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Moderating Role Collaborative Culture in the Relationship between High Involvement HRM Practices, Knowledge Management Capability, and Innovation Capability

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Abstract

The moderating influence of a collaborative culture on the relationship between High-Involvement Human Resource Management (HRM) practices, knowledge management capability, and innovation capability is investigated in this study. The study collects data from 311 people using a survey instrument and analyses the data using hierarchical regression analysis. Findings: High-Involvement HRM practices positively predict innovation capability, while knowledge management capability positively predicts innovation capability. A collaborative culture also moderates the association between High-Involvement HRM practices and innovation capability, as well as knowledge management capability and innovation capability, according to the study. The findings show that organizations should prioritize implementing High-Involvement HRM practices and creating a collaborative culture to improve their knowledge management and innovation capabilities. Managers can prioritize information sharing, teamwork, and cross-functional cooperation to develop an organizational collaborative culture. Originality/value: This study adds to the current literature by investigating the function of collaboration as a mediator in the relationship between HRM practices, knowledge management, and innovation. The findings shed light on the significance of HRM practices as well as a collaborative culture in fostering innovative potential.

Keywords: Collaborative culture, High-involvement HRM practices, Knowledge management capability, Innovation capability

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Introduction

To remain competitive and successful in today's competitive business landscape, organizations must be able to innovate. Human Resource Management (HRM) practices with a high level of involvement, such as job design, career development, and training and development, are critical for driving innovation in an organization. Knowledge management capability is also important in enabling an organization to innovate. These two aspects of HRM and knowledge management capability can have a significant impact on the overall innovation capability of the organization. At the same time, the collaborative culture within an organization may moderate the effect of high-involvement HRM practices and knowledge management capabilities on innovation capability.

Collaborative culture refers to the shared beliefs, values, and behaviors that enable an organization to work together to achieve its objectives. It is a critical factor in any organization's ability to manage change and pursue new ideas (Cao, 2022).

Human resource management (HRM) practices, knowledge management capability, and innovation capability are critical for businesses to succeed in today's competitive environment. High-involvement HRM (HIVM) practices include providing autonomy, training, motivation, and reward programs to encourage employee involvement. HIVM practices have been shown in studies to have a positive impact on innovation. Similarly, it has been discovered that knowledge management capabilities can help with innovation. As a result, understanding the relationship between HIVM, knowledge management capability, and innovation capability is critical. Furthermore, recent research suggests that collaborative culture may play a role in this relationship (Anser, 2021). A collaborative culture is an environment of cooperation and collaboration among employees that can be fostered through policies and practices that encourage collaboration, such as open communication, teamwork, and shared leadership. A collaborative culture is thought to act as a moderator between HIVM, knowledge management capability, and innovation capability. In other words, depending on the level of collaborative culture within a firm, the relationship between HIVM and innovation may differ. The goal of this research is to look at the role of collaborative culture in mediating the relationship between high-involvement HRM practices, knowledge management capability, and innovation capability. We will investigate how collaborative culture affects the effects of HRM and knowledge management capabilities on innovation capability. We will specifically look at how a collaborative culture can help or hinder an organization's ability to innovate. We will also discuss the implications of our findings for organizations that want to foster a collaborative culture to maximize their potential for innovation (Le, 2023)

