

Analyzing the Relationship between Explicit Knowledge Sharing and Human Resource Performance Efficiency: Evaluating the Moderating Role of Trust

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The current research has been aimed to evaluate the moderating role of Human Resource Trust (HRT) between Explicit Knowledge Sharing (EKS) and performance efficiency of the human resources in multifaceted public and private sector organizations. A quantitative study for the said purpose has been undertaken to ascertain the impact of EKS on the performance of human resources while taking into consideration the moderating role of HRT. The study approach undertaken for the research is quantitative in nature for which, structured questionnaire was developed based on the relevant studies already conducted in this field. The questionnaires were distributed among 500 respondents, out of which 345 responded, which provided the researcher with 69% response rate. Population of the study comprises wide range of organizations such as Government, Non-Government, International & Private Sector, which were consulted for the primary data collection across the province of Khyber Pakhtunkhwa & Capital Territory of Islamabad by adopting Simple Random Sampling technique. Analysis were drawn through the application of statistical software tools i.e. Amos for factor analysis & SPSS for statistical analysis. The analysis of the data depicted that HRT is playing significant positive influence in establishing relationship between EKS and efficiency in the performance of their human resources.

Keywords: *Explicit Knowledge Sharing, Human Resource Performance Efficiency, Knowledge Management, Knowledge Sharing*

Introduction

Literature generally identify explicit knowledge sharing as one of the phases in knowledge management, however there are certain studies which have declared Knowledge Sharing (KS) as one of the significant features of knowledge management i.e. the strategic outcome of Knowledge Management (KM) has been viewed as the basis for improving KS within organizations (Mc-Elroy, 2000).

Adequate literature is supporting the fact that KS is a self-explanatory concept which states that any mechanism of sharing of knowledge within organizations means KS (Reijo, 2017). However, a number of researchers have termed KS as complex in nature which is exercised by individuals within organizations (Sara, Bushra, Mamoon& Nazir, 2019).

Sharing of knowledge is embedded in a knowledge management system and it is a vast field which accommodates certain activities that implies a considerable good impact on various facets of organizational development such as productivity of HR in terms of staff efficiency, product and process innovation, satisfaction of customers and consequently the performance of organization (Chang & Lee, 2008; Ifa & Siti, 2017) and KS has been termed as integral part of managing the knowledge (Kasharia & Taheri, 2019). Moreover, the knowledge management system as already defined by various researchers have yet another aspect which implies that it is basically the routine practices being executed within organizations pertaining to the knowledge management (Centobelli, Roberto, & Emilio, 2017).

Background of the Study

KS is considered crucial and potential activity of KM, that fetches multilateral benefits for the organizations who practices sharing of knowledge (Lee, 2018). The knowledge management study has been under consideration since 1980's. The research also supports that knowledge sharing organization enhances quality and subsequently brings innovations in organization products, services (Kremer, Villamor & Aguinis, 2019) and even in organizational processes (Ahmad, Easa & Mostapha, 2020). Further, if there prevails trust among the employees, the KS will take place with a better pace and it subsequently attains competitive advantage over the long term (Castaneda & Cuellar,2020).

Problem Statement

Effectuating KM, it is of utmost importance that KS should prevail in that organization otherwise the effective of managing knowledge will not be appropriate (Kasharia & Taheri, 2019). Organization have been observed in creation of knowledge and allocating good resources for knowledge storage, however the system of KS is usually lacking across many such organization and KS has been considered crucial source for attaining competitive advantage for the organizations (Jackson et al., 2006) in addition to fetching enhanced employee's and organizational performance (Kipkosgei, Kang & Choi, 2020).

Furthter, studies in this specified area of research i.e. KS is limited (Chong et al., 2014) based on which the scholar has undertaken this study to explore new arenas in the same field.

Similarly, Ramjeawon and Rowley (2017) have also stressed on additional reserach in the same research under consideration, which further persuade the scholar to undertake this study in order to highlight the underlining role of knowledge sharing on enhancing the efficiency in employee's performance while considering the significant effect of outlined moderating variable of Human Resource Trust.

Rational of the Study

KS as suggested by the researchers has been potential source for accomplishing strategic competitive benefits for the organization on sustainable grounds (Ahmad et al., 2020) therefore further research in this area in extremely important. It is concerning that adequate literature on KS is available merely after the year 2000 (Kremer et al, 2019). Further KS has been considered one of the significant sources for achieving multifaceted social benefits (Mohajan, 2019). While considering assorted gains of KS, advance research in this field is powerfully hinted (Bechina & Bommen, 2006).

