

Impact of Social Resources on Innovation with Moderating Role of Employee Retention

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Abstract

The aspiration of this study is to scrutinize the effect of knowledge sharing, Trusts and employee commitment on innovation with the moderating role of employee retention in SME manufacturing of Pakistan. The conceptual framework use three independent variables one depended variable and one moderating variable. The Population was selected the manufacturing companies of Pakistan. A convenience sampling was used as a sampling technique collects primary data through the questionnaire (self-administered & E-mail). Total questionnaire 310 (297) were returned 27 not filled remaining 270 were considered in the study. SPSS software was utilized for statistical outcomes. Researcher anatomized descriptive statistics, correlation and regression. The outcomes of this study portrays a positive association between innovation, employee retention, employee commitment and trust. There is a negative association among innovation & knowledge sharing. In this model authors studied trust, knowledge sharing and employee commitment in-future, this model can be further expanded by considering other independent variables or dimension of current variables. In Previous literature and studies relationship of trust, knowledge sharing and employee commitment has been examined the by several researchers in different countries and different sectors, but researcher added additionally employee retention as moderate which has not tested up to date in any previous literature.

Key Words: *Innovation, Social resources, Employee retention*

Introduction

As maintained by Damanpour, F., & Gopalakrishnan, S. (2001) Organization innovation mean to adopt the idea's and behavior in new direction in the organization. Birkinshaw, J., Bouquet, C. (2011) stated that innovation include some aspects the growth of new technology service, goods and start a new business ideas and model. According to Williams, A. (1999), Innovation help to improve organization performance and employee performance. Sometime innovation solve problems create competitive advantage and add value for organization. Lyon, D., and Ferrier, W. (2002), today global competition has increased because of changing customer demands, technological change and environmental change. Innovation regularly related to achievement competitive advantages and increase firm performance. Essays, UK. (November2013). Today changing world environment and increased competition regarding innovations plays most important role within firms. Innovation brings new ideas, new technologies, increase manufacturing process and increase production.

According Dr. Sadaf Mustafa (2017) SME's imparts more than 55% of overall GDP and more than 65% of collective employment in well developed countries. Informal enterprises & SMEs imparts more than 60% of total GDP and more than 70% of overall employment in comparatively less developed countries, nevertheless they are indispensable for more than 95% of overall employment and almost 70% of total GDP in developing states. SMEs the firms which compensate up to 250 employees in Pakistan or those firms who's paid-up capital is up to Rs: 25,000,000 annually.

According to best of my knowledge till now there is not a single reliable publication which empirically tested this conceptual framework in SME of Pakistan. SME is an indispensable part of not only developing economies but of developed economies too. So I'm developing a frame by taking into account this crucial sector.

The Previous literature and studies relationship of trust, knowledge sharing and employee commitment has been examined by several studies in different countries and different sectors, but I added additionally employee retention as moderate which has not tested up to date in any previous literature.

This study target SME manufacturing (Pakistan). In this model researcher treated innovation as a depended variable. Trust, Knowledge sharing and employee commitment are being used as independent variables and employee retention is added as moderator to clearly explain the relation across regressed and regressor variables.

Literature Review & hypothesis

Innovation is elaborated in several definitions in literature, however mostly definitions are same and common. According to Damanpour, F., & Gopalakrishnan, S. (2001) Organization innovation mean to adopt ideas and behavior in the new direction in the organization. As maintained by Birkinshaw, J. & Barsoux, J.-L. (2011) Innovation includes some aspects the growth of new technology service, goods and start a new business ideas and model. Livingstone and Carini, G. (1998) stated that newfangled procedures or products which enhances value, as well as whatever thing from exclusive rights and newly emerged products to resourceful uses of knowledge and effectual human resource management systems. As insisted by J.Foss, K. L. a. N. (2003), new HRM practices influence innovation performance positively and financial performance positively collect data 1900 business organizations and using nine variable including HRM internal training and HRM external training. Our result show that optimistic relationship HRMP and innovation Sanz-Valle, D. J.-J. R. (2008). Zhining Wanga, N. W. (2012) scrutinized the association among firm performance, innovation and knowledge sharing. Knowledge sharing is positive relation innovation and firm performance. Bilal Afsar, Y. B., Muhammad Muddassar Khan. (2015). Conduct a study by taking into account data from 459 sources and concluded innovation. Trust has the significant mediating role to achieve innovation work behavior.

