HRM Practices and Knowledge Sharing in IT Sector – A Study in Coimbatore, Tamil Nadu

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Abstract

Knowledge sharing is one of the contemporary and emerging HRM topics that has attracted much research; it is one of the stages of competence management, which is considered a valuable working tool in the company and strategy. The main objective of this study is to examine the relationships between human resource management (HRM) practices and knowledge in the context of the IT industry in Coimbatore, Tamil Nadu. For this study, data was collected using a survey method. The target sample consisted of IT workers in Coimbatore, Tamil Nadu. The researcher selected three prominent IT companies in Coimbatore. Data were analyzed using multiple regression and correlation analyses. According to the research results, the sharing of information is positively influenced by recruitment, training and development, teamwork, and performance appraisal, but not by reward. By following excellent HR practices, this study helps decision-makers and HR managers to develop knowledge skills.

Keywords: Human resource management, Knowledge sharing, Performance Evaluation, Recruitment, Reward, Teamwork, Training and development..

Introduction

Knowledge sharing is essential for organizations to survive in a competitive and dynamic environment (1). Human Resource Management (HRM) practices have gained widespread recognition for their critical role in the creation and maintenance of a company's performance. Through the process of recruiting, developing, and socializing the company's pool of people, Human Resource Management methods enable the shaping of employees' potential, skills, beliefs, behaviors, attitudes, and values (2). Chen indicates in their study, Human Resource Management practices and policies are critical sources through which companies can influence people's attitudes, behaviours, and skills. He also mentioned the optimum practices of human resource processes like recruitment, selection job design, socialization, interaction, training, performance management, job security, employee reward and career development (3). As per the statement recruitment is stated as the system that focuses on attracting befitting applications from the individual who looks like a perfect applicant who could fill the prevailing vacancies (4). The outlook defines that equitable and suitable rewards need to be given to the workers to make them feel of being valued and rewards get matched with their respective talent, potential and contribution to the organization (5). The concept of teamwork is nothing but the sharing of knowledge, judgment, skills, and concepts of individuals with each other to attain better outcomes (6). Katzenbach pointed out that teamwork comprises a set of logic or principles that support observing and showing positive reactions to the ideas given by other people, which in turn offer the benefit of the doubt, providing a support system and understanding as well as respecting the welfare and accomplishments of other individuals. Performance appraisal helps in analyzing the performance of the staff. It also aims to enhance objective setting as well as the feedback processes so that workers can direct, rectify and improvise their level of performance (7). The performance appraisal is something that assists the leading level of administration in clarifying and interacting with the goals and objectives of the company along with their expectations of internal staff. It even helps

them to understand well about the potential of their work force. Continual professional growth is regarded as essential for the professional as well as the knowledgeable employees (6). The objective of training and development events of every company has to be keen on enhancing the performance of people as well as the company mentioned in their study and also, they mentioned that the most researched factors impacted by knowledge sharing are creativity, learning, and achievement. Knowledge sharing was also found to have more work-related impacts than usual, such as teams' climate and employee life satisfaction (8).

According to author Knowledge Sharing (KS) is a process, which enables knowledge possessed by both people as well as groups to get transferred to the level of organization, so that it can be implemented for the enhancement of the latest new processes, products and services (9). Explicit and Tacit knowledge are the two forms of knowledge. Explicit knowledge is systemized and documented, whereas tacit knowledge is hard to formalize. Though difficult, sharing tacit knowledge is highly important to enhance organizational performance (10). According to the statement knowledge sharing is regarded as a type of voluntary activity wherein staff are given with utmost encouragement, training, and rewards to do knowledge sharing. Efficient training programs trigger the development of skills and knowledge of the staff, which indeed lead them to the greatest organizational levels (11). The workers are offered a platform by the training programs where interaction can be done, thus they will give progressive chances of forming an environment for knowledge sharing (12). Compensation procedures, which remunerate the knowledge creation and transfer, will automatically encourage knowledge sharing. Significantly, the incentive compensation that is associated with knowledge sharing motivates the analysis as well as learning of the workers (13). Another study pointed out that managerial support from the immediate supervisor was found to be a significant factor influencing the information-sharing behavior of the respondent's peers (14). The author Kim explained that knowledge sharing by supervisors is an important indicator of

knowledge sharing by employees and its critical boundary conditions (15).