The research focuses on means of achieving HRPE within organizations through establishment of knowledge sharing culture while considering the important moderating variable of HRT, which is considerably lacking in the previous research conducted in this context.

Literature Review and Hypothesis Development

Knowledge Sharing

KS is also related to the phenomena of open communication within organization, where communication is openly shared with each organization. It also entails the feature of two-way communication i.e. the person who shares the knowledge also expect the same in return, whereas information sharing does not necessitate this idea as the management adopts the approach of sharing information with every staff for enhanced efficiency without expecting the same in return (Wang & Noe, 2010). KS is also utilized in a couple of ways, one exploiting the prevailing knowledge and other exploration of new knowledge (Mohajan, 2019). Unlike other management functions, knowledge sharing cannot be easily exercised and made sustainable; rather it is considerably perplexed process and requires high managerial commitment for sustainable implementation (Allix, 2003). Others have termed KS as interactive communication between the suppliers and that of acquirers (Lin & KaiHuang, 2020) that boosts organizational processes (Wang & Hu, 2018).

One specific feature of humans is its inclination and adaptation to the environment wherein they are living. The environment triggers its inhabitants to perform similar course of action being exercised by its population. Likewise, for successful sharing of knowledge the organization need to establish a culture of knowledge sharing associated with each job, that compel the employees to execute their tasks while exchanging or acquiring knowledge from each other or any available knowledge repository (Jen-te, 2007). Jen further stated that the culture may be adopted through facilitation of capacity building of employees by the employer.

Considering the benefits of KS from business view point, those products which entails knowledge such as pharmaceutical or internet computer technology is emerging source of high earning in export and thus is promoting knowledge base economy across the globe (Suleman, 2005). He further contended that higher investment of organization on KS would enable organizations to deploy knowledge in efficient manner, produce new products, enhance managerial competence, control reoccurring costs and subsequently enhance the image of organization in the prevailing market. He further pledged that the true essence of knowledge accommodates in the minds of human, the effect of which can be experienced through interaction with other humans.

Knowledge Taxonomy

Pearlson and Saunders (2006) has foregrounded that one view of knowledge is to know it in various types such knowing what, knowing how and knowing why. *Knowing what* is gathering information from various sources, compiling it in understandable manner and then utilizing it accordingly. In order to perform the above you will need to have the ability of comprehending, elucidating and describing things appropriately. *Knowing how* requires good pragmatic sense. It focuses mainly on how to perform things in adequate manner. You should know what the right sequence is of performing a particular course of action. Now while combining both the aforementioned approaches of knowing what and knowing how through a consultative process will bring about *knowing why*. Knowing why is knowledge which stresses upon why something is happening.

Human Resource Management and Sharing of Knowledge

Literature have supported the association between Human Resource Management (HRM) and KS. HRM offers a variety of policies that encourages the staff to perform desired behaviors. Among multifaceted HRM policies, compensation and reward of employees can be associated with sharing of knowledge and will have positive influence (Greengard, 1998). Likewise, in every organization there exist a healthy system of performance appraisal to judge the endeavors of employees usually on annual basis. This performance system appraisal should be linked with enhancing knowledge sharing within organizations for better out puts. Emphatically such an arrangement will boost the knowledge sharing proficiencies among employees. (Liebowitz & Chen, 2001).

HRM also propagates the use of open communication among employees to effectuate organizational affairs. In addition, HRM cater for employees interaction through meetings, sharing of ideas and transfer of communication between staff which pursue enhancement in sharing of knowledge (Kowta & Chitale, 2010). He further explained that faculty development programmes such as training for the staff and linking industry with the institute can foster sharing of knowledge.

Kowta and Chitale (2010) further pledged that HRM should take into account the long-term planning of organizations and other modus operandi such practices and procedures and may be manipulated and align in such a manner that collaborative sharing of knowledge becomes an

integral part of the organizational work culture and will thus be helpful in eradicating reluctance among employees as regards sharing of knowledge.

Knowledge Sharing Pursue Trust

It has been also learned through Willem and Scarbrough (2006) that KS pursue establishment of cooperative and trust prevailing environment. The above authors further contend that the general cooperative perceptions of groups working in organizations also pursue establishment of trustful working environment which is one of the mandatory requirements for knowledge sharing.

Trust can briefly be defined as the adoption and obedience to the managerial decisions by the employee of the organization. While considering the context of organization, the term trust can simply reflect the cooperative behavior of employees and their positive attitude towards job assignments (Hansen et al., 2011). Trust is basically a relationship among people based on confidence and believes in collaborative everyday engagements of conduct. The openness of knowledge sharing within organizations fetches a great deal of subordinate's trust upon their direct supervisors and moreover trust can also be fostered by adopting open knowledge sharing practices which subsequently fetches organizational commitment among employee (Zachary, Vernon, & John, 2003). James and Mike (2011) have further contended that the behaviors of employee's can also be altered as per requirement by adopting the tool of trust, while acquiring information.