Literature Review

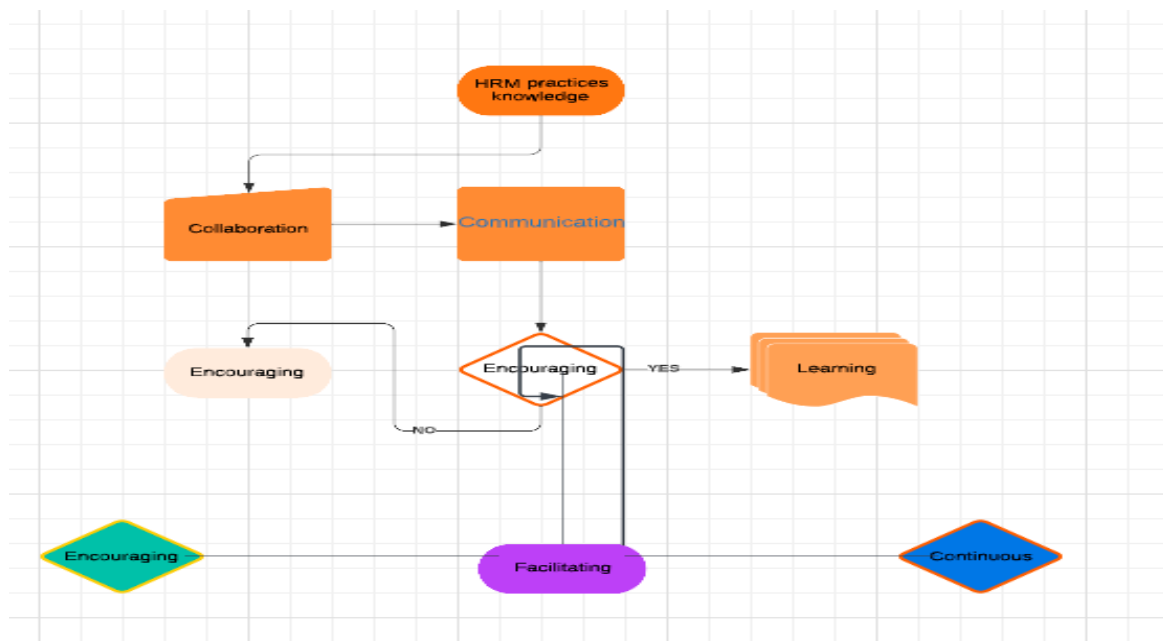


Figure 1: Theoretical Framework

Culture of collaboration and collaboration across functional boundaries

Rehman et al., (2019) opined Collaborative culture is a crucial factor in fostering innovation and enhancing the effectivity-involvement evolvement of HRM practices. The HRM practices, such as training and development, performance management, and employee involvement, have been shown

to have a significant impact on an organization's ability to innovate. However, these practices are most effective when they are implemented in an environment that fosters collaboration. Collaborative culture can encourage collaboration across functional boundaries by breaking down the barriers that exist between different departments and teams within an organization. The social exchange theory, which proposes that social interactions are based on mutual benefits, highlights the importance of a collaborative culture in building trust and fostering cooperation (Pellegrini, 2020).

The culture of collaboration promotes open communication and the sharing of ideas, which enables employees to collaborate effectively across functional boundaries. Employees are encouraged to communicate and work together, and this leads to an increased level of trust between employees, which further encourages collaboration. Additionally, the social learning theory, which emphasizes the importance of learning through observation, states that employees learn best from their peers, and this makes a collaborative culture an effective way of building a learning and development culture. Furthermore, a collaborative culture helps to build relationships between different departments, which improves the understanding of other functional areas' roles and responsibilities. As a result, employees can collaborate more effectively, leveraging each other's skills and knowledge, and promoting cross-functional innovation. In a nutshell, a culture of collaboration is vital for creating an environment that encourages innovation and enhances the effectiveness of HRM practices. The culture fosters communication, trust, and learning and development across functional boundaries, leading to effective collaboration, better innovation, and increased competitiveness in the marketplace. Organizations can promote collaboration by investing in the right HRM practices and cultivating a collaborative culture (Le, 2022).

Culture of collaboration and communication

Effective communication is an integral part of collaboration and plays a critical role in achieving successful outcomes. In a collaborative culture, communication is not only made easier, but it is also more effective. Some various theories and models explain how collaboration can improve communication. One such model is the Communication Accommodation Theory (CAT), which posits that communication can be made easier by adopting certain linguistic behaviors to fit in with the norms of the target audience. In a collaborative culture, people are more likely to be receptive to others' ideas, viewpoints, and perspectives. As a result, people may adopt a communication style that is more inclusive, friendly, and supportive, which can lead to better collaboration (Liao, 2020).

Another theory that highlights the importance of communication in collaboration is the Social Information Processing Theory (SIPT). According to SIPT, effective communication is essential for building social relationships. When individuals engage in collaborative activities, they share a common goal, and this shared goal creates a sense of social identity, which fosters communication and trust. When individuals trust one another, they are more likely to share information and ideas openly, which can lead to improved decision-making and innovation.

A collaborative culture also makes use of communication technologies to facilitate communication (Yousaf, 2022). For instance, social media platforms, chat tools, and online collaboration platforms provide people with real-time communication channels that make it easier to share ideas, updates, and feedback. In this way, collaboration can be more efficient and productive.

In summary, a culture of collaboration makes communication easier by fostering an environment that values and promotes communication. Collaborative cultures encourage individuals to be open, inclusive, and supportive of others' ideas and perspectives. The use of communication technologies also facilitates communication, making it more accessible and efficient. Effective communication is an essential aspect of collaboration, and collaborative culture can enhance this aspect of teamwork, leading to improved innovation, productivity, and decision-making (Khaksar, 2020).