Need of the study

Indian service sector firms are knowledge-based, are directly involved in the creation, growth, retention and dissemination of knowledge, and therefore contribute the most to the country's economic growth by creating a learning environment (16). The software industry is resource-based, and it is important to ensure that knowledge is secure within the resources. Knowledge management can be perceived as an enormously efficient practice in organisations that provide software services or solutions because it is useful in capturing knowledge across various sets of skills. Software companies must recognise and understand that knowledge is a valuable resource, and it can be benefited from the source of knowledge management. According to the professor statement, insist on the point that infrastructure of knowledge like technology, culture and structure coupled with knowledge acquisition, application, conversion, and safety are necessary abilities of an organization for greater performance of the company (17). Based on the statement of authors mentioned the victory of a company is greatly based on the process of knowledge sharing (18). Theriou and Chatzoglou analysed that knowledge sharing is useful to companies in directing toward better performance of a company (19).

Objectives of the study

1. To identify the major factors influencing knowledge sharing in IT companies in Coimbatore, Tamil Nadu.
2. To investigate the relationship between the HR dimensions of recruiting, performance evaluation, teamwork, training and development as well as reward and knowledge sharing.

Conceptual framework

Knowledge-sharing elements are the focus of this research. Knowledge sharing is the dependent variable, while recruitment, performance evaluation, teamwork, training and development, and reward are the independent variables. The proposed conceptual model (Figure 1) is constructed based on the prior literature:

Table 1: Dimensions of HRM practices for measuring knowledge sharing

Author(s)	Paper Title	Dimensions
Bock GW, Kim YG. (2002)	Breaking the myths of rewards: An exploratory study of attitudes about knowledge sharing	· Rewards · Expected contributions · Attitude and Intention
Minbaeva DB (2005)	HRM practices and MNC knowledge transfer	· Staffing · Training · Promotion · Compensation · Appraisal
de Vries RE, van den Hooff B, de Ridder JA. (2006)	Explaining Knowledge Sharing: The Role of Team Communication Styles, Job Satisfaction, and Performance Beliefs	· Job satisfaction · Team agreeableness · Team extraversion · Self-rated performance
Chen WL, Sandhu MS, Jain K. (2009)	Knowledge sharing in an American multinational company based in Malaysia	· Communities of practice · Knowledge networks · Retrospect · Storytelling · Rewards · Performance appraisal · Training
Fong CY, Ooi KB, Tan BI, Lee VH, Chong AYL. (2011)	HRM practices and knowledge sharing: an empirical study	· Recruitment and selection · Compensation and rewards, · Performance appraisal, · Teamwork · Training and development
Papadopoulos T, Stamati T, Nopparuch P. (2012)	Exploring the determinants of knowledge sharing via employee weblogs	· Perceived enjoyment, · Personal outcome · Expectation · Attitude · Self-efficacy · Intention
Iqbal S, Toulson P, Tweed D. (2015)	Employees as performers in knowledge intensive firms: role of knowledge sharing	· Recruitment · Rewards · Recognition · Collaboration
Zhang X, Zhang Y, Sun Y, Lytras M, Ordonez de Pablos P, He W. (2018)	Exploring the effect of transformational leadership on individual creativity in e-learning: a perspective of social exchange theory	· Recruitment and selection · Incentive systems · Training and development
Naeem A, Mirza NH, Ayyub RM, Lodhi RN. (2019)	HRM practices and faculty's knowledge sharing behavior: mediation of affective commitment and affect-based trust	· Recruitment and selection · Training and development · Compensation and rewards · Affective commitment · Trust
Lee YLA, Malik A, Rosenberger III PJ, Sharma P. (2020)	Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing	· Training · Incentives · Trust
Masenya TM. (2022)	Integrating talent and knowledge management practices in the new normal business environment: developing future leaders in public sector organizations	· Recruitment and selection · Training and development · Performance appraisal