Communication openness and persistent sharing of information within the organization facilitates in the establishment of trust oriented working environment. The supervisor may adopt the strategy of practicing reinforcement as regards disposition of official assignments to the employees. This modus operandi of repeated information sharing by the supervisor's fetches greater trust among organizational employees in respect of their supervisors, as Kulatunga (2004) rightly pledged that communication i.e. sharing of knowledge fetches employee's trust. Post establishment of organizational trust, between the workforce and the management, a mutually beneficial change can be experienced within organizations. Further, there exists an affirmative association between the authority exercised by the supervisor's and the trust that exists in employees as with higher authority comes greater responsibility and adequacy of knowledge (Roberts & O' Reilly, 1974).

Knowledge Sharing Enhancing Performance Efficiency of HR

The internal sharing of information serves a good source for employees to attain their designated tasks in a prompt manner, but it does have an impact on the customers outside the organization in terms of alluring their attention toward organizational products or services (Nick, 2011). Further, internal knowledge sharing is significantly associated with arousing the performance of virtual teams, who are operating from distance (Faizuniah & Joon, 2014).

Organizations tend to conduct new researches and ideas to increase their efficiency with the passage of time. Obviously, such interventions to enhance efficiency require financial, human

and other physical resources. This practice of exploring and devising new knowledge and its sharing with relevant organizational sectors in terms of tacit or explicit by utilizing appropriate medium of knowledge transmission have tremendous effect on developing intellectual capital and subsequently arouses the overall performance of the organization (Kay, 1993).

Leadership matters in effectively managing the multilateral affairs of the organizations and good leadership is based on effective decision-making process. Sharing of knowledge if exercised on meritorious basis, facilitates the management of organization in exhibiting ameliorated decision making (Kidwell, Linde, & Johnson, 2000). Kidwell further pledged that, by adopting appropriate approach of sharing of knowledge, the performance management of higher education can be fostered in terms of conducting good research, development a course, fortifying administrative and long-term planning of the organizations.

Influence of Trust on HRPE

The business being run across the globe is based on mutual trust among the parties involved therein. If this significant feature of trust is eliminated, the business affairs of the world will come to halt. Similarly, organizations succeed where trust prevails within. Gould (2003) has strongly opined that trust within the affairs of organizations is a significant feature which enables the organization human resources to perform well in achieving organizational goals. Every employee has its unique skill within organizations to perform specified designated task. Such skills are usually attained through persistence practice and work out in related environment. Trust has been declared one of the important factors which contribute towards the performance of organizations due to the fact that employees' distinctive skills cannot be rejuvenated, and they add their contributions to the organization based on trust (Jones & George, 1998).

Strong relationships matter within organizations among various employees, groups and cross-groups for organizations to surrogate its performance. Such relationships among individuals, groups and sub groups lead to the creation of harmonization among employees. Such harmonized employees pursue better performance besides collaboration within organizations based on mutual trust (Jones & George, 1998). Kurt (1999) further explained this association of trust at group level and opined that trust has an indirect effect on group performance wherein cooperation plays a moderating role to further strengthen this relationship.

Moderating Role of Trust on Performance:

Likewise, other aforementioned moderating variables of HR performance, the role of trust in moderating performance cannot be subsided while keeping in view the relevant literature of laureates. Andrew (1994) presented his findings pertaining to the role of trust as regards performance and stated that trust do plays significant role as moderating in enhancing HR performance.

Conceptual Framework

This research attempt concentrates on assessing the effect of independent variable of EKS on dependent variable of HRPE and considering moderating role of Human Resource Trust (HRT).

It is apparent from the aforementioned literary study that EKS plays a very substantial role in giving rise to sustainable performance efficiency within HR.

This research further enlightens the affiliation engrafted among predicting, moderating and dependent variables i.e. EKS, HRT & HRPE. The primary data collected through a questionnaire accommodates Likert scale approach. Further, the effect of the aforesaid variables on that of heightened performance efficiency of HR have been analyzed through Statistical Package for the Social Sciences (SPSS). Figure 1 shows the conceptual modeling of EKS effect on HRPE through affect of moderating variable of HRT.