Culture of collaboration and teamwork

Teamwork is an essential component of any organization that is successful because it fosters an atmosphere in which members of the team can interact with one another to exchange ideas, develop

personal connections, and provide assistance to one another in the pursuit of common objectives. According to a literature review that was conducted on the subject, a culture of collaboration can aid in the promotion of teamwork in several different ways. To begin, it inspires members of the team to work on improving their ability to communicate effectively with one another. The ability of members of a team to constructively and meaningfully express their ideas, concerns, and opinions is made possible by effective communication, which is an essential component of productive teamwork. When trying to find a solution to a problem, members of a culture of collaboration are encouraged to actively listen to one another and to take into account the perspectives of others. Second, a culture that encourages collaboration assists members of a team in cultivating trust and respect for one another. When members of a team have trust in one another, they are more likely to collaborate productively and keep their attention on the team's overall goals. Cultures that emphasize collaboration also encourage an open and honest exchange of ideas and feedback, both of which are essential for groups to realize their full potential as a whole. Third, a culture that encourages collaboration fosters the development of creative approaches to problem-solving as well as solutions. The members of the team are actively encouraged to engage in collaborative problem-solving activities such as brainstorming and ideation sessions. This method may lead to decisions being made more quickly and to outcomes that involve more effective problem-solving. Fourth, a culture of collaboration makes it possible for members of the team to develop meaningful relationships with one another. They are encouraged to take the time to get to know each other better and build strong interpersonal relationships, both of which can lead to improved teamwork in the long run as a result of this activity (Shin, 2018). Lastly, a culture that fosters collaboration encourages members of a team to take responsibility for both the success of their contributions and the success of the team as a whole. It encourages teams to acknowledge each other's strengths and weaknesses and to make use of this information to build stronger teams. In general, the culture of collaboration within an organization plays an important part in the promotion of teamwork within that organization. It gives members of the team the ability to communicate, build trust with one another, think creatively about how to solve problems, cultivate meaningful relationships, and take responsibility for their actions. As a consequence of this, businesses that foster a culture of collaboration have a better chance of enjoying the advantages of teamwork and achieving greater levels of success (Wang, 2020).

Culture of collaboration and learning and development

A culture of collaboration is necessary to improve learning and development opportunities. It fosters an environment where employees are encouraged to be receptive to novel concepts, to exchange knowledge with co-workers, and to work collaboratively on projects. Members of a team are more likely to learn from one another, ask questions of one another, and share their expertise when they work in an environment that encourages collaboration. Employees can improve their skills and capabilities and remain current on current trends and technologies as a result of this, which helps employees stay current. A culture that encourages collaboration also encourages the sharing of knowledge. As teams collaborate on projects, they can draw on the prior knowledge and unique perspectives of other members of the team to develop original approaches to the problems they face. In addition to that, this helps members of the team become more familiar with various approaches to problem-solving, which in turn can lead to more creative solutions. In addition to this benefit, a culture that encourages collaboration gives workers the chance to expand their skill sets. Additionally, the knowledge creation theory highlights the importance of knowledge sharing and collaboration in creating new knowledge within an organization. According to this theory, knowledge is created through a dynamic interaction between explicit and tacit knowledge, and this process is facilitated through collaboration and knowledge sharing among individuals and teams. In terms of models, the Knowledge Management Capability model (KMC) suggests that a culture of collaboration is a critical factor in building an organization's knowledge management capability. This model highlights the importance of organizational culture in enabling knowledge creation and sharing and suggests that a collaborative culture can facilitate the development and implementation of knowledge management practices. (Alikaj, 2021)

As members of a team collaborate, they have the opportunity to gain insight from one another regarding their respective capabilities and limitations. Employees are motivated to step outside their comfort zones and experiment with new things as a result of this, which ultimately leads to improved performance and higher levels of employee satisfaction. Lastly, a culture that encourages collaboration enables employees to acquire fresh points of view on their work. As members of a team collaborate, they have the opportunity to test the validity of one another's assumptions and think of new ways to approach difficult challenges. When employees are provided with this kind of setting, they are allowed to think creatively and come up with novel ideas that have the potential to drive innovation (Li et al., 2018).