Tie-Up between trust and Innovation

According to Nahapiet, J.(1998) Trust must be considered as social capital reservoir – a tool that is implanted in relationships among people. Farr-Wharton, Y. B. a. R. (2007) checked the impact of hope, agent and hope on small medium enterprise, (SME) this paper is finding and suggest trust is a significance factor finding support previous literature. The trust is the moderating role between SME managers and decision making. Dovey (2009) explored the crucial role of trust regarding innovation as

a competitive strategy in firms. Dovey (2009) Examined the impact of interrelationship between innovation and negotiation trust to settle the complication in adjustment of relations contracting. And they argued the extremes end of both possibilities of too much are too little trust are in adequate. Bilal Afsar, Y. B., Muhammad Muddassar Khan. (2015). Conduct a study by taking into account data from 459 sources and concluded innovation. Trust has the significant mediating role to achieve innovation work behavior. SAMUEL ARYEE, P. S. B., Zhen Xiong Chen. (2002) collected the data from full time employee to check the attitude and behavior of the employee of the public sector in India. Trust plays a mediator role between organization justice and work outcome.

H1: There is an indispensable impact of trust upon Innovation.

Relationship between knowledge sharing and innovation

According to Birkinshaw, J., Bresman, H., & Ha° kanson, L. (2002, transfer of knowledge is crucially vital for creating value, for both the target and acquirer. Zhining Wanga, N. W. (2012) checked the association between innovation and information sharing based on previous literature. Knowledge sharing uses two dimension, explicit knowledge and tacit knowledge. Information sharing has a significance impact on innovation. S.Tamer Cabvusgil, R. J. C., Vushan Zhao. (2003) examined the interactivity among information transfer and innovation by creating hypothesis based on inter firm relation and tacit knowledge transfer. And found significant interactivity between innovation and tacit knowledge.

Various enablers of information sharing actions have been notorious; counting employee inspiration, organizational framework and information machinery uses (Lin and Lee, 2006). Scholars mostly agree that KS rest on on the features of individuals, counting experience, views and morals such as satisfaction in helping others and KSE (Wasko and Faraj, 2005).

Knowledge establishment includes increasing new knowledge satisfied or exchanging current content in the administration's explicit or TK pool (Alavi & Leidner, 2001). Though organized or EK is spread done for-midland methodical language, and might be take the software, copyrights, graphics and the like, TK is learned concluded

experience an exist in the human mind. That TK is situational and personal nature and hence it is problematic to validate, connect and share with others (Martensson, 2000).

“Explicit KS is the procedure of sharing arranged knowledge that can be taken and transferred within an institute. Explicit K involve polices, reports and documents etc”. (Hislop, 2013). Explicit KS discusses to the distribution of knowledge that entities take but is hard to direct in figurative or in print form. Thus, tacit knowledge communicates to the understandings and capability, exceptional considerations, awareness and intuitions, and knowledge of “more than we can tell” (Polanyi, 1967, p. 4; Peet, 2012).. Information can be clear as info joint with experience, situation, clarification and replication (Davenport & Völpe, 2001).

The researcher identifies what TK transfer to promote innovativeness. The study conducts on innovativeness firms these firm are use TK and EK. It is confirmed that TK has a essential influence on the achievement of novelty processes in companies and plays a very important role as a business source and achievement factor.

H2: There is a weighty impact of knowledge sharing upon Innovation.