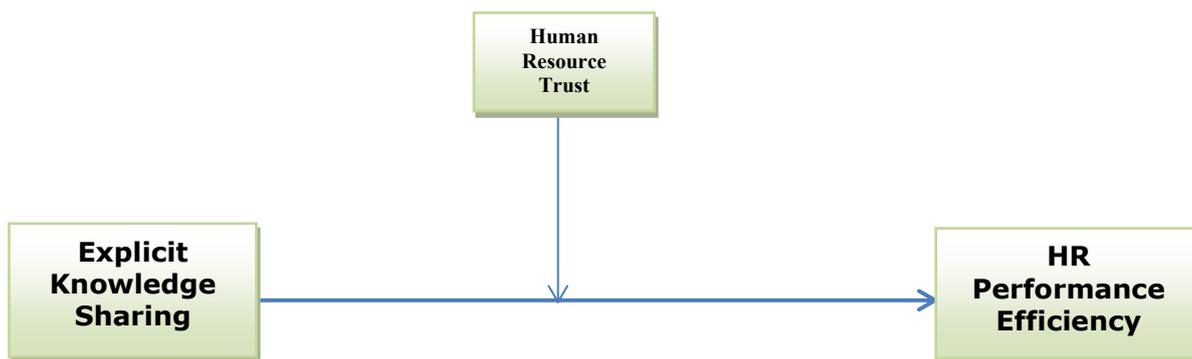


Figure 1. Conceptual Framework Model

H₁: *Explicit Knowledge Sharing (EKS) has a positive effect on Human Resources Performance Efficiency (HRPE).*

H₂: *Human Resource Trust (HRT) positively moderates the relationship between EKS and Human Resources Performance Efficiency (HRPE).*

Research Methodology

Research Design

Research design is pattern of research which manifest upon the various procedures of research comprising collection of the data, measurement of the data and the analysis of data (De Vaus, 2001). The basic characteristic of research design is that it explicates the research problem has been efficaciously and authentically dealt without adopting any prejudice approach (Robson, 2002; Saunders et al., 2009). In abidance by the dimensions mentioned above, the author has made it convenient to rationalize the research design while keeping its linkage with addressing research questions and in consistent with over all research approach.

Population of the study

The judgment of adequate size of population and appropriate pattern of respondents plays a pivotal role in extracting evidence based logical conclusions (Sekaran, 2000). The population accommodates respondents from assorted parts of the country's capital i.e. Islamabad Capital Territory (ICT) and provincial capital of Khyber Pakhtunkhwa (KPK) i.e. Peshawar and its nearby populated cities. Opting the country's capital city and provincial capital is based on the

fact that, it embeds nearly all types of organizations comprising but not limited to Government, Non-Government, International Non-Government and Private Organizations. The population has been selected since recently, many government, semi government, private universities and international organizations have acquired digitization of their systems for sharing of knowledge (Ittefaq & Iqbal, 2018; Metz, Marquardt, Golowko, Kompalla & Hell, 2018; Rafiq & Ameen, 2013). Further, to ensure the diversification of data, variety of organizations has been taken as target population.

Sampling and Techniques

The sample size may differ; however, it is believed appropriate between 30 to 500 (Sekaran, 2003). A sample size of 200 respondents is viewed sufficient in the adopting Structure Equation Model (SEM) approach as suggested by Hair, Anderson, Tatham and Black (1998) and Snoj, Korda and Mumel (2004).

An adequate population sample of 329 was considered from the target population based on the findings of Comrey and Lee (1992), who have termed the figure of 300 as a good sample size for the similar research. Moreover, Robert and Daniel (2010) have also contended that the sample size of 300 is adequate for achieving good results for the models.

The details of the population and the sample size is depicted in the tables 1 & 2 for Khyber Pakhtukhwa & Islamabad Capital Territory, respectively.

Table 1. *Sample from Khyber Pakhtunkhwa*

Type of Organization	Population(Employees)	Valid Sample Size
Public Sector Organizations	900	125
Private Sector Organization	700	110
NGO/INGO	110	20
Total	1710	255

Table 2. *Sample from Islamabad Capital Territory*

Type of Organization	Population(Employees)	Valid Sample Size
Public Sector Organizations	300	40
Private Sector Organization	200	20
NGO/INGO	70	14
Total	570	74

Sources: PBoS (2013), PDMA (2017), Arsh et al. (2019)

Keeping the above population in view, the researcher distributed 500 questionnaires amongst the selected sample of population, comprising 21 applicable items. The author received 345 responses from the respondents thereby achieving the response rate of 69% which is good response as the response rates have been classified as very good, good and adequate if it is 70%, 60% and 50% respectively (Babbie, 1998). Out of 345 filled questionnaires 16 were rejected

based on non-conformity to the standard questionnaire filling requirements and the remaining 329 were considered for analysis.