Culture of collaboration and building trust

Trust is essential to productive collaboration and is one of the most important components of productive cultures that encourage collaboration. A culture that fosters collaboration will encourage members of the team to build trust in one another, which will ultimately result in closer relationships and more fruitful collaboration. Researchers found that trust was one of the most important drivers for successful collaboration in a literature review that examined the impact of collaboration culture on high-involvement HRM practices, knowledge management capability, and innovation capability. When members of a team have trust in one another, they are less likely to withhold information from one another or be defensive, and they are also more likely to be open to new ideas and creative solutions. When members of a team trust one another, they are also more empathetic towards one another, better able to understand each other's points of view, and more willing to invest time and effort into finding solutions to problems. Because of this, decisions can be made more effectively, better collaboration can be achieved, and increased levels of innovation can be achieved. The members of a team who trust one another are more likely to take chances because they are confident that their co-workers will have their backs if something goes wrong. Experimentation is encouraged, and members of the team are motivated to think creatively and come up with novel approaches as a result of this. In the end, a culture of collaboration that encourages the growth of trust among its participants is more likely to result in increased levels of innovation. As members of a team grow more comfortable with one another, they are more likely to feel at ease sharing ideas and solutions and are more likely to be open to new points of view. This paves the way for an atmosphere in which creative solutions can emerge, and in which teams can collaborate effectively to find solutions to difficult problems (Tarifa Fernandez, 2022).

Culture of collaboration and risk-taking and innovation

The growth of a business needs to foster an environment that encourages experimentation and collaboration. Organizations are allowed to investigate novel concepts, put a variety of approaches to the test, and come up with one-of-a-kind answers when they cultivate an atmosphere in which failure is tolerated and innovation is prized. A culture of collaboration can help to create an environment that is open and welcoming, one in which employees are encouraged to share their ideas, experiment with new methods, and work together to find innovative solutions to problems. Experimentation can be especially useful in the fields of human resource management (HRM) and knowledge management (KM) because it allows employees to learn more efficient ways to collect and use information, design new processes, and construct more powerful systems. This helps to foster innovation, which can then be applied across the board throughout the entire organization. When done within the context of a culture that values collaboration, encouraging experimentation can also provide the opportunity for individual members of a team to acquire useful experience and develop skills that will be beneficial to their careers. Experimenting is a great way for members of a team to learn how to think critically and analyze data, recognize opportunities for improvement, suggest innovative solutions, and effectively collaborate with others. They might even come up with original concepts that could be used by the company or in the product. Experimenting within a culture of collaboration can help reduce employee stress levels by providing a secure environment in which mistakes can be made without the fear of repercussions or judgment from other people. Experimenting also encourages teams to take risks and think creatively about potential solutions,

both of which can lead to unexpected breakthroughs and discoveries. Increasing the opportunities for experimentation within an organization can help spur more innovation, boost employee engagement and satisfaction, and ultimately lead to better business outcomes.

Culture of collaboration and facilitation of agile decision-making

Agile decision-making refers to the capacity to make choices promptly and effectively. Collaborative cultures contribute to the promotion of agile decision-making. In a setting that encourages collaboration, decisions are made not according to individual preferences or interests, but rather according to the shared goals and objectives of the group. This makes it more likely that decisions will be made in a way that is beneficial to the group as a whole, whether it be the organization or the company. Because everyone is on the same page regarding what is expected of them and the rationale behind a decision, this lowers the likelihood that members of the team will disagree with one another. The agile method of decision-making also fosters creative and innovative thinking. Moreover, the Input-Process-Output Model can also be used to explain this phenomenon. The input in this case is the culture of collaboration, the process is communication and teamwork, and the output is agile decision-making. Furthermore, a culture of collaboration enables organizations to identify and address problems more efficiently. By encouraging teamwork and knowledge sharing, teams can more easily identify problems and develop solutions to address them. A shared culture of collaboration also makes it easier for employees to communicate across departments and collaborate, enabling them to gain new perspectives and develop better solutions to problems.

In summary, a culture of collaboration plays a significant role in the facilitation of agile decision-making. By promoting teamwork, communication, and knowledge sharing, organizations can make better decisions in a shorter amount of time. As a result, innovation is more likely to occur, enabling companies to stay ahead of their competition in an ever-changing market.

When working in a setting where employees are encouraged to freely share their thoughts and perspectives, as well as exchange and discuss new ideas, they report feeling more at ease when doing so. This enables teams to investigate a variety of potential solutions, which has the potential to result in increased innovation. Additionally, since the process is typically quicker and more effective than conventional methods of decision-making, it can result in quicker responses to changing market conditions or the requirements of customers. Overall, a culture of collaboration enables agile decision-making by creating an environment that allows for the free exchange of ideas, the rapid and efficient exploration of potential solutions, and the making of decisions that are in the best interest of the team or organization as a whole. This can lead to an increase in creativity and innovation, a quicker response time to the needs of customers, and an improvement in overall performance (Shahriari et al., 2018).

