



Research Paper

The mediating role of knowledge management and interdepartmental learning in the relationship between human resource management and the development of innovative behaviors

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Abstract

The purpose of this research was to investigate the circular role of knowledge management and interdepartmental learning in the relationship between human resource management and the development of innovative behaviors. The research method was descriptive-survey. The statistical population of the research was made up of 218 employees of Qazvin City Education Department. 139 people were selected as a statistical sample using Cochran's formula and simple random sampling method. To collect data from Dixon's knowledge management questionnaires. (2000), Bosley and Weil's human resource management (2002), Moghimi and Ramzan's organizational innovation (2013) and Nifa's interdisciplinary learning (2001) were used. In order to determine the validity of the research tool from face and content validity and to confirm the reliability of the research tool, Cronbach's alpha coefficient was used. In order to analyze the data, the structural equation technique was used using Lisrel statistical software. The research findings showed that all the hypotheses The results of the research showed that human resource management had a direct and indirect effect on innovative behaviors.

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Extended Abstract

Introduction

Today, more than ever, organizations need personnel and managers who have the power and innovative ideas to be able to achieve the goals and strategies of the organization (Abili et al, 2015). Innovation as an important factor and It is vital for organizations in order to create sustainable value and competitive advantage. On the other hand, innovation is a management system that emphasizes the organization's mission, looks for exceptional opportunities, and determines whether it is the right move for the organization's strategic path or not. It determines the criteria of success and also looks for new opportunities (Zare et al, 2020). One of the indicators that can play an important role in the development of innovative behaviors of employees is the use of interdepartmental learning in the organization. Interdepartmental learning is From the process of improving actions through better knowledge and more effective cognition, which depends on sharing knowledge, beliefs and assumptions among individuals and teams (Mazlomi et al, 2014). Kalamuk and Zafar (2015) also consider interdepartmental learning as a process During it, the behavioral potential and capabilities of employees are developed and they use their common experiences and improve (Shabani et al, 2022). Interdepartmental learning refers to the organization's capacity for continuous change and improvement and enables the organization to adapt to changes (Hussein et al, 2016). According to Peter Sangeh, cross-departmental learning is a basic principle and requirement for effectiveness and effective functioning in organizations. Without creating grounds for understanding this important factor, it is difficult for managers to motivate and guide organizational people. The necessity of learning comes from the fact that With the increasing complexity and speed of environmental changes, the uncertainty in the organizational environment has increased. Organizations need more knowledge and extensive awareness of environmental factors in order to adapt themselves to environmental changes (Alshammari, 2020). Knowledge management is another factor. which improves innovative behaviors in the organization. Knowledge management, which implies the sharing and management of that knowledge voluntarily between individuals and teams, is considered vital in knowledge-based systems (Razak et al, 2016). Today, the ability And the desire of people in knowledge management is a very important matter for any organization, so that one of the main limitations of managers in the organization is the lack of ability and desire to manage new knowledge among employees (Pourrshidi, 2021). It should be noted that Persuading employees to engage in knowledge management is not a simple and easy task, and many factors affect knowledge management (Kiskani et al, 2022). On the other hand, paying attention to human resources and its effective management is the basis of cultural, technological and economic development. Roud. By adopting human resource management styles appropriate to different groups of employees, organizations can consider human resources as a strategic resource for gaining competitive advantage, a consistent and logical approach to human resources policies and practices (as internal coherence).), align human resource policies and methods with the organization's strategy (as external coherence), appear active in their management practices instead of being passive in front of other units, and cause more attention from decision makers at high organizational levels. to the importance of human resource issues in policies (Sabouri et al, 2024).



In this research, an attempt is made to answer the question of whether there is a significant relationship between human resource management activities and the development of innovative behaviors with regard to the mediating role of knowledge management and learning of the General Department of Education of Qazvin?

Theoretical framework

Human resources:

Different definitions of human resources originate from different perspectives of researchers who have defined it. Some have defined it from a technological science perspective, some from a developmental perspective, and some from a resource-based perspective (Abili et al, 2015). Spector (1985) has defined human resource management from a relational perspective as follows: managing relationships between employees and the organization, which specifically includes the management of all decisions that form the nature between the organization and the organization's people (organization's human resources) (Bos-Nehles et al, 2023).

Knowledge management:

Knowledge management is a concept that has been proposed since the late 1970s. Providing a comprehensive definition of the scope and territory of knowledge management is a difficult task and different experts have looked at it from different angles. Swan (1999) considers knowledge management to be any process and act of production, acquisition, capture, promotion and socialization and its application (Durst et al. , 2023). Malhotra (1998) considers knowledge management as a process through which organizations acquire skills in the field of learning (internalizing knowledge), coding knowledge (externalizing knowledge), and distributing and transferring knowledge (Razmtallab & Kahlegkhah, 2023).