The sampling technique followed by the researcher for the current study is Simple Random Sampling which is simple, widely used and authentic technique for collection of data purpose and allows the researcher to identify the respondents in convenient and comfort manner (Sekaran, 2000).

Data Analysis and Interpretation

The author has adopted the simple regression analysis for evaluating the value of r which is termed as Pearson Correlation Coefficient to analyze the relationship between dependent and independent variables. The value of r is used in order to determine the extent of relation (strength and power) that exist between the variables (Sekaran, 2000). The author has also run the moderation analysis to reveal the moderating effect of HRT by adopting Preacher and Hayes (2012) model-1. The author has used AMOS statistical analysis software for conducting Confirmatory Factor Analysis (CFA).

Validity

Content validity is the term which reflects the extent to which the instruments are assessing the literal concept of the researcher. Content validity of the questionnaire was attained by appropriateness the latent type of variables, to that scope which is possible in the real context of the setting and was duly supported by the literature. Moreover, discussions with the analysts of the field, subsequently enhanced the content validity of the survey tool as contended by Agarwal (2011). The literature also furnishes a good support in establishing Content Validity of the questionnaire in addition to consulting relevant experts of the field (Straub, Boudreau & Gefen, 2004). Moreover, as mentioned earlier the author has mostly extracted the items from the already established research of academicians in the relevant field of study which further testify the authenticity of content validity. Face validity of the survey tool has been used to measure the satisfaction of the respondents while acquiring their opinions.

Construct validity for the latent/unobservable variable was examined by making clusters of the correlations extracted from the responses by aligning items in the survey tool as per the dimensions observed from the literature review. Those items which attained factor of higher loadings were opted i.e. items having 0.5 or above, to attain convergent validity of higher nature (Hair et al., 2006). The same author contended that, convergent validity is examined by evaluating the loadings of factors attained and difference in the item's extraction. The results revealed that nearly above 90% of the standardized loadings of factors were above the threshold of 0.5. Moreover, all the loadings of factor were statistically significant at $p < 0.001$.

Data Analysis and Results

Descriptive Statistics

The distinct frequencies, their distribution and descriptive statistics referring to the demographic variables are presented below. The first descriptive statistics depicts the mean and standard deviation of each item as shown in table 3.

Table 3. Descriptive Statistics of Respondents

	EKS1	EKS2	EKS3	HRT1	HRT2	HRT3	HRPE1	HRPE2	HRPE3
N Valid	329	329	329	329	329	329	329	329	329
Missing	0	0	0	0	0	0	0	0	0
Mean	2.1824	2.1550	2.5106	2.5380	3.3921	3.7325	3.4164	2.9392	2.9605
Std. Deviation	1.07502	1.06367	1.14792	.86914	1.14554	1.14559	.82630	1.17492	1.42547
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00
Maximum	4.00	5.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00

Reliability Analysis

The researcher executed Cronbach Alpha (CA) reliability analysis to assess the internal consistency for all the items of the study for each scale. Blumberg et al. (2005) committed that the reliable scales shows coherence and dependability in the results over the period of different time frame. The CA for the research has been found 0.752, which reflects a good internal consistency among all the items. The combine results of all items are reflected in table 4.

Table 4. Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.752	9

The data was also executed on SPSS in order to determine the individual figures of CA for each item. The results of item-wise CA are outlined in table 5.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EKS1	23.6444	26.175	.487	.710
EKS2	23.6717	27.185	.395	.725
EKS3	23.3161	26.552	.408	.723
HRT1	23.2888	27.657	.468	.716
HRT2	22.4347	24.783	.578	.692
HRT3	22.0942	27.573	.316	.738
HRPE1	22.4103	28.560	.391	.727
HRPE2	22.8875	26.246	.421	.721
HRPE3	22.8663	25.195	.382	.732

Christmann and Aelst (2006) has pondered that the value of CA (α) i.e. 0.7 or higher is considered as a highly reliable. The above table evidently shows that the CA values for all the items of the study is above 0.7 which is an acceptable level as regard reliability of the data.

Confirmatory Factor Analysis (CFA)

In order to have a model-fit, specific statistical tests are executed, and their results are analyzed against the standard values to ascertain the model fitness. The data was duly standardized to deal the issue of missing values. While conducting CFA the standard acceptable values for model fitness such as goodness of fit index (GFI) value of 0.90, Ahire, Golhar and Waller (1996), non normed fit (NNFI), comparative fit (CFI) indices values greater than 0.90 and root mean squared approximation of error (RMSEA) values ranging from 0.05 to 0.08 (Green, Wu, Whitten, & Medlin, 2006) were duly considered during the analysis.