This Table 1 outlines the parameters employed in various studies to analyse how effectively implemented HR practices in an organization facilitate knowledge sharing. Specifically, the conceptual model for this study focuses on the following dimensions recruitment, performance evaluation, teamwork, training and development, and reward.
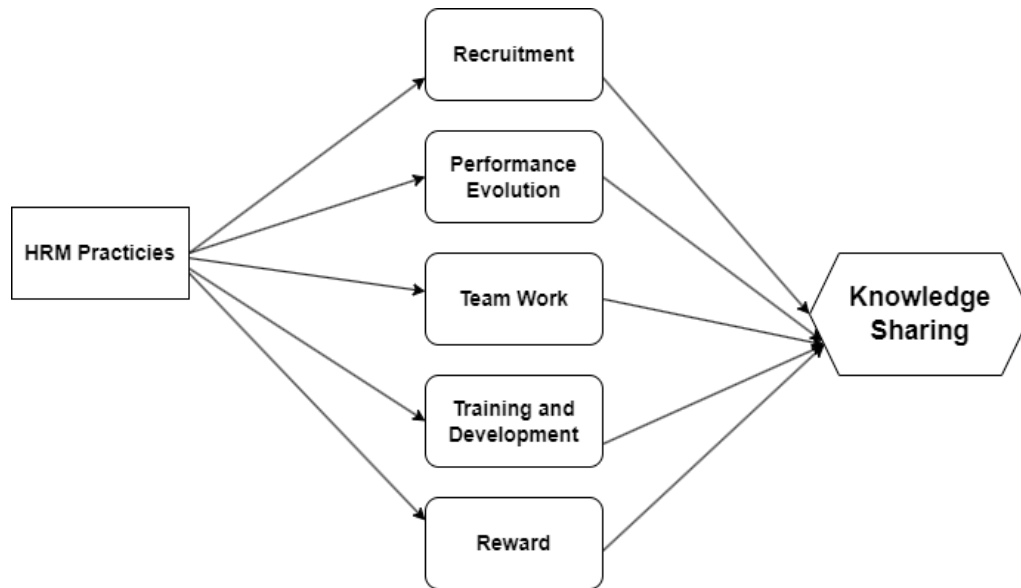
Figure 1: Conceptual model

Recruitment and knowledge sharing

The "perceived fit" component highlights, among other factors, that companies should analyze their recruitment and selection practices to determine if there is an appropriate fit in the middle of the person-organization-fit (POF) of the company or workplace. and job suitability (PJF) and applicant (i.e. individual) (20). Human resources department is capable of driving knowledge management systems by supporting neglecting poor hiring and selection. Swart and Kinnie stated software development organizations are hired not only for their expertise, but also because they "fit" with the organization and that is the spirit of knowledge sharing. Technical competence was never considered the most important factor and only the culture of the organization drove the hiring process (21). "Overriding significance" that the organization is attached to a capable cultural fit of a candidate whilst making decisions of recruitment. They reviewed that the Human Resource manager has declined the majority of the candidates in terms of falling under the category of "not one of us" (22). Lengnick-Hall and Pulakos examined the fact that candidates who have been referred by the present staff have higher possibilities of sharing the values that the company

is expecting. In addition, their social investment will seem to be bigger upon entry and this is because they already have connections with a minimum of one present worker. Probably the worker who gets them referred will add them to her/his social network as early as beginning working for the organization or at times even before the entry of the company (23, 24). The organizations must add their hiring policies and particular guidance to support the recruiters in following the candidates who are capable of exhibiting personal level traits that look accurate with the values and objectives of the company. Along with that, they generally possessed the potential to work well in groups/teams and even share knowledge. Author Evans examines examples that show the scope of the organization, how the candidate is prepared to contribute to the organization while there, and the types and methods of meeting practices. They helped shape their partners and then analyzed how they supported information and capabilities (25). These types of questions can provide good indicators of knowledge sharing attitudes in the future. To promote knowledge sharing, hiring and selection have to show favor to the people who are ready to

learn and give try on new things (26). Hence, the investigators reach with the assumption that:

H1: There is positive relationship between recruitment and knowledge sharing

Performance evaluation and knowledge sharing

Cabrera and Cabrera suggested five significant predictors of behaviors, sharing norms and need satisfaction: job design, staffing, compensation systems and performance appraisal, training and managerial styles. These methods can be both created and as well as handled by adoption, which will subsequently influence the knowledge sharing and attitude of a company (27). According to author's statement, the performance appraisal should be the foundation of analysis regarding the practices of knowledge management, along with an input for influencing the efforts of the same (28). The researcher Ling pointed out through findings based on research carried out on American Multinational of Malaysia discovered that the efficient process of promoting knowledge sharing is to stay connected with the performance appraisal along with the rewards accompanied by the support of leading management (29). The leading three strategies recommended were none other than the support from leading management associating knowledge sharing with performance appraisal and rewards (30). Therefore, it is concluded that performance review is more like a successful predictor of corporate education, knowledge sharing, hiring practices, reward process, performance management and finally career planning shall be developed as a way of motivating individuals to perform knowledge sharing. The expectations of enhancing their work associations (relatedness) and crucial contribution to the performance of the company (competence) had a positive connection with the sharing behaviors, attitudes, and intentions. The association between knowledge sharing and performance review is crucial in a statistical way (31). Therefore, in this study, it is assumed that:

H2: There is a close association between performance evaluation and knowledge sharing

Teamwork and knowledge sharing

Knowledge staff on projects would participate in serious knowledge activities, resolving complicating issues, qualified with high education;

thus, through their collective work and efforts the performance of the team is improved. Efficient team efforts comprise many attributes which include doing work together to attain the objectives of the organizations; being dependent and showing trust for each other so that the decision can be made mutually (32). According to the concept of Tung and Chung, free knowledge flow and frankness are the fundamental principles in terms of scientific cooperation; this is because science can be modernized through absolute transparency and sharing. The knowledge share process is one among the uncertain team systems that indeed is the basic element when it comes to knowledge management (33). The researcher emphasized that the elements that are capable of affecting a project team's efficiency and quality are factors related to tasks, organizations, team members, and leadership style (34). Knowledge sharing in-group recommends the members of the team/group to get the information, opinions and experience shared about particular tasks. Staff engaging in team works may have hope of sharing their explicit knowledge with their team-mates but mostly this exchange gets disturbed through the culture followed by the team to show effective performance in their respective initial tasks rather than disseminating and interpreting appropriate knowledge to that particular task (35, 36). As per the estimation of Yang and Farn knowledge sharing inside the team happens when people guide as well as learn from the concepts, expertise, facts, and judgments of others in order to form new skills (37). Hence, the researchers come up with an assumption that:

H3: There is positive relationship between teamwork and knowledge sharing

Training and development and knowledge sharing

The training and development, team effort and consumer focus displayed a positive kind of connection with the knowledge sharing of middle management staff. Hiring and selection, training and development, team effort and finally performance appraisal projected a positive kind of association with knowledge sharing. To acquire a serious advantage, it is fundamental yet not satisfactory for the organizations to rely on the staffing and training process, which focuses on picking the staff holding specific information,

capacities, abilities, capabilities or giving help to the specialists to accomplish them (38). Currie and Kerrin (39) and Yahya and Goh (40) their research recognized that successful training is an important part of promoting knowledge sharing because the purpose is to provide events that bring employees together to acquire and share new knowledge. Therefore, appropriate vocational training agencies should have continuous training and development programs to strengthen knowledge sharing with the help of technical tools. Therefore, the researchers assumed that:

H4: There is positive relationship between training and development and knowledge sharing

Reward and knowledge sharing

By the observation of Alony (41) it has been stated that knowledge employees belonging to the Film Industry of Australia were yet to receive encouragement or motivation through monetary rewards for sharing their knowledge. According to the concept of Davenport Lotus Development, an IBM section, dedicates almost 25% of the overall performance analysis of their consumer support employees to the range of their actions of knowledge sharing. These types of practices are even in existence in the remaining other industry areas stated Business Week in 2001 (42). Another study also emphasize that recognition and annual company awards are significant incentives when it comes to the process of knowledge sharing (43). Based on findings it is preferred that, when individuals were provided with the motivation to share explicit knowledge, the reward would likely be an efficient and productive strategy. Most of the researchers have acknowledged and accepted that reward programs can provide support to the activities that look serious for the company as well as relatable to sharing of knowledge. The significance of such types of programs is well emphasized. Rewards for sharing knowledge could vary from monetary incentives awards to non-monetary awards (44). Srivastava (45) recognized many crucial features that involve the reward system of an organization which are indeed helpful in encouraging the people to do the targeted attitudes. Monetary rewards merely contain an effect that is short termed. Such kinds of rewards can be useful in stimulating the workers to give their active participation in the initiatives of