Innovation:

Innovation is a process that provides added value and a degree of freshness to the organization, suppliers and customers through the development of new trading methods and the creation of new solutions, solutions, products and services. Kao (2000) defines innovation. It is defined as follows: innovation is the process of understanding or creating related knowledge and turning it into improved or new products and services for people who want them (Ogutu et al, 2023).

Interdisciplinary learning:

Fayol & Layelz (2000) mention learning as "detecting and correcting errors". Organizational learning, especially inter-departmental, is a long-term activity that transforms conditions into competitively advantageous conditions. Inter-departmental learning consists of all methods, Mechanisms and processes that are used within the organization to realize learning. Organizational learning is a key factor needed by an organization that wants to stand in the new economic world. (Hussein et al, 2016).

(Sabouri et al, 2024) conducted a study entitled "Human resource management, organizational innovation and the moderating role of managers' financial knowledge" and concluded that human resource management has an effect on organizational innovation in different companies in southern Iran with the moderating role of managers' financial knowledge. It is



positive and meaningful. (Miah et al, 2024) conducted a study titled "The effect of green human resource management practices on employees' green behavior: the role of employees' environmental knowledge management and green self-efficacy for greening the workplace." Analytical survey research method and random sampling method is simple. The statistical population includes employees of production units in the American automobile industry. The results of the research showed that the use of human resources management, considering the mediating role of employee knowledge management and self-efficacy, has a significant effect on employee behavior.

Research Methodology

The research method is descriptive-survey. The statistical population of the research is made up of 218 employees of the General Department of Education of Qazvin city. 139 people were selected as a statistical sample based on Cochran's formula and simple random sampling method. Data collection tools were standard management questionnaires. Danesh Dixon (2000), Bosley and Weil's human resource management (2002), Moghimi and Vermzan's organizational innovation (2001) and Nifa's interdisciplinary learning (2001). In the analysis of the data collected from descriptive and inferential statistical tests and to test the research hypotheses, the structural equation technique was used using Lisrel statistical software.

Research Findings

Descriptive statistics related to demographic information showed that 64% (89 people) of the statistical sample were male employees and 36% (50 people) of the statistical sample were female employees. Employees in the age range of 31 to 40 years constituted 39% (55 people) of the sample size. Employees in the age range of 41-50 years constituted 46% (64 people) of the sample size, and employees in the age range of 51-60 years constituted 15% (20 people) of the sample size. 65% of employees with bachelor's education (91 people), 31% of employees with master's education (44 people) and 4% of employees with doctorate education (4 people) made up the sample size. The results of descriptive statistics of research variables showed that the average of all components is higher than 3. and since in the range of 5 options that have been selected, the average higher than 3 indicates the agreement with the status of that variable in the above statistical population, hence this factor indicates the agreement of the respondents with This is the component. In the first hypothesis of the research, the relationship between human resource management and knowledge management was investigated. The strength of the relationship between human resource management and knowledge management was calculated to be equal to (0.69). The t-statistic of the test was also obtained (7.67), which was greater than the critical value of t at the 5% error level, i.e. (1.96). Therefore, it can be said that there is a positive and significant relationship between human resource management and knowledge management. In the second hypothesis of the research, the relationship between human resource management and interdepartmental learning was investigated. The strength of the relationship between human resource management and interdepartmental learning has been calculated as equal to (0.71). The t-statistic of the test was also obtained (8.69), which was greater than the critical value of t at the 5% error level, i.e. (1.96). Therefore, it can be said that there is a positive and significant



relationship between human resource management and interdepartmental learning. In the third hypothesis of the research, the relationship between knowledge management and innovative behavior was investigated. The strength of the relationship between knowledge management and innovative behavior was calculated as (0.78). The t-statistic of the test was also obtained (8.76), which was greater than the critical value of t at the 5% error level, i.e. (1.96). Therefore, it can be said that there is a positive and significant relationship between knowledge management and innovative behavior. In the fourth hypothesis of the research, the relationship between interdepartmental learning and innovative behavior was investigated. The strength of the relationship between interdisciplinary learning and innovative behavior was calculated as (0.81). The t-statistic of the test was also obtained (9.79), which was greater than the critical value of t at the 5% error level, i.e. (1.96). Therefore, it can be said that there is a positive and significant relationship between interdepartmental learning and innovative behavior. In the fifth hypothesis of the research, the relationship between human resource management and innovative behavior was investigated. The strength of the relationship between human resource management and innovative behavior was calculated as (0.51). The t-statistic of the test was also obtained (6.49), which was greater than the critical value of t at the 5% error level, i.e. (1.96). Therefore, it can be said that there is a positive and significant relationship between human resource management and innovative behavior. In the sixth hypothesis of the research, the mediating role of knowledge management and interdepartmental learning was investigated in the relationship between human resource management and the development of innovative behaviors. In order to investigate the mediating effect of knowledge management and interdepartmental learning in the discussed hypothesis, the direct effect of the two constructs should be examined with the indirect effect in the case of mediating variables being involved, so that if the effect increases, the mediating effect can be considered acceptable. Due to the fact that the effect of the direct path is less than the indirect paths, therefore, the presence of mediating variables of knowledge management and interdepartmental learning increases the effect and the mediating role in the present hypothesis is confirmed.