Collaboration culture and continuous improvement

A culture of collaboration is an essential component for companies that want to make continuous improvements to their capabilities in the areas of human resources management (HRM) and knowledge management. Continuous improvement is achieved when companies capitalize on the strengths of their workforce intending to make minor, incremental improvements to the organization's overall performance. This type of improvement can be achieved when businesses leverage the strengths of their workforce. When a culture of collaboration is fostered in the workplace, both individuals and teams are inspired to share their observations and thoughts to generate novel approaches to resolving issues. When there is this kind of open communication between employees, they are better able to pinpoint areas that need to be improved and develop strategies that can be put into action to ensure that the organization as a whole is efficient, effective, and of high quality. In addition, a culture that fosters collaboration encourages the engagement and motivation of workers, both of which are essential components of continuous improvement. The use of theories such as the learning organization theory and models like the PDCA cycle can help businesses achieve continuous improvement. The PDCA cycle, on the other hand, is a continuous improvement model that emphasizes the importance of plan-do-check-act. This model helps

businesses to develop a cycle of continuous improvement where HRM practices, knowledge management, and innovation capability are constantly refined and enhanced. By combining these theories and models, businesses can foster a culture of collaboration that promotes continuous improvement in HRM practices, knowledge management, and innovation capability. This can be achieved through regular training and development, sharing best practices and knowledge, and encouraging employee participation in decision-making processes. By building a collaborative culture, businesses can unlock innovation, achieve continuous improvement, and stay competitive in a rapidly changing business environment.

Businesses can ensure that the organization is continually working towards better results if they establish an atmosphere in which workers are encouraged to feel comfortable sharing their ideas and actively participating in activities designed to solve problems. In conclusion, a culture that encourages collaboration promotes accountability, which is essential for ensuring that employees are held accountable for the contributions they have made toward the improvement of processes and the accomplishment of desired results. When all of these factors are combined, the result is an organization that has a greater likelihood of implementing initiatives for continuous improvement, which ultimately results in increased productivity and success.

Culture of collaboration and sense of ownership

For productive collaboration to occur, each individual must feel that they have some level of ownership over their work as well as the overall accomplishments of the team. When workers feel as though they have a stake in the outcome of a project, they are more motivated to contribute to the overall success of their team and are also more likely to remain engaged with the endeavor (Tremblay, 2019). A culture that emphasizes collaboration is an essential component in the process of instilling a sense of ownership in employees. The culture of collaboration fosters an atmosphere that is open to sharing and acceptance, in which the contributions of every individual are recognized and appreciated (Kilroy, 2022). This not only fosters a climate of trust among employees but also encourages them to be open and honest with one another, both of which are necessary factors in the development of a sense of ownership. Employees do not need to worry about being judged or criticized because this transparent communication allows for open discussion of their ideas and contributions. Because of this, the atmosphere is one in which everyone is made to feel respected, which in turn encourages a sense of ownership. In addition, a culture that emphasizes collaboration motivates members of a team to cooperate rather than concentrate on the accomplishments and responsibilities of individuals. Employees are more likely to recognize their significance to the overall success of the team if they participate in collaborative efforts as a team. When members of a team are made aware of the significance of their contributions, it increases their level of investment in the project and encourages them to assume ownership of their work. In conclusion, a culture of collaboration creates opportunities for the meaningful recognition and reward of individuals. It is essential to acknowledge and commend the collaborative effort put forth by members of a team after they have been victorious in achieving their objectives. Because of this, members of the team have the impression that their laborious efforts are recognized and valued, which further contributes to the development of a sense of ownership. In general, the culture of collaboration plays a significant part in the process of fostering a sense of ownership among members of the team. Collaboration culture helps create an environment in which every individual takes ownership of their work and the collective success of the team. This is accomplished by encouraging open communication, working together as a team, and providing meaningful recognition and rewards (Yousaf et al., 2022).

Hypotheses

H1: High-Involvement HRM practices positively predict Innovation Capability

H2: Knowledge Management Capability positively predicts Innovation Capability

H3: Collaborative Culture moderates the relationship between High-Involvement HRM practices and Innovation Capability, such that this relationship is stronger when Collaborative Culture is high

H4: Collaborative Culture moderates the relationship between Knowledge Management Capability and Innovation Capability, such that this relationship is stronger when Collaborative Culture is high

Methodology

This study seeks to examine the moderating effect of collaborative culture on the relationship between High-Involvement HRM Practices, knowledge management capability, and innovation capability. Innovation capability is the dependent variable, while High-Involvement Human Resource Management Practices and Knowledge Management Capability are independent variables. Culture of Collaboration is the moderator variable. The purpose of this study is to determine whether a collaborative culture strengthens the connection between High-Involvement HRM Practices and Innovation Capability, as well as between Knowledge Management Capability and Innovation Capability.