Two Factor Analysis

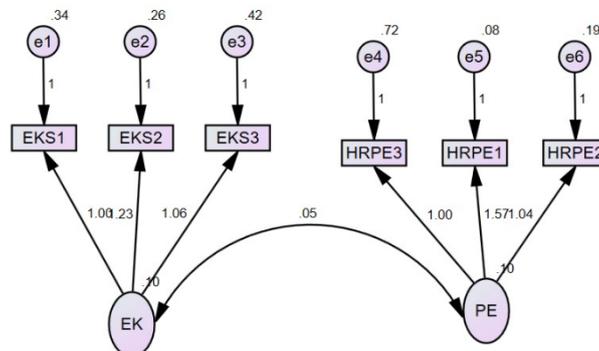


Figure 2. Two Factor Analysis

Table 6. Two Factor Analysis

Factor	Values	Factor	Values
Chi-square	19.2	Df	8
Chi-square/df	2.4	P-value	0.01
AGFI	0.94	GFI	0.98
TLI	0.91	CFI	0.95
RMSEA	0.06		

The above table 6 contains the model fitness dimensions and the values excerpted by applying two factor CFA between independent variable and dependent variable i.e. Employees Knowledge Sharing & Human Resource Performance Efficiency, respectively. The value of CMIN/DF attained 2.4 that is smaller than 5 and shows the goodness of model fit of the variable. Similarly, the rest of the values of model fitness criteria are such as AGFI is 0.94, GFI is 0.98, TLI is 0.91, CFI is 0.95 and RMSEA is 0.06 which falls in the acceptable range of model fitness. The P-value of this model is 0.01 depicting high significance. There were total of six items used in the factor analysis.

Full measurement Factor Analysis

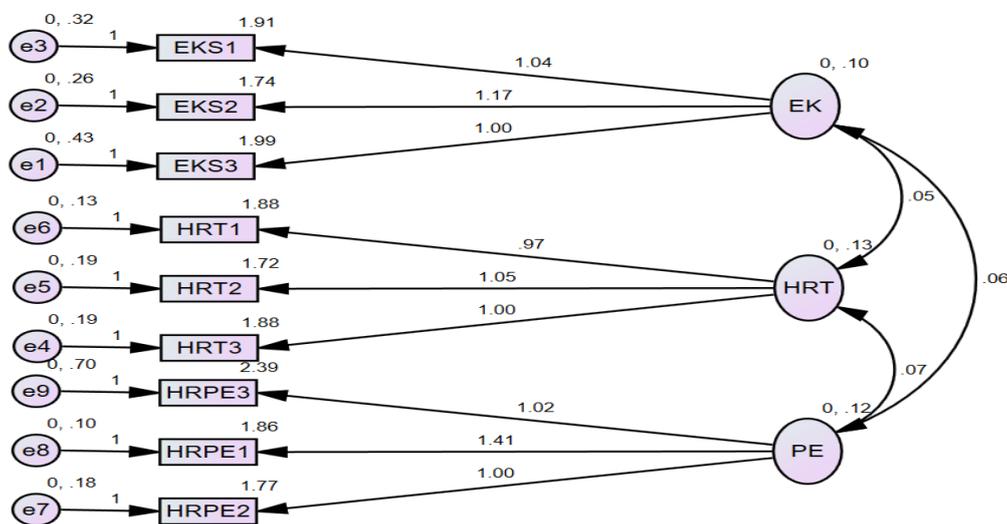


Figure 3. Full Measurement CFA

Table 7. *Full Measurement CFA*

Factor	Values	Factor	Values
Chi-square	40.3	Df	24
Chi-square/df	1.4	P-value	0.00
AGFI	0.89	GFI	0.94
TLI	0.93	CFI	0.96
RMSEA	0.04		

The above table 7 contains the model fitness dimensions and the values excerpted by applying full factor CFA among three variables i.e. Employees Knowledge Sharing (EKS), Human Resource Trust (HRT), & Human Resource Performance Efficiency (HRPE). The value of CMIN/DF attained is 1.4 that is up to the required level of 5 and shows the goodness of model fitness. Similarly, the rest of the values of model fitness criteria are such as AGFI is 0.89, GFI is 0.94, TLI is 0.93, CFI is 0.96 and RMSEA is 0.04, which falls in the acceptable range of model fitness. Worth to mention that the P-value of this model is 0.00 depicting the high significance of model. There were total of nine items used in the factor analysis.

Correlations

The values of correlation have been gauged by Tian and Wilding (2008), who have argued that values of correlation ranging from 0.10 - 0.30 are termed as weak but positive relationships, values ranging from 0.40 - 0.60 as moderate and values of correlations which are above 0.70 as high positive relations.

