the corporation, this appreciation will have a cascading influence on knowledge-sharing practices amongst them. Our research also contributes to the body of knowledge on the use of social capital and the ways in which it can be harnessed and disseminated for the benefit of organizational innovation. Understanding knowledge-sharing behaviours in the community of learning networks can be explained by social capital, as well as the function it plays in the development of new ideas. Our study supports and expands this knowledge on the social capital-knowledge-innovation continuum.

Limitations and Future Research

Because of the study's limitations, we urge academics and practitioners to proceed with caution when interpreting its implications. In the post-COVID-19 information economy, the findings will make a difference. Even while intellectual capital encompasses human, social, and organisational components, this study mainly focused on the social component. Analysis of social capital's impact on productivity is the primary goal. It is characterised by the breadth and depth of information and knowledge exchange among its employees. There should be more research done on the social, human, and organisational aspects of a company's intellectual capital, particularly on the interactions between these three types of capital. We also used a country-specific viewpoint to frame the research for our study. Researchers should conduct cross-country studies to examine how social capital interacts across different cultural and institutional settings in the future. A survey questionnaire with quantitative origins was used in this investigation, which has its own set of constraints. A mixed-methods approach can help solve the limitations of quantitative studies while giving extra academic and practical insights.

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الدور الوسيط لتبادل المعرفة ورأس المال الاجتماعي في تأثير ممارسات إدارة الموارد البشرية القائمة على المعرفة والأداء الابتكاري

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الملخص:

تحلّل الدراسة كيفية استخدام الشركات متعددة الجنسيات للموارد الإستراتيجية في الأسواق الناشئة؛ لتعزيز أداء الابتكار، مرتكزة على نظرية رأس المال الاجتماعي، والنظرية القائمة على الموارد في الشركات متعددة الجنسيات في الأسواق الناشئة. وقد استخدمت الدراسة استبياناً مسحياً لجمع البيانات من (228) موظفاً في خدمات البريد السريع في شركات قطاع الخدمات في الأردن. وتمّ فحص البيانات؛ لاختبار فرضيات الدراسة، باستخدام نمذجة المعادلات الهيكلية الجزئية الصغرى (PLS-SEM). وتبيّن أنّ إستراتيجيات إدارة الموارد البشرية القائمة على المعرفة، تزيد من الأداء الابتكاري للشركات متعددة الجنسيات؛ من خلال رأس المال الاجتماعي، وتبادل المعرفة. وتشير نتائج الدراسة إلى أنّ رأس المال الاجتماعي، وتقاسم المعرفة، يتوسطان تأثير ممارسات إدارة الموارد البشرية القائمة على المعرفة على أداء الابتكار، حيث تتمثل المساهمة الرئيسة لهذه الدراسة في توسيع وإثراء الرؤية القائمة على الموارد، ونظرية رأس المال الاجتماعي، وأدبيات الابتكار في هذا القطاع.

الكلمات المفتاحية: أداء الابتكار، المعادلات الهيكلية الجزئية الصغرى (PLS-SEM)، النظرية القائمة على الموارد، نظرية رأس المال الاجتماعي.