Association among Employee Commitment and innovation

Meyer, J. P. (2001) stated that promise is a vigor that fasten a personage to some sort of activity which is of significance to a specific aim. According to Durker (1998) it is required the employee commitment must be there to be innovative. Winbus and Sharped (1994) gave a model that expressed that the organization policies towards trust enhance the organizational performance. That indicate there should be proper polices regarding the behavior employee to make the employee more committed the organization. As how the employee will be committed the innovation will be enhanced and resultantly the performance of the organization will be enhanced. Jones (1995) argued that firm performance based on the policies made to solve the commitment problem.

H3: There is a significant impact of employee commitment upon Innovation.

Moderating role of employee retention related to EC, KS & IN

As per Ahlrichs, N.S. (2000) employee retention depicts the strategies and actions used by corporations to put a stop on outflow of valuable employees towards

other organizations. Carmen Camelo-Ordaz, J. G.-C., Elena Sousa-Ginel. (2011) found HRM practices do not impact directly to knowledge share but they interfere effectively when the commitment plays a mediating role while connecting HRM practices and knowledge sharing. Sharon Ruvimbo Terera, H. N. (2014) studied the effect of reward on employee retention. Quantitative study use the self-administrative questioner. The study showed the positive relation between reward and employee retention. In another study Eric Ng Chee Hong, L. Z. H., Charles Ramendran and Vimala Kadiresan (2012), examined the relationship between HRM practice and employee retention. Use non probability sampling and sample size 278 individuals use self-administrative questioner. The result explain that the positive association between HRM and employee retention. Sorasak Tangthong, J. T., Nutthawut Rojniruntikul. (2014) Conducted the study in Thailand over manufacturing companies to check the association among HRM practices and retention of employees with HR intervening plays a mediator role. Run Path analysis modeling the approach in AMOS.

H4: Knowledge sharing with employee retention as moderator has an indispensable impact on Innovation.

H5: Organizational commitment with the employee retention as moderator has a significant impact on Innovation.

Problem Formulation and Hypothesis Development

On the basis of earlier discussion, problem formulation may be developed as follows:

- I. What is the impact of trust on Innovation?
- II. What is the impact of knowledge sharing on Innovation?
- III. What is the impact of employee commitment on Innovation?
- IV. What is impact of knowledge sharing on Innovation with Employee retention as moderator?
- V. What is impact of employee commitment on Innovation with employee retention as moderator?

So these 5 hypotheses has been developed:

H1: There is an indispensable impact of trust upon Innovation.

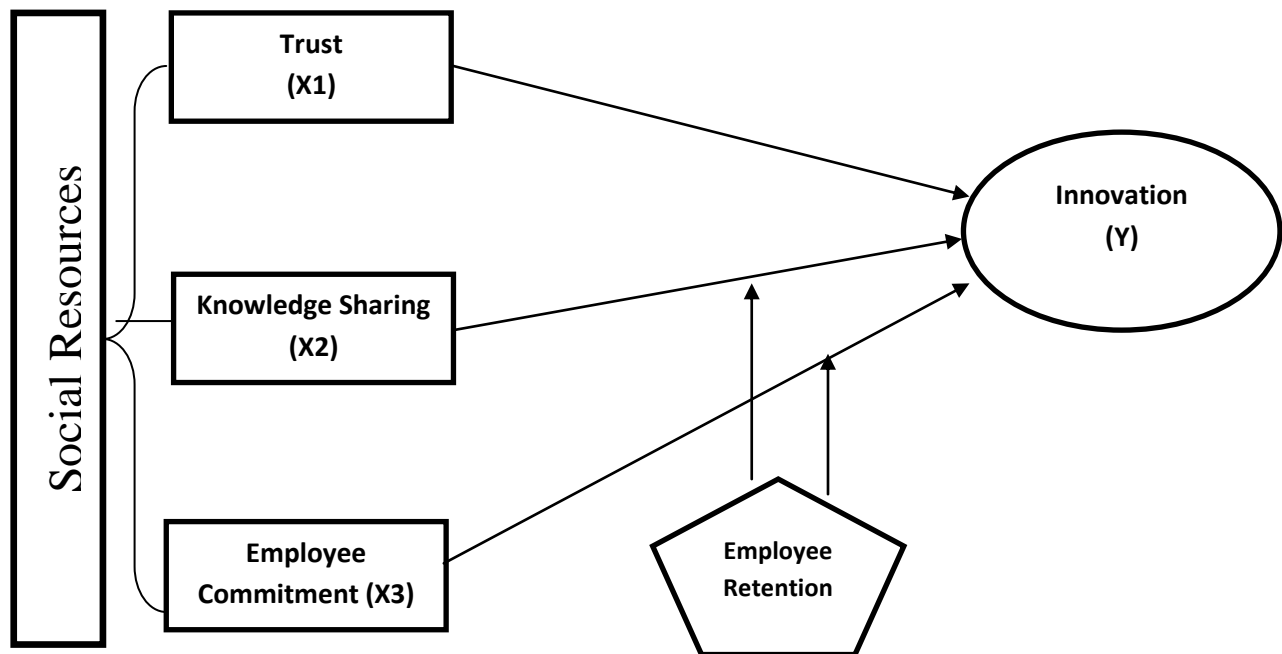
H2: There is a weighty impact of knowledge sharing upon Innovation.