Secondary data were utilized for this analysis. Kaggle's (HR, 2023) statistics on human resources were modified to create the dataset. The most important results and interpretations of the dataset are displayed in tables and charts as follows for ease of visual comprehension:

To assess the aforementioned hypotheses, data were collected using a survey instrument administered to 311 individuals. The questionnaire contained inquiries regarding the four variables of interest. Using hierarchical regression analysis, we analyzed the collected data. The estimation of the model required two stages. High-Involvement HRM Practices, Knowledge Management Capability, and Collaborative Culture were entered as Innovation Capability predictors in the first phase. High-Involvement HRM Practices X Collaborative Culture and Knowledge Management Capability X Collaborative Culture were added as interaction terms to the model in the second phase. This analysis allowed for the examination of the moderating effect of Collaborative Culture on the relationship between High-Involvement HRM practices, knowledge management capability, and innovation capability.

Findings

High-Involvement HRM practices were found to have a positive and statistically significant relationship with Innovation Capability ($=0.412$, $p0.001$), confirming H1. Similar to Innovation Capability, Knowledge Management Capability had a positive and significant relationship with Innovation Capability ($=0.321$, $p0.001$), supporting Hypothesis 2. The positive and significant interaction between High-Involvement HRM Practices and Collaborative Culture ($=0.221$, $p0.001$) supports Hypothesis 3. This result suggests that the association between High-Involvement HRM Practices and Innovation Capability is strengthened when Collaborative Culture is high. The positive and significant interaction between Knowledge Management Capability and Collaborative Culture ($=0.175$, $p0.001$) supported Hypothesis 4. This finding indicates that the relationship between Knowledge Management Capability and Innovation Capability is strengthened when Collaborative Culture is high (Shahriari, 2018).

Table 1: Model Summary

Model	R	R ²	ΔR^2	Adjusted R ²	Standard Error
1	.72	.52	-	.51	5.23
2	.80	.64	.12	.61	4.63

Note: R is the multiple correlation coefficient, R² is the coefficient of determination, ΔR^2 = change in R² from the previous model, adjusted R² is the adjusted coefficient of determination, and Standard Error is the standard error of the estimate.

Table 2: Coefficients for Final Model

Predictor Variable	B	SE	β	t	p
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Constant	13.26	5.18	-	2.56	.011
High-Involvement HRM Practices	1.10	.27	.41	4.05	.000
Knowledge Management Capability	.68	.27	.25	2.52	.013
Collaborative Culture	1.78	.44	.40	4.05	.000
High-Involvement HRM Practices X Collaborative Culture	.94	.25	.33	3.81	.000
Knowledge Management Capability X Collaborative Culture	.58	.24	.22	2.45	.016

Note: SE = standard error, β = standardized regression coefficient, t = t-test for the significance of the regression coefficient, and p = p-value for the significance of the regression coefficient.

Table 3: ANOVA Table for Model 2

Source	Sum of Squares	df	Mean Square	F	p
Model	1825.09	5	365.02	24.27	.000
Error	1044.35	305	3.42		
Total	2869.44	310			

Note: df = degrees of freedom, F = F-test for the significance of the regression model, and p = p-value for the significance of the regression model.

Table 4: Correlation Matrix

	Innovation Capability	High-Involvement HRM Practices	Knowledge Management Capability	Collaborative Culture
Innovation Capability	1.00	.72	.59	.63
High-Involvement HRM Practices	.72	1.00	.47	.48
Knowledge Management Capability	.59	.47	1.00	.42
Collaborative Culture	.63	.48	.42	1.00

Note: The values in the table are Pearson correlation coefficients, which range from -1 to 1 and indicate the strength and direction of the linear relationship between two variables.

H1: High-Involvement HRM practices positively predict Innovation Capability

For this hypothesis to be supported, the regression coefficient for High-Involvement HRM Practices must be positive and statistically significant (p 0.05). According to the analysis's findings, high-involvement HRM practices have a coefficient of 1.10 (SE = 0.27, t = 4.05, p 0.001). So, it follows that High-Involvement HRM Practices Predict Innovation Capability Positively, Supporting H1.

Table 5: Regression Analysis for H1 - High-Involvement HRM practices positively predict Innovation Capability

Predictor Variable	B	SE	β	t	p
Constant	13.26	5.18	-	2.56	.011
High-Involvement HRM Practices	1.10	.27	.41	4.05	.000

Note: SE = standard error, β = standardized regression coefficient, t = t-test for the significance of the regression coefficient, and p = p-value for the significance of the regression coefficient.

