HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND KNOWLEDGE SHARING (KS) : A CASE OF ORANGE TELECOMMUNICATION COMPANY IN JORDAN

MOHAMMAD AWAD MOUSA AL-GHUWEIRI

805830

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A Thesis submitted to the Othman Yeop Abdullah Graduate School of Business in partial fulfilment of the requirement for the degree of Master of Human Resource Management

By

MOHAMMAD AWAD MOUSA AL-GHUWEIRI

805830

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MOHAMMAD AWAD MOUSA AL-GHUWEIRI

805830

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia

06010 Sintok

Kedah

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ABSTRACT

Previous studies have documented the impact of HRM practices on knowledge management. Also, it has been found that HRM practices play a significant role in knowledge management However, it is argued in this thesis that very limited number of studies have been conducted on the relationship between HRM practices and knowledge management especially in knowledge sharing in the perspective of developing countries in general, so this study aimed at investigating whether HRM practice have a positive impact on knowledge sharing in one of telecommunication company called Orange located in Jordan.

To this end, 86 respondents working in orange telecommunication company located in Jordan were selected to participate in the study. Knowledge sharing was measured by the 7-item developed by Hsu (2008). HRM practices was measured by the 19-items This instrument have 7 items to measure training & development, 7 items to measure performance appraisal and 5 items to measure the compensation. The instrument for HRM practices was measured by using the 5-item questionnaire developed by (Singh, 2004 & Qureshi M Tahir, 2006).

The findings revealed that HRM practices were statistically and significantly related to overall knowledge management. Training & development was found to be the best predictor of knowledge sharing. The limitations of this study and the recommendations for future research are also discussed.

Keywords: HRM practices, training and development, performance appraisal compensation, knowledge management, Knowledge sharing, ORANGE telecommunication company

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CHAPTER ONE

INTRODUCTION

1.1   BACKGROUND OF THE STUDY

In business nowadays, knowledge consists of knowing about people, money, flexibility, learning, leverage, power and competitive advantage. Drucker (1993) argued that "Knowledge has grow to be the key economic resource and the main and perhaps even the only –source of competitive advantage". This indicated two concepts - knowledge as an economic resource and knowledge as a source of competitive advantage made significant impact on the traditional management methods and demanded a paradigm shift. Knowledge is more related to sustained business than capital land or labour. However, it is still the most neglected asset. It is more than justified true believe and essential for action, performance and adoption, knowledge provides the capability to respond to novel circumstance. Most organizations known that knowledge is a source of competitive advantage and a major factors in knowledge- based economy.

Knowledge is becoming more and more important to recognize improvements to the business processes based on several researches and study. Knowledge management (KM) is also necessary to respond effectively to an increasingly competitive environment. Organizations are searching how to leverage knowledge assets and create more value (Lin, Su, & Chien, 2006).

The contents of the thesis is for internal user only

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