

To Investigate the Mediating Role of Trust in the Supervisor on the Relationship between Human Resource Activities and Sharing Knowledge in the Organization of Industry, Mine and Trade of Golestan Province

Leila Maghsoodlu, Samereh Shojaee*

Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

*Corresponding Author Email: shojaee719@gmail.com

Abstract: The aim of this study was to investigate the relationship between human resource activities and sharing knowledge in the organization of industry, mine and trade of Golestan Province. The population of all employees of central headquarter in the organization of Industry, Mine and Trade of Golestan province were 120 people in 2015, which were selected randomly 29 people as an sample according to Morgan table. In order to collecting information from the questionnaire, activities of human resources, sharing knowledge behavior questionnaire was used. Path analysis was used to analyze the data. Results showed that supervisor trust changed the relationship among selection, compensation of services and education along with development and sharing knowledge behavior. Other results showed that supervisor trust did not change the relationship among selection, compensation of services and education along with development and sharing knowledge behavior.

Keywords: Sharing Knowledge, Supervisor Trust, Performance.

Introduction

Accordingly, today most experts often believe that organizations should seek effective ways to disseminate and share knowledge among different levels throughout the organization's human resources (Amir, 2005). In this regard, Due to continuous growth in sharing knowledge and influencing factors researchers and managers in order to use the best methods of work are observed. For example, Kim and Ko (2014) introduce managing human resources activities of the factors influencing sharing knowledge across the organization in their study. While sharing knowledge among members of the organization results in reducing costs of the organization, added value and optimization of working methods within the organization are created and enable organizations to solve their problems and can cause more rapid expansion of the parts of the organization that are able to exploit it. Sharing knowledge would be to share ideas (Hamidzadeh, 2010). The success of any organization depends on the expertise and the proper use of tools, equipment and human resources of the organization in its programs and this is possible if the organization can use skills, abilities and personal characteristics and some of their employees in achieving organizational goals. Human resource management is to identify the importance of organized labor as a crucial

element in achieving organizational goals and using multiple in the activities and human resource functions effectively and fairly so that can guarantee the individual interests of employees, the organization and society. Human resource management in the long term makes low labor turnover and added productivity. Organizational knowledge is an important source which provides sustainable competitive advantage in a competitive and dynamic economy. Most modern organizations have realized that the value of the assets for knowledge must motivate them. In this way, the aim of knowledge management as an activity is to capture, store and share knowledge in different ways for essential business processes (Majoski, 2011). As a knowledge-based activity, sharing knowledge is a fundamental tool through which employees can program knowledge, innovation and ultimately contribute to competitive advantage (Wang & Noe, 2010). Thus, this study sought to examine the role of mediator trust in supervisor on the relationship between human resource activities and sharing knowledge in the organization of industry, mine and trade in Golestan Province.

Materials and Methods

The descriptive research method was correlational. The population of all employees of central headquarter in the organization of Industry, Mine and Trade of Golestan province were 120 people in 2015, which were selected randomly 29 people as an sample according to Morgan table. In data collection in a meeting, research objectives and questionnaires were given to them. The ethical considerations have been assured that this information will be used in this research. To collect data, questionnaires were used as follows.

Activities of human resources questionnaire: In this study to assess the human resource activities is questionnaire of 10 questions with 5-choice Likert rating which based on the literature and history research is designed including the selection, compensation of services and rewards, performance appraisal, training and development (Table 1).

Table 1. Questionnaire components of human resource activities.

Row	Component	Questions
1	Selection	1-2-3
2	compensation of services and rewards	4-5
3	performance appraisal	6-7
4	training and development	8-9-10

Sharing knowledge behavior questionnaire: In this study, the questionnaire of 6 questions for sharing knowledge Van den (2004) with a 5-point Likert scale was used to assess sharing knowledge behavior.

Trust questionnaire in supervisor: In this study, to assess supervisor trust from the questionnaire of 7 questions for supervisor trust Schourman and Balinger (2006) with a 5-point Likert scale was used. The validity of the questionnaire was approved by professors and experts. Cronbach's alpha was used to determine the reliability of the method. Results are presented in Table 2 indicating good reliability measurement tools.

Table2. Reliability of Questionnaire.

Variable	Sign	Number of questions	Cronbach's alpha coefficients
Selection	S	3	0.935
compensation of services and rewards	CAR	2	0.843
performance appraisal	PA	2	0.904
training and development	TAD	3	0.851
sharing knowledge behavior	KSB	6	0.767
Supervisor Trust	TIS	7	0.852

Path analysis was used to analyze the data. The statistical significance level for all analyzes $\alpha \leq 0/05$ was considered.