knowledge sharing at the beginning phase, though are not purposeful whilst developing the knowledge-sharing culture of a company. Also mentioned chances to learn and go in-depth about their clarification and understanding is frequently accepted as a crucial reward for the workers to make sure of knowledge sharing (46). For instance, Bock has pointed out that financial incentives have no significant influence on the process of knowledge sharing (47). The monetary bonuses might lead to the output of enhanced technological utilization of knowledge sharing, yet they have lesser possibilities of increasing such sort of exchange by themselves (48). Authors like Jahani and others have discovered that extrinsic reward did not show as if it has a crucial association with all the two dimensions in terms of knowledge sharing attitude; like implicit knowledge sharing and the explicit type. The reward process plays a significant part in the transfer of knowledge (49). Mohamed gave a try on doing a survey that included 1,535 respondents belonging to nine various companies in four various nations, assured that the majority of the staff are receiving intrinsic motivation and tend to prefer "soft" incentives such as acceptance and acknowledgments to increase in the pay-scale. Evaluation of research literature proves that the vital intrinsic type of rewards that hold an important positive impact in terms of knowledge sharing is a sense of belonging as well as exchanging common values through the process of knowledge sharing with other people's feeling of being associated and acknowledged inside a team or whole company. Through exchanging their ideas as well as expertise while making decisions or resolving issues, people might have a feeling of contributing towards the accomplishment and victory of the group/team or the whole company (50). Many researchers have claimed that, when it comes to knowledge sharing, rewards are not an influential factor and are inadequate. Tuyet-Mai Nguyen and Catherine research found that knowledge sharing and gathering, but not lurking, were substantially related to work and organizational performance. Knowledge acquisition, knowledge donation, and knowledge sharing all have a substantial impact on intrinsic rewards (51). Finally, the study's researchers assumed that:

H5: There is a positive relationship between rewards and knowledge sharing.

Methodology

Measurement

The five dimensions of HRM, namely recruitment, reward, performance evaluation, teamwork, and training and development, were assessed using a modified version of the validated scales developed by, Delery and Doty (52), Minbaeva DB (53), Perez-Lopez (54) and Collins and Smith (11). The scale was adapted to the Indian IT context and consisted of 23 items, with each dimension measured by 4-5 specific questions. The measurement of knowledge sharing was also adopted from a previous empirical study by Lin and Lee specifically designed for the context of HRM practices (55). This scale comprised a set of items assessing different facets of knowledge exchange within organizations.

Questionnaire development and reliability

The modified and adapted questionnaire was subjected to a rigorous development process to ensure its validity and reliability. Firstly, expert review by HR professionals and academic researchers familiar with the Indian IT sector was conducted to assess the relevance and clarity of the items. Secondly, a pilot test was administered to a small group of software professionals (n=30) from companies outside the study sample. Their feedback was used to refine the wording of questions, identify potential ambiguities, and improve the overall flow of the questionnaire. Based on the pilot test results, several items were rephrased or removed, and the final survey instrument was finalized.

The final questionnaire demonstrated strong internal consistency, with a Cronbach's alpha coefficient of 0.892 for the entire scale and alpha values ranging from 0.78 to 0.85 for the individual dimensions. This indicates high reliability and internal coherence of the measurements used.

Area of the study and sample selection

The study focused on the IT sector in Coimbatore, India, a rapidly growing Tier-II city considered a leader in IT development within the region. While several large IT companies operate in Coimbatore, Accenture, IBM, and Infosys were chosen as the study sites due to their recognized success in implementing HR best practices. Recognizing the limitations of accessing complete employee lists due to company confidentiality policies, this study employed a non-probability convenience sampling technique. To mitigate potential selection bias, employees across various departments, roles, and experience levels within each of the three chosen companies have been targeted. The questionnaire was randomly distributed to 70 employees in each company, resulting in a final sample size of 102 valid responses (49% response rate).

Data collection and response rate

Data were collected through self-administered paper-based questionnaires distributed directly to employees within the designated roles at each company. A total of 210 questionnaires were distributed, with a response rate of 66% (138 responses). Of these, 102 responses (49% of the distributed questionnaires) were deemed valid and complete after data cleaning procedures. While the final response rate is moderate, it is within acceptable ranges for employee surveys, and efforts were made to maximize participation through convenient distribution methods and follow-up reminders. The potential limitations of the response rate and its impact on the study's generalizability are discussed further in the limitations section.