H3: There is a significant impact of Employee commitment upon Innovation.

H4: Knowledge sharing with employee retention as moderator has an indispensable impact on Innovation.

H5: Employee commitment with the employee retention as moderator has a significant impact on Innovation.

Conceptual Framework



In this model researcher treated innovation as a depended variable. Trust, Knowledge sharing and employee commitment are being used as independent variables and employee retention is added as moderator to clearly explain the relation across regressed and regressor variable.

Methodology

This study objects to examine the association of social constraint and innovation with the moderating role of employee retention. The quantitative study was conducted in the time period between 10 February and 21 February 2019. The Population was

selected the manufacturing companies of Pakistan. A convenience sampling was used as a sample technique because of the time constraints and less financial resources. Questionnaire method was used to collect primary data from individuals in organizations. A total of 310 respondents were given with questionnaires to respond. As the reference was given by Karin Schermelleh-Engel¹ and Helfried Moosbrugger. (2003) that the sample size should be the multiplication of 10 with the total items given in the questionnaire. Some of the questionnaires were self-administered and remaining were given via the email. 297 questionnaires were returned by the respondents out of which there were 27 questionnaires that were not filled properly and have the missing data. They were excluded from the study. The Remaining 270 questionnaires were considered in the study. A five point Likert's scale "strongly disagree, disagree, neutral, agree and strongly agree" was recycled to measure the items.

Five items were utilized to gauge the innovation Calantone et al (2002), 5 Items were utilized to gauge the knowledge sharing, and 6 items were used to gauge the trust curado c (2018). Employee commitment was measured by four items (Meyer and Allen 1991, 1997). And the employee retention was measured with four items B.L. Mak, H. Sockel.

SPSS 21 was utilized for data analysis. Depictive statistics was procured to describe the attributes of data. Pearson correlation and regression were performed to examine the relationship and cause and effect between social constraint and innovation. Andrew F. Hays test was run to check the moderating effect of employee retention on innovation.

Results and Discussion

This study goals to inspect the relationship cause and the effect of social constraint and innovation with the moderating role of employee retention of manufacturing firms in Pakistan. Table 1 shows that total number of observations about all variables are 270 and show the maximum and minimum value 1-5. Table 2 run the correlation and show the correlation between variables. There is a direct interactivity among innovation, employee retention, employee commitment and trust. There is a

negative association among knowledge sharing & innovation's all variable at one percent significance level.

