

UNIVERSITI TEKNOLOGI MARA

**THE ROLE OF KNOWLEDGE
DEVELOPMENT AND
INTERNALIZATION AS A
MEDIATOR BETWEEN HRM
PRACTICES AND JOB
PERFORMANCE AMONG
SELECTED UNIVERSITIES IN
MALAYSIA**

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ABSTRACT

Knowledge management is such a big umbrella concept of how knowledge is managed which crucial for companies and government agencies to improve their operations. As such knowledge is created, captured, developed, used, managed, transferred, shared, stored, preserved, replicated, and repurposed. This study explored the mediating role of Knowledge Development and Internalization (KDI) in the relationship between human resources management (HRMS) and job performance (JP) in Malaysian higher education. They are the head of HR departments or HR officers or both and they are chosen because of their knowledge and experience working in a selected university in Malaysia. The sample size of this study consists of a total of 245 participants or 46.56 % out of 670 HR staff departments of the selected university in Malaysia. This study adopted a quantitative research approach and questionnaire was developed and used as a tool for this study, this research discussed the factors that affect the practice of managing human resources in Malaysia by managing knowledge and how it will improve employee performance well. In both theoretical and practical terms, this study is considered significant as this study will explore the practice of HRM and job performance with the mediating element of Knowledge Development and Internalization (KDI) are indirectly linked. The findings revealed that all five HRM practices positively and significantly influenced Knowledge Development and Internalization (KDI), which in turn had a strong positive impact on Job Performance. Furthermore, KDI was found to partially mediate the relationship between HRM practices and Job Performance. This study developed a comprehensive model that incorporates contingency approach theories and utilizes resource-based views theory to examine the relationship between HRM activities and job performance, with the mediation of knowledge-based dynamic capabilities (KDI). (RBV). This study contributed to the expanding literature in the field of HRM by testing the proposed effects of HRM on job performance with the mediating effect of (KDI) in the context of a developing country, in selected universities in Malaysia. From the practical point of view, this study offers practical benefits to practitioners by establishing a standard to be employed by universities for optimizing their HRM to obtain improved job performance by applying the mediation effect through (KDI). Hence, this research recommended an increased focus study on HRMs factors.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The personnel of a company are an essential component in the expansion of a business in the information economy that is related with it (Kurdi, & Alshurideh, 2020). The management of information is consequently seen to be of equal significance to the management of physical assets, according to the argument (Greer, 2021). Despite the fact that the most important employees in firms were recognized as skilled managers, this group of workers still have limited understanding of how they make decisions. Consequently, the most effective strategy for the problem was proposed, and it was accompanied by the assistance of managers of human resources and the finances. This strategy will enable workers, who are based on knowledge, to continue working particularly in their sector and generally at the country level. The management of human resources, information management, and the process of connecting workers with knowledge are all made more complex by the practical difficulties involved (Wilton, 2022).

Information Management encompasses the organized gathering, preservation, retrieval, and distribution of information. Data and information management involves a variety of procedures and resources that are specifically developed to efficiently handle data and information at every stage of its existence. The most important goal of information management (IM) is to ensure that the information that is used for decision-making and operational activities is accurate, up to date, easily accessible, and usable. On the other hand, the processes of generating, disseminating, utilizing, and managing the information and knowledge that is present within an organization are included in the scope of knowledge management. Improving the organization's total knowledge and competencies is the goal of this endeavor. In the context of an organization, knowledge management (KM) refers to the process of translating individual knowledge into knowledge that can be utilized by the entire organization., making it easily accessible and advantageous for the organization as a whole.

Human Resource Management (HRM) plays a strategic role in shaping organizational outcomes by effectively managing people within institutions. Therefore,