Tools for data analysis

Quantitative data from the questionnaires was analyzed using the Statistical Package for the Social Sciences (SPSS) software.

- The demographic profile of the respondents was examined using percentage analysis.
- The researcher also used Pearson correlation to determine the relationship between the variables.
- Multiple Regression analysis was used to determine the factors influencing knowledge sharing.

Limitations of the study

Geographic limitation: The findings of the study are exclusive to the IT sector in Coimbatore and cannot be generalized to the entire state of Tamil Nadu.

Result

From the Percentage Analysis, it is inferred that, majority of the respondents were Male and

belonged to the age category 25-30 years followed by below 25 years of age group. The majority of the respondents were Undergraduates and the majority of the respondents had 3-6 years of experience in the IT industry. It is inferred that the majority of the respondent's annual income falls in the annual income category of INR 6,00,000 – 12,00,000.

Table 2: Percentage analysis (N=102)

Particulars	Frequency
Gender	
Male	58
Female	44
Age	
Below 25 years	24
25 years -30 years	40
31 years – 35years	20
36 years – 40 years	10
Above 40 years	7
Educational Qualification	
Undergraduate	75
Postgraduate	15
Others	12
Experience in IT Industry	
Less than 3 Years	21
3-6 Years	49
7-12 Years	22
Above 12 years	10
Annual Income (Rs.)	
Below 3,00,000	26
3,00,001 – 6,00,000	22
6,00,001-12,00,000	29
Above12,00,000	25

Table 3: Pearson Correlation Coefficients

	Recruitment	Reward	Performance Evaluation	Teamwork	Training and Development	Knowledge Sharing
Pearson Correlation	.557**	.161	.235**	.397**	.494**	1
Sig. (1-tailed)	.000	.053	.009	.000	.000	
N	102	102	102	102	102	102

**Correlation is significant at the 0.01 level (1-tailed)

The above-mentioned Table-2 reveals that the relationship between knowledge sharing as a dependent variable and recruitment as an independent variable is positive and has a strong The relationship between knowledge sharing and performance evaluation is positive and has moderate relationship ($r = .235$, $p < 0.01$). The relationship between knowledge sharing as a dependent variable and teamwork as an linear relationship with a significant statistical correlation ($r = .557$, $p < 0.01$). There is no relationship between knowledge sharing and reward ($r = .161$, $p > 0.05$).

Independent variable is positive and moderate ($r = .397$, $p < 0.01$). The relationship between knowledge sharing and training and development variable is positive and moderate ($r = .494$, $p < 0.01$) (Table 3).

Multiple regression analysis

Multiple Regressions used to analyze the relationship between more than two variables and non-linear regression, which is used to analyze relationships that do not have a straight-line pattern. The following table shows the study of how a dependent variable Y is related to two or more independent variables.

The ANOVA Table 4 presented above provides the model's inferential test. The F and DF (degrees of freedom) are indicators of how good the model is and have statistical significance, which means that all predictor variables except reward are significant predictors of knowledge sharing outcome (F=20. 037, df =5, p.01).

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	557.569	5	111.514	20.037	.000[b]
Residual	534.275	96	5.565		
Total	1091.843	101			

a. Dependent Variable: Knowledge Sharing
b. Predictors: (Constant) Training and Development, Performance Evaluation, Reward, Recruitment and Teamwork

Table 5: Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.091	1.675		.651	.516
	Recruitment	.410	.076	.409	5.404	.000
	Reward	.220	.128	.130	1.713	.090
	Performance Evaluation	.247	.111	.161	2.237	.028
	Teamwork	.335	.130	.207	2.584	.011
	Training and Development	.401	.112	.287	3.588	.001

a. Dependent Variable: Knowledge Sharing
R= 0.715, R Square = 0. 511, F = 20.037, Sig. = 0.000

Multiple Regression Analysis is done to observe the influence of recruitment, reward, performance evaluation, teamwork and training and development on knowledge sharing which is a dependent variable. Its vivid from the above Table 5 that:

- There is significant influence of recruitment on knowledge sharing (Beta=.409, t value = 5.404, p< 0.01).