Conclusion

The first hypothesis of the research examines the relationship between human resource management and knowledge management. The results of this hypothesis are consistent with the findings of the research (Sabouri et al, 2024) and are supported. In their research, they concluded that human resource management is based on Organizational innovation has a positive and significant effect in various companies in the south of Iran with the moderating role of financial knowledge of managers. The result is explained in such a way that when the information methods to find people for employment are suitable and the mechanisms of recruitment and provision are legal, the selection criteria of human resources for people to enter the organization can be clarified and facilitated. It will be done based on the rules and regulations and away from the circular relationship. The second research hypothesis examines the relationship between human resource management and interdepartmental learning. The results of this hypothesis are consistent with the research findings (Pourrshidi, 2021) and are supported. In his research, he came to the conclusion that knowledge management and



organizational learning play a mediating role in influencing human resource development activities on employee innovation. If there is a cooperative relationship and the test methods are dynamic and appropriate to the conditions of the employees, special training programs will be developed for the career promotion of the members of the organization. The employees also perform their challenging tasks with the like-mindedness of their other colleagues and will use their talents and abilities to solve organizational problems. Organizational tasks will benefit. The third hypothesis of the research examines the relationship between knowledge management and innovative behavior. The results of this hypothesis are consistent with the research findings (Abbas et al, 2020) and are supported. In their research, they reached this conclusion. They found that the use of knowledge management in organizations leads to the innovative behavior of employees. The result is explained by the fact that employees use appropriate archives to store knowledge and documented experiences resulting from projects, and periodic discussion and exchange meetings. It is held between the employees of the organization. The fourth hypothesis of the research examines the relationship between interdepartmental learning and innovative behavior. The results of this hypothesis are consistent with the findings of the research (Hussein et al, 2016) and are supported. In their research, they They concluded that there is a positive and meaningful relationship between organizational learning and organizational innovation, and between organizational performance and organizational innovation. The result is explained that the training that employees receive is effective in performing their duties better, and in the training of employees as well. The employees interact with their colleagues in performing organizational tasks and are careful about the compatibility of their tasks with the goals of the organization. The fifth hypothesis of the research examines the relationship between human resource management and innovative behavior. The results of this hypothesis are in agreement with the findings of the research , 2023) is consistent and supported. In their research, they concluded that several factors in the subcategory of knowledge management, including supervision measures, knowledge-based service compensation, learning mechanism and information technology measures have an effect on innovation. The result is explained by the fact that the employees will participate in the implementation of the organization's plans and will refer their ideas and constructive opinions to the senior managers of the organization. And paying attention to it is considered part of the duties of the top management of the organization. The sixth hypothesis of the research examines the mediating role of knowledge management and interdepartmental learning in the relationship between human resource management and the development of innovative behaviors. The results of this hypothesis are consistent with the findings of the research (Alshammari, 2020).) is compatible and supported. In his research, he came to the conclusion that human resource management can have a significant impact on organizational performance through organizational learning, organizational culture and knowledge management capabilities. The result is explained in this way that employees from Feedback workers gain experience and usually get feedback from the occurrence of organizational events. They get help from the results of past events in performing their duties. And the knowledge and skills of employees are continuously upgraded and improved. Equal opportunity is given to all employees in the matter of education, and the principle of fairness in the salary system is observed. In this regard, it is



suggested that the selection criteria of human resources for the entry of people into the organization should be transparent and clear. The recruitment should be done based on the rules and regulations and away from the hierarchical relationship. A formal training course should be held for the new members of the organization. In order to promote the career of the members of the organization. Special training programs should be developed. Employees should use appropriate archives to store documented knowledge and experiences resulting from projects. People management mechanisms (including creating motivation, training people, participation and delegation) should be used. Performance management mechanisms (include monitoring and control planning (to be used)). One of the limitations of the current research was that, considering that several factors affect the emergence of innovative behaviors (organizational communication, management styles, organizational atmosphere, and organizational strategies), but in this research, the constant have been considered. Based on this, future researchers are suggested to investigate innovative behaviors from the perspective of the above variables.