TECH DEVELOPMENT THROUGH HRM

This page intentionally left blank

TECH DEVELOPMENT THROUGH HRM

Driving Innovation with Knowledge-Based Cultures

MERT GÜRLEK, Ph.D., Ph.D Burdur Mehmet Akif Ersoy University, Turkey



United Kingdom – North America – Japan – India Malaysia – China Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

© 2020 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80043-315-1 (Print) ISBN: 978-1-80043-312-0 (Online) ISBN: 978-1-80043-314-4 (Epub)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.







This page intentionally left blank

CONTENTS

ist c	of Figu	ıres and Tables	ix	
Abo	ut the	Author	Xi	
1.	Introd	duction	1	
2.	Nature of Knowledge			
	2.1	Knowledge, Data, and Information	11	
	2.2	Classification of Knowledge	13	
	2.3	Interaction of Knowledge Types	14	
3.	Knowledge Management			
	3.1	Understanding Knowledge Management	17	
	3.2	Knowledge Management Processes	19	
		3.2.1 Knowledge Acquisition	20	
		3.2.2 Knowledge Creation	21	
		3.2.3 Knowledge Sharing	22	
		3.2.4 Knowledge Application	23	
4.	Knowledge Management and Human Resources			
	Management			
	4.1	The Role of HRM in Knowledge Management	25	
	4.2	Theoretical Basis for the Integration of Knowledg	ge	
		Management and HRM Practices: SHRM	28	
	4.3	9 1	30	
	4.4	Knowledge-oriented Human Resource Practices 4.4.1 Internal Fit of Knowledge-oriented	33	
		Human Resource Practices	41	
5.	Knov	vledae-Centered Organizational Culture	45	

viii Contents

6.	Innov	ation Performance	53
7.	Research Context: Technology Development		
	Zones	s in Turkey	59
8.	Knowledge Centered Organizational Culture –		
	Innovation Performance Model		63
	8.1	Hypothesis Development	63
9.	Testing the Developed Model		75
	9.1	Method	75
		9.1.1 Data Collection and Sample	75
		9.1.2 Measurements of Variable	76
	9.2	Data Analysis	78
	9.3	Results	78
	9.3.1 Measurement Results		78
		9.3.2 Hypotheses Tests	80
10.	Discussion and Conclusion		85
	10.1	Summary of Findings	85
	10.2	Theoretical Implications	87
	10.3	Practical Contribution	90
	10.4	Limitations and Suggestions for Future	
		Research	91
	10.5	Conclusion	92
Refe	rences		95
Index			147

LIST OF FIGURES AND TABLES

List of Figures

Figure 1.1.	Theoretical Model.	2
Figure 9.1.	Serial Mediation Model Results.	82
List of Tab	les	
Table 4.1.	Integration of Knowledge Management and HRM Practices.	36
Table 9.1.	Results of Confirmatory Factor Analysis.	79
Table 9.2.	Regression Coefficients of Serial Mediation Model.	81
Table 9.3.	Total, Direct, and Indirect Effects.	84
Table 10.1.	Summary of Findings.	86

This page intentionally left blank

ABOUT THE AUTHOR

Mert Gürlek, PhD, PhD is an assistant professor at the Burdur Mehmet Akif Ersoy University, Turkey. He holds two PhDs in Tourism Management from Department of Tourism Management, Gazi University and in Management and Organization from Department of Management and Organization, Gazi University. His research interests include corporate social responsibility, innovation, HRM, knowledge management, and organizational culture. His studies has been published in top-tier journals such as The Service Industries Journal, Social Responsibility Journal, Tourism Management Perspectives, Kybernetes, and Ethics & Behavior, Journal of Management & Organization, Journal of Hospitality Marketing & Management. He can be contacted at: mertgurlek89@ hotmail.com.