Variables	Coded as (In SPSS)	
Knowledge Sharing	KS	(Ind Var)
Trust	Trust	(Ind Var)
Employee commitment	EC	(Ind Var)
Employee retention	ER	(Mod Var)
Innovation	INNO	(DepVar)

The Table 3 show value of R square (.380) and adjusted R square (.370) and table 3 show that fitness of the model. Testing of the hypothesis was procured by using regression techniques and outcomes are shown in Table 4 all the variables are in significant relationship. . There is a direct interactivity among innovation, employee retention, employee commitment and trust that accept H1, H2 and H5. There is a negative association among knowledge sharing & innovation that accepts H3 and H4. Study's finding regarding inverse relation of innovation and knowledge sharing is contrary to earlier conclusions of S.Tamer Cabvugil, R. J. C., Vushan Zhao. (2003). This contradiction may be because of target country's norms and values.

The P-value of Andrew F. Hays test is also the significance and value of R square is decreased by 22% that shows the Employee retention negatively influence the relationship between knowledge sharing, employee commitment and innovation. The scale reliability is confirmed by Cranach's Alpha test. It measures how close variables are and the ideal values between 0.7 to 0.9. Table 5 depicts the Cronbach Alpha's value as 0.724.

It can be seen in table: 6 that after inclusion of moderator direction magnitude among KS and INN were changed from inverse to direct. Since, after inclusion of ER as moderator KS is positively affecting the INN with a magnitude of 0.095 and this

association is indispensable at 0.00 levels of significance. Interactivity among EC and INN is weekend by inclusion of ER as moderator from 0.247 to 0.044.

Table 1

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
KS	270	1.40	5.00	3.5585	.75569
TRUST	270	2.17	5.00	3.7204	.74209
INNO	270	1.00	5.00	3.8015	.80482
EC	270	1.25	5.00	3.6269	.84119
ER	270	1.00	5.00	3.8694	.73346
Valid N (listwise)	270				

Table 2

Correlations						
		TRUST	KS	INNO	EC	ER
Trust	Pearson	1	.457**	.519**	.429**	.331**
	Correlation					
	Sig. (1-tailed)		.000	.000	.000	.000
	N	270	270	270	270	270
KS	Pearson	.457**	1	.193**	.272**	.337**
	Correlation					
	Sig. (1-tailed)	.000		.001	.000	.000
	N	270	270	270	270	270
INNO	Pearson	.519**	.193**	1	.479**	.387**
	Correlation					
	Sig. (1-tailed)	.000	.001		.000	.000

	N	270	270	270	270	270
	Pearson	.429**	.272**	.479**	1	.445**
	Correlation					
EC	Sig. (1-tailed)	.000	.000	.000		.000
	N	270	270	270	270	270
	Pearson	.331**	.337**	.387**	.445**	1
	Correlation					
ER	Sig. (1-tailed)	.000	.000	.000	.000	
	N	270	270	270	270	270

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

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.380	.370	.63863

a. Predictors: (Constant), ER, TRUST, KS, EC

Table 4

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.975	.263		3.709	.000
1	KS	-.131	.059	-.123	-2.207	.028
	TRUST	.440	.063	.405	6.939	.000
	EC	.247	.055	.258	4.510	.000

ER	.196	.061	.179	3.196	.002
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a. Dependent Variable: INNO

Table 5

Reliability Statistics

Cronbach's Alpha	N of Items
.724	5

Table 6 (With inclusion of Moderator)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.758	.081		21.642	.000
KS_M_ER	.095	.007	.570	13.454	.000
EC_M_ER	.044	.006	.311	7.338	.000

a. Dependent Variable: INNO

Conclusion

The study is conducted to explore the impact of Trust, knowledge sharing and employee commitment on innovation with the moderating role of employee retention in Pakistan SME manufacturing firms.

In Previous literature and studies relationship of trust, knowledge sharing and employee commitment has been examined the by several researchers in different countries and different sectors, but researcher added additionally employee retention as moderate which has not tested up to date in any previous literature.

In this model Authors studied trust, knowledge sharing and employee commitment in-future, this model can be further expanded by considering other independent variables or dimension of current variables. And researcher use employee retention as moderator for two independent variables (knowledge sharing & commitment). In future this moderator can be examined on the rest of the explanatory variables too. And framework may be examined in the service sector too.

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