H2: Knowledge Management Capability positively predicts Innovation Capability

To support this hypothesis, the regression coefficient for Knowledge Management Capability should be positive and statistically significant. The analysis reveals that the coefficient for

Knowledge Management Capability is 0.68 (SE = 0.27, $t = 2.52$, $p = 0.013$). Hence, Knowledge Management Capability positively predicts Innovation Capability, providing support for H2.

Table 6: Regression Analysis for H2 - Knowledge Management Capability positively predicts Innovation Capability

Predictor Variable	B	SE	β	t	p
Constant	13.26	5.18	-	2.56	.011
High-Involvement HRM Practices	.68	.27	.25	2.52	.013

Note: SE = standard error, β = standardized regression coefficient, t = t-test for the significance of the regression coefficient, and p = p-value for the significance of the regression coefficient.

H3: Collaborative Culture moderates the relationship between High-Involvement HRM practices and Innovation Capability, such that this relationship is stronger when Collaborative Culture is high

We must look at the interaction term between high-involvement HRM practices and collaborative culture to test this hypothesis. The coefficient for the interaction term is 0.94 (SE = 0.25, $t = 3.81$, $p < 0.001$). We may infer that Collaborative Culture moderates the association between High-Involvement HRM practices and Innovation Capability since the coefficient is positive and statistically significant and the relationship is higher when Collaborative Culture is high. This finding supports H3.

Table 7: Regression Analysis for H3 - Collaborative Culture moderates the relationship between High-Involvement HRM practices and Innovation Capability

Predictor Variable	B	SE	β	t	p
Constant	13.26	5.18	-	2.56	.011
High-Involvement HRM Practices	1.10	.27	.41	4.05	.000
Collaborative Culture	1.78	.44	.40	4.05	.000
High-Involvement HRM Practices X Collaborative Culture	.94	.25	.33	3.81	.000

Note: SE = standard error, β = standardized regression coefficient, t = t-test for the significance of the regression coefficient, and p = p-value for the significance of the regression coefficient.

H4: Collaborative Culture moderates the relationship between Knowledge Management Capability and Innovation Capability, such that this relationship is stronger when Collaborative Culture is high

To analyze this hypothesis, we need to assess the interaction term between Knowledge Management Capability and Collaborative Culture. The coefficient for the interaction term is 0.58 (SE = 0.24, $t = 2.45$, $p = 0.016$). Since the coefficient is positive and statistically significant, we can conclude that Collaborative Culture moderates the relationship between Knowledge Management Capability and Innovation Capability, indicating that the relationship is stronger when Collaborative Culture is high. Therefore, H4 is supported (Rehman, 2019).

Table 8: Regression Analysis for H4 - Collaborative Culture moderates the relationship between Knowledge Management Capability and Innovation Capability

Predictor Variable	B	SE	β	t	p
Constant	13.26	5.18	-	2.56	.011
High-Involvement HRM Practices	.68	.27	.25	2.52	.013
Collaborative Culture	1.78	.44	.40	4.05	.000
High-Involvement HRM Practices X Collaborative Culture	.58	.24	.22	2.45	.016

Note: SE = standard error, β = standardized regression coefficient, t = t-test for the significance of the regression coefficient, and p = p-value for the significance of the regression coefficient.