- Reward is insignificant and does not influence knowledge sharing (Beta=.130, t value = 1.713, p> 0.05).
- Performance evaluation is significant and influence knowledge sharing (Beta=.161, t value = 2.237, p< 0.05).
- Teamwork is significant and influence knowledge sharing (Beta=.207, t value = 2.584, p<0.01).

- Training and development is significant and influence knowledge sharing (Beta=.287, t value = 3.588, p<0.01).

From the above-mentioned coefficients, analysis it is inferred that

- Knowledge sharing increases by 40.9% with a 1% improvement in recruiting. This finding implies that the primary element influencing knowledge sharing is recruiting. Recruitment and sharing of knowledge have a substantial and favorable link (t- value = 5.404, P 0.01). It reveals a substantially positive correlation between successful hiring and knowledge sharing. This compelling association echoes past findings, such as Swart and Kinnie's work (56), solidifying the notion that recruitment is a primary engine for knowledge flow. But recruitment is not just about filling positions; it is about finding the right people, the ones who fit the organization's values and possess the personality traits that naturally foster knowledge sharing. This echoes emphasis on achieving the ideal person-organization (P-O) fit (20). Seeking individuals with the intrinsic desire and inclination to share knowledge is crucial. By prioritizing such selective hiring practices, will cultivate a richer organizational environment and culture where knowledge exchange thrives. This aligns perfectly with Goodman and Svyantek's observation: employees with a closer P-O fit adapt smoothly, bridging the gap between new and existing team members, ultimately amplifying the flow of knowledge (57). Consequently, the hypothesis proposing a positive link between hiring and knowledge sharing stands confidently confirmed.

- A 1% increase in training leads to a 28.7% rise in information exchange. This significant correlation (t-value = 3.588, P < 0.01) positions training as the second most impactful factor driving knowledge sharing, behind only effective recruitment. This strong association echoes past studies, including Bard Kuvaas work, which identified robust training and development programs as crucial enablers of knowledge flow (58). Therefore, the hypothesis, proposing a positive relationship between training and knowledge sharing, stands firmly validated. Furthermore,

research by Adler and Kwon suggests that opportunities for knowledge sharing often hinge on access to adequate training and job rotation (59). This aligns with the findings, further highlighting the essential role of training in equipping employees with the skills and confidence to share knowledge effectively. The training and development for fostering a vibrant culture of knowledge sharing within IT companies. By investing in employees learning and growth, it empowers them to unlock their knowledge potential, ultimately driving innovation and organizational success.

- Improving performance evaluation by 1% can lead to a 25.9% increase in knowledge sharing within IT companies. This significant correlation (t-value = 2.237, P < 0.05) places performance evaluation as the third most impactful factor driving knowledge exchange, behind recruitment and training. This positive association suggests that well-designed and error-free performance evaluations can incentivize and motivate employees to share information more openly. Such systems provide valuable feedback and recognition, fostering a culture of learning and collaboration. This aligns with past research, including Nien-Chi Liu and MinShi Liu's work, which validated performance evaluation as a crucial driver of knowledge sharing. Therefore, the hypothesis proposing a positive link between performance evaluation and knowledge sharing stands firmly accepted. Furthermore, studies like Bock and Kim suggest that positive and high-quality performance feedback fosters informal learning, ultimately leading to improved performance, further reinforcing the cycle of knowledge exchange (31).

- Improving teamwork by 1% can lead to a 20.7% increase in knowledge sharing within IT companies. This potent link (t-value = 2.584, P < 0.01) positions teamwork as the fourth most crucial factor driving information exchange, behind recruitment, training, and performance evaluation. The positive association suggests that fostering a collaborative and cohesive work environment fosters open communication and knowledge exchange. When team members trust and rely

on each other, they are more likely to share their expertise and insights, leading to collective learning and growth. This resonates with past research, such as Tung and Chung work, which highlighted teamwork as a critical driver of knowledge flow. Therefore, the hypothesis proposing a positive link between teamwork and knowledge sharing stands firmly accepted (33). Effective teamwork hinges on communication, connection, and collaborative spirit. By nurturing these qualities within the teams, it empowers them to bridge informational gaps and propel collective innovation according to Schein statement.