The correlation values of all the three constructs are presented in the Table 8 which reflects upon the correlation matrix of various dimensions i.e. EKS, HRT & HRPE. The correlations analysis reveals that the relations among EKS, HRT & HRPE ranges from weak positive to moderated positive relationship.

Table 8. *Correlations*

	EKS1	EKS2	EKS3	HRT1	HRT2	HRT3	HRPE1	HRPE2	HRPE3
EKS1	1								
EKS2	.588**	1							
EKS3	0.085	0.025	1						
HRT1	.322**	.170**	.219**	1					
HRT2	.363**	.188**	.536**	.421**	1				
HRT3	.186**	-0.003	.406**	.114*	.484**	1			
HRPE1	.247**	.297**	.135*	.158**	.194**	.237**	1		
HRPE2	.301**	0.093	.328**	.456**	.287**	0.103	.227**	1	
HRPE3	.214**	.479**	.152**	.283**	.179**	0.020	.317**	.228**	1

** .Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Hypothesis Testing

H₁: Explicit Knowledge Sharing (EKS) has a positive effect on Human Resources Performance Efficiency (HRPE).

A linear regression was performed to test the first hypothesis that is to analyze the relationship between EKS and HRPE. The results described in table disclosed that there is a strong positive relationship between EKS and HRPE. The regression reflects that the model is significant statistically i.e. significance at 95% confidence is $p < .05$. The R-square has been observed as 0.257 which implies that nearly 26% of the variance in HRPE is positively influenced by EKS. The coefficient for EKS is depicted as $\beta = 0.44$, illustrates that one unit increase in EKS would expect to cause 44% increase in HRPE. The above results imply that the $H_0 = 0$ is rejected in favour of $H_1 \neq 0$, at a 95% confidence interval.

Thus H_1 i.e. ESK has positive effect on HRPE has been accepted as depicted in table 9.

Table 9. *EKS has Positive Effect on HRPE*

Variable	R ₂	Value	B Value	P Value	Hypothesis
EKS→ HRPE	(Adjusted)				
Step 1	0.257				
Simple Regression					
EKS			0.44	0.000 *	Accepted*

$p^* p < .05$, $** p < .01$, $*** p < .001$

H₂: Human Resource Trust (HRT) positively moderates the relationship between EKS and Human Resources Performance Efficiency (HRPE).

Model Summary:

$F(3,325)=63.03, p < .001, R^2=0.37$ (0.094 is the interaction)

Main Effect:

EKS $b = -1.100, t(325) = -4.59, p < .005$ is a significant predictor of HRPE

HRT $b = -0.63, t(325) = -5.07, p < .001$ is a significant predictor of HRPE

Interaction Effect:

$b = 0.445, t(325) = 6.94, p < .001$ predicts that interaction term is significant predictor of high HRPE with positive effect.

Addition of the interaction was a significant change to the model $F(1,325)=48.19, p < .001, R^2=0.094$

Simple Slopes:

