

Week four assignment

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### **Impact of HR Practices**

**Do you agree with the findings that work design and training are the most effective in supporting knowledge sharing within organizations?**

The impact of HR practices in interpersonal relations and knowledge processes is important to consider for the success of any organization. Based on what Hislop (2018) calls a strong consensus, there are three major keys to job design that should be carried out to encourage positive knowledge sharing attitudes. One, the work should be interesting and challenging. Second, workers should be given the freedom to make decisions and to do problem-solving. Last, the work design should include an atmosphere of collaboration. This researcher agrees that these factors are crucial to job success in general and would be effective HR practices to engage in any organization.

Management guidance about these three factors are important for keeping individuals committed to an organization. When an employee finds their work to be fulfilling and challenging, of course they desire to continue at their organization. When people find that they consistently have freedom to make decisions in their work areas of responsibility, they feel empowered. Also, even when working in a small organization, it is more satisfying to work in an atmosphere of collaboration. Otherwise one can become discouraged in their work which will not lead to the knowledge and productivity outcomes HRM is looking to attain.

Ongoing training at work is especially crucial for knowledge workers. Encouraging self-development is conducive to a work environment that is positive and will encourage knowledge sharing. This is especially true when these trainings are part of a work design which persuades people to work together and be dependent on one another toward a goal. When people are given the opportunity to develop in their work skills and are trained in collaboration, it encourages people to work together.

Careful work design (that is challenging, autonomous, etc.) gives people a sense of loyalty to their organization when proper training is promoted and encouraged as an HR practice (Hislop, 2018). Staff need to be developed, otherwise there is a tendency for them to move on to other work. However, Hislop (2018) points out that this could backfire in some cases and create more of an opening for employees to leave where they can make more money or find better job fulfillment. Hislop (2018) further points out that the training should not be too narrowly focused so as to allow for flexibility.

### **What other HR practices would support knowledge sharing?**

There are other HR practices that can be employed to encourage knowledge sharing. Coaching and mentoring are other key ways to help encourage knowledge sharing in organizations. These two types of strategies have similarities and some differences mainly having to do with the duration of the mentoring or coaching relationship. Also, reward systems can be employed if it supports knowledge sharing attitudes specifically within workgroups. Individual rewards are not believed to be very helpful in that it can turn people against one another and not end up working toward the goal that is sought. Group rewards initiated by HRM help more than those individual monetary rewards. Recognizing people and their successes with knowledge sharing is something that would likely encourage more knowledge sharing to occur. Individual praise can be important for HR managers to use. But, all of these attitudes about coaching, mentoring, reward and recognition systems depend upon the cultural backgrounds and experiences people bring to the work group (Hislop, 2018).

Additionally, developing organizational identity is critical for helping people to feel connected, share their knowledge with colleagues, and also to stay with the organization long term. When a worker identifies with the mission of the organization and they feel a part of it, they will remain more loyal. It is also critical to help employees by having HR encourage an

environment where people feel engaged and where they feel connected to their fellow employees through inter-personal relationships and connectedness. (Hislop, 2018).

Finally, HRM can develop and support knowledge sharing by modeling it themselves and making sure that the top leaders of the organization are modeling an attitude of knowledge sharing as well. When this is not modelled, the positive atmosphere of knowledge sharing does not develop. “Thus, if high ranking members of the organisation are unreliable or don’t follow up on activities or do not care, middle and low ranking staff will not either” (Herrmann, 2011). This researcher feels that the attitudes and actions of HRM, along with top leaders, must be a positive example of encouraging a learning and knowledge sharing atmosphere.

### References

Hislop, D. Boshua, R. and Helms, R. (2018). *Knowledge management in organizations: A critical introduction (4th ed.)*. Oxford: Oxford University Press.

Herrmann, N. (May 2011). "Barriers for an efficient management of knowledge: experiences from a Southern African organisation." Community of

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