- The study reveals that rewards have a negligible impact on knowledge sharing among managers, contradicting the initial hypothesis. The statistical analysis (Beta = .130, t-value = 1.713, p > 0.05) indicates a weak and insignificant association between rewards and knowledge exchange. This disconnection suggests that simply offering rewards may not be enough to share their knowledge effectively. The absence of significant organisational support is one possible explanation, which Rhoades and Eisenberger's study supports. If managers lack the necessary resources and infrastructure to share knowledge properly, even enticing rewards might fall short. This finding contrasts with Lin's study in Taiwan, which showed that intrinsic rewards like self-efficacy and enjoyment in helping others, along with some extrinsic rewards like reciprocity, significantly influenced knowledge-sharing behavior (60). However, organizational rewards specifically were not impactful in that context. Alternatively, inadequate organizational support, including aspects like fairness and work conditions, could inhibit knowledge sharing and rendering rewards ineffective.

Discussion

According to the study's findings, the following implications or suggestions could be useful in enhancing the level of information sharing inside the organisation: Firstly, cultivate open and transparent communication where employees feel empowered to share their knowledge without fear.

Break down departmental silos through cross-functional projects and team-based goals, fostering a sense of shared purpose and collaboration. Recognize and reward knowledge champions who exemplify knowledge exchange, sending a clear message that sharing is valued and contributes to collective success.

Hire for collaboration and communication skills, seeking individuals who thrive in knowledge-sharing environments. Equip new employees with the tools and mindset for knowledge exchange through mentorship opportunities and knowledge-rich onboarding programs. Integrate knowledge-sharing metrics into performance evaluations alongside individual contributions, showcasing its importance. Invest in continuous learning through cross-functional training, knowledge-sharing workshops, and tailored mentorship initiatives.

Design workspaces that facilitate open communication and interaction, embracing technology like knowledge-sharing platforms, internal communication tools, and real-time collaboration software. Foster a culture of continuous learning where sharing and growth are the norm, encouraging active participation in learning and development opportunities, knowledge-sharing initiatives, and peer-to-peer learning activities.

By establishing these three pillars, organizations can transform into vibrant hubs of knowledge, empowering employees, enhancing performance, and ultimately achieving lasting success.

Human Resource Management is recognized as an essential organizational resource that helps a firm maintain its efficiency. Thus, human resource management is viewed as the company's backbone, and human resource practices provide the path for effective information exchange, which in turn contributes significantly to the organization's overall performance.

Finally, based on the findings, Human resource activities such as recruiting, training and development, performance evaluation, and teamwork have a positive and significant impact on knowledge sharing in organizations; however, compensation has no impact at all.

Conclusion

This study reveals that effective HRM practices have a significant impact on knowledge sharing

within organizations, ultimately contributing to enhanced performance. To leverage these findings in the IT sector, specifically in Coimbatore, consider implementing the key actions outlined above. By building a trustworthy environment, aligning HR practices with knowledge-sharing goals, and enhancing collaboration and shared learning, HRM professionals and IT leaders can foster a culture of knowledge exchange that benefits both individuals and the organization as a whole. This translates to improved skill development, enhanced problem-solving capabilities, and increased job satisfaction for service industry workers, leading to better customer service, improved efficiency, and higher productivity. Additionally, policymakers can support knowledge sharing initiatives by promoting training programs, encouraging platforms for knowledge exchange, and incentivizing collaboration within the service industry. Future research can further explore the impact of specific HR practices on knowledge sharing in different contexts, the role of technology in facilitating knowledge exchange, and the influence of organizational culture on knowledge-sharing behaviours.

Abbreviation
HRM – Human Resource Management, KS – Knowledge sharing

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Author contributions
N. Saravanabhavan: Review of Literature, Data Collection,
R. Subashini: Theoretical framework, Confining the final draft,
G. Velmurugan: Analysis, Suggestions & Conclusion

Conflict of interest
The authors declare that there is no conflict of interest in the research work or the article.

Ethics approval
Ethical considerations include:

- All respondents in our study were over 18 years of age and consented before participation. We provided a clear explanation of the purpose and methods of the study and the right to withdraw at any time.
- Data were collected by research professionals trained in ethical research methods
- We collected the data directly from respondents employed in the IT sector.
- We are confident that the respondents understood the purpose of the study and willingly provided accurate information.

We believe that our research was conducted ethically.

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