Results

The results are presented in Table 3. According to table a significant factor, Z, is related to the variable S * TIS which is tied to the variable of sharing knowledge behavior. The number is obtained 1.970 which since it is more than 1.96 indicates that in the confidence level we can confirm 95% variable effects of supervisor trust as a mediating variable. In other words, in the confidence level we can confirm 95% that the variable of trust in supervisor changes the relationship between selection and sharing knowledge behavior. The significant factor, Z, is related to the variable CAR * TIS which is tied to the variable of sharing knowledge behavior. The number is obtained 0.075 which since it is lower than 1.96 indicates that in the confidence level we cannot confirm 95% variable effects of supervisor trust as a mediating variable. In other words, in the confidence level we cannot confirm 95% that the variable of trust in supervisor changes the relationship between selection and sharing knowledge behavior. The significant factor, Z, is related to the variable TAD * TIS which is tied to the variable of sharing knowledge behavior. The number is obtained 3.719 which since it is more than 1.96 indicates that in the confidence level we can confirm 95% variable effects of supervisor trust as a mediating variable. In other words, in the confidence level we can confirm 95% that the variable of trust in supervisor changes the relationship between selection and sharing knowledge behavior.

Table 3. The results of the relationship among direct and significant coefficients.

Path	Sign	Path Coefficient	Significance	The Results of the Test
Moderating variable S*TIS --- Sharing knowledge behavior	S*TIS --- KSB	-0.209	1.970	Confirmed
Moderating variable CAR*TIS --- Sharing knowledge behavior	CAR*TIS --- KSB	0.006	0.075	Failed
Moderating variable PA*TIS --- Sharing knowledge behavior	PA*TIS --- KSB	0.233	2.763	Confirmed
Moderating variable TAD*TIS --- Sharing knowledge behavior	TAD*TIS --- KSB	0.289	3.719	Confirmed

Discussion and Conclusion

The aim of the study was to investigate the mediating role of trust in the supervisor on the relationship between human resource activities and sharing knowledge in the organization of industry, mine and trade of Golestan Province. Results showed that the variable supervisor trust changes the relationship between selection and sharing knowledge behavior. On this basis it can be acknowledged that through variable of supervisor trust as moderating variable it is effective on the relationship between selection and behavior of sharing knowledge and in accordance with the results this influence is negative; this means that through the decline and lack of confidence in the head of the staff it could be weaker knowledge-sharing process.

Accordingly, it can be said that by improving and developing of organizational trust result in increasing sharing knowledge in the organization. Keshavarzi et.al (13201291) showed a significant relationship between interpersonal trust and sharing knowledge. Kim and Ko (2014) found that trust in supervisor has a moderating role in the relationship between human resource activities and sharing knowledge. So we can say that the results are consistent with the results of this research. Other findings suggest the moderating role of trust in supervisor and mediator lack of confidence was not efficient on sharing knowledge and it cannot change the relationship among compensation of services and rewards and sharing knowledge behavior. In this regard, Alwan etal (2011) reported a relationship between trust and sharing knowledge.

Other Results showed that trust in supervisor changes the relationship between performance evaluation and sharing knowledge behavior. On this basis we can say that through confidence in supervisor as a moderating variable can have effect on the performance evaluation and sharing of knowledge. Also, trust in supervisor as a mediator variable has a positive impact on the relationship among education and development and sharing

knowledge behavior and it can results in increasing sharing knowledge among health care organizations. In fact, the organizational trust among colleagues and supervisors, staff motivation and commitment right to receive and impart information and knowledge of their own.

So training and development with trust in supervisor can improve and develop sharing knowledge within the organization. According to the findings it is suggested that the organization of industry, mine and trade of Golestan needs assessment to use establishing in-service trainings and using the opinions and suggestions of employees consider classes that can satisfy the employees, job knowledge required to provide them because in many cases, conducting trainings remains only as participating in educational classes and the use of information will not be received.

Conflict of interest

The authors declare no conflict of interest

References

- Alvany S. M, Assar M. T, Abedini L, 2011. The relationship among trust and sharing knowledge ranges and affiliated centers. police Journal of Management Studies. Issue 3.
- Hamidizadeh M, 2010. Knowledge management and: structure, process and strategies. Qom: Yaqout Publications.
- Keshavarzi A. H, Beiginia A, Rezaei Z, 2012. The role of interpersonal trust and sharing knowledge within the organization (Case study: National Iranian Gas Company Headquarters). enterprise resource management research. 2(2).
- Kim W.K, Ko J, 2014. HR Practices and Sharing knowledge Behavior: Focusing onthe Moderating Effect of Trust in Supervisor. Public Personnel Management. Vol. 43(4): 586–607.
- Majewski G, Usono A, Imran Khan 2011. Sharing knowledge in immersive virtual communities of practice. VINE: The journal of information and knowledge management system. 4 (1): PP. 41-62.
- Omidi S, 2005. Strategic development of human resources, presented at the Third International Conference on Management.
- Wang S, Noe, R.A, 2010. Sharing knowledge: A review and direction for future research. Human Resource Management Review. 20: 115-131.