-1SD below mean (HRT=2.33) $b=0.039, t(325)=0.477, p=0.633$

For lower HRT, the ESK is not a significant predictor

Average (HRT=3.66) $b=0.63, t(325)=10.44, p < .001$

For average HRT, EKS is a significant predictor of HRPE

+1SD above mean (HRT=4.00) $b=0.782, t(325)=10.85, p < .001$

For higher HRT, the EKS is a significant predictor of HRPE

The slopes effect for HRT as a moderator is reflected in figure 4

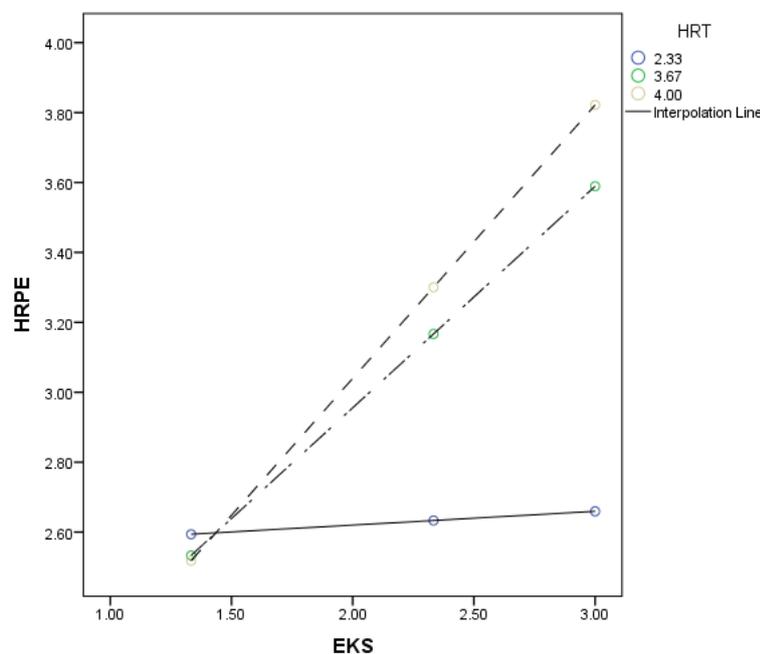


Figure 4. Slopes of HRT as Moderator

Discussion and Implications

The study is dealing with the relationship between the EKS and HRPE in order to second the hypothesis. The study has disclosed that the EKS has positive effect on achieving the HRPE in

organizations which is in line with the studies conducted antecedently (Dess & Shaw, 2001; Nonaka, 1994; Faizuniah & Joon, 2014; Wang & Hu, 2018) that distinctly points out the positive relationship of EKS on HRPE. That means in those organizations where a culture of sharing the explicit knowledge persists inclines to achieve greater enhanced HR performance efficiency than those where it lacks such EKS environment also includes female's entrepreneurship performance inefficacy (Raheem et al., 2019). The same has been demonstrated by Kasharia and Taheri (2019) and Lin and KaiHuang (2020).

The interpretation of results reveals that those organizations where there exists trust among employees, will subsequently achieve better performance of their staff members. Later, the relationship between EKS and HRPE has been evaluated in presence of HRT that has distinctly discovered that in presence of HRT the effect of EKS on HRPE is greater, which is also seconded through the studies conducted by Ahmad et al. (2020). Thus, HRT has been observed positively moderating the relationship between EKS and HRPE which is in line with the studies of similar nature (Kipkosgei et. al, 2020) that clearly indicates positive moderating role of HRT on HRPE.

This study is paying a good function in highlighting the substantial importance if EKS within organizations. The EKS afterward pursue accomplishment of motivation among employees on one side and on the other side it also enhances the trust level (Kipkosgei et al., 2020). Due to the study results the management should take into consideration the fact that only centering on KS activities will not address the purpose of high HR performance, but trust fostering interventions should be duly conjugated with EKS for positive moderating effect. Similarly, the EKS has been discovered a potential source, which serves a good purpose of getting the people of organization together (Reijo, 2017; Lin & KaiHuang, 2020)

Status of Hypothesis Testing

Based on the empirical testing of hypothesis, the status of acceptance or rejection is depicted in the table 10 below.

Table 10. *Status of Hypothesis Testing*

Hypothesis	Interaction Effect (b)	Status
H ₁ : Explicit Knowledge Sharing (EKS) has a positive effect on Human Resources Performance Efficiency (HRPE).	0.44	Supported***
H ₂ : Human Resource Trust (HRT) Positively moderates the relationship between EKS and Human Resources Performance Efficiency (HRPE).	0.44	Supported***

p * p < .05, ** p < .01, *** p < .001

Conclusion and Future Research Directions

The study was attempted to evaluate and fill the existent gap in the literature as regards employee's EKS within organization and its impact upon the performance efficiency of human resources. The author has anticipated the relevant affiliated moderating variable by consulting tremendous literature in the field. The moderating variable of HRT has been discovered determining the behavior of HRPE to a substantial manner. The findings deduced from the research study exposed that by establishing a trust environment, the organizations can lead positive results in terms of their performance efficiency (Kipkosgei et al., 2020). Further those organizations which have established a good culture of learning through sharing has been observed with stronger HRPE, which is also seconded by Kim and Park (2020). Thus, organizations which conceives on working through sharing will substantially encourage efficiency in their HR.

The findings deduced from the research study exposed that by fostering the trust level of HR in organizations can fetch affirmative as regards their performance efficiency. The study has already affirmed a positive effect of KS on HRPE, however the prevalence of HRT establishes more efficiency and effectiveness, which is seconded through the studies conducted by Andrew (1994).

The findings inferred from the research suggests that the management of the organizations should prioritized investment in building capacities of the HR, establishing an environment of trust, furnishes opportunities for learning, facilitate motivation of their HR and bring innovations for accommodating higher performance of the HR. The moderating role of HRT within organizations should be tended due importance while determining the performance efficiencies of their HR in conducting future research in areas concerning knowledge management.

The researcher has focused on explicit quality of knowledge, it will be of higher entailment that if the future researchers may also assess the effects of tacit KS on HRPE while considering other relevant latent variables. The study may be reached out to other parts of the country for the accomplishment of more meliorated and broadened sentiments to further fortify the research findings.

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