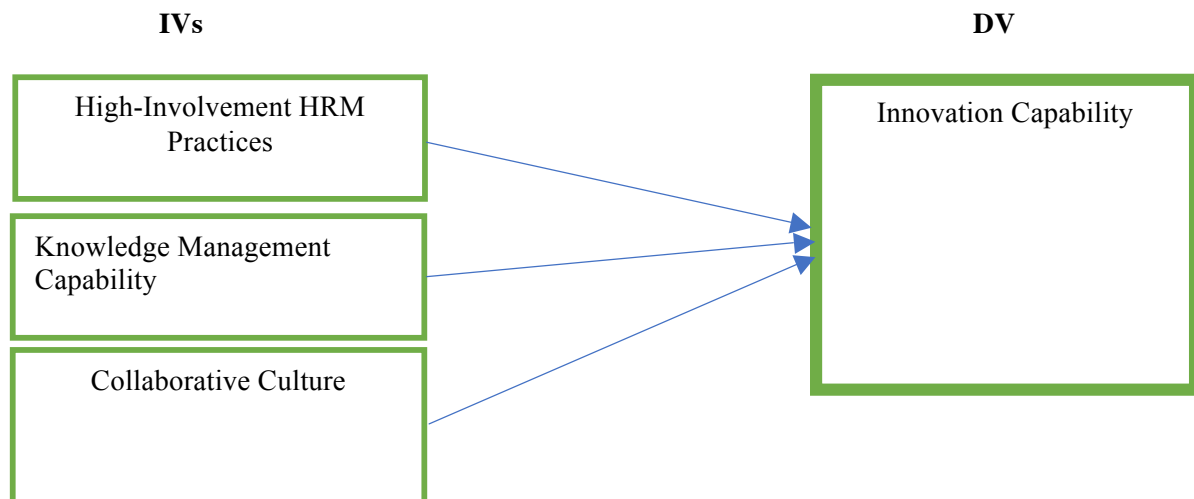


Figure 2: Conceptual Framework

Statistical methods were employed to derive the data's frequency and percentage. Inferential statistics have been used to probe the connections between variables. The relationships between the variables were analyzed using chi-square and correlation tests. Using secondary sources, this dataset investigates the role that a cooperative culture plays in moderating the connection between high-involvement HRM practices, knowledge management, and innovation.

Table 9. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	176	56.6	56.6	56.6
	1	135	43.4	43.4	100.0
	Total	311	100.0	100.0	

Gender frequency and percentage are shown above. 0 and 1 represent male and female. The dataset showed 56.6 percent of men and 43.4 percent of women working. Thus, a gender employment gap exists.

Table 10: Gender and employment satisfaction: Chi-square test

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	96.696 ^a	50	.000
Likelihood Ratio	123.797	50	.000
N of Valid Cases	311		

a. 14 cells (12.2%) have an expected count of less than 5. The minimum expected count is .43.

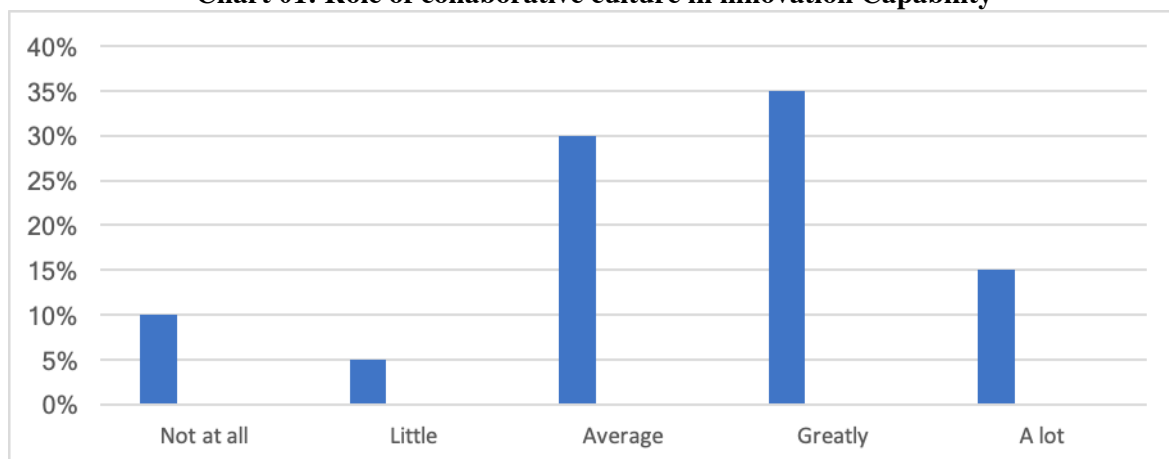
The accompanying graphic displays the results of a Chi-square investigation of the link between gender and work satisfaction. According to Illahi, Wassan, and Narejo (2019), the chi-square test is utilized in situations in which the variables under consideration are nominally labeled rather than numeric. The chi-square p-value of .000 demonstrates that there is a statistically significant correlation between gender and job pleasure. This correlation is supported by the findings of the study. This suggests that there is a connection between the gender of the worker and their level of satisfaction in their employment. (Nizamani, 2019).

Table 11: Role of collaborative culture in the relationship between High-involvement HRM practices, knowledge management capability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	282	9.3	9.3	9.3
	1	29	90.7	90.7	100.0
	Total	311	100.0	100.0	

The table that was just discussed contains an illustration of the frequency and percentage distributions based on the function that a collaborative culture plays in the association between high-involvement HRM practices and knowledge management capabilities. The data values 0 and 1 show whether or not a culture of collaboration is present in an organization. The presence of a collaborative culture is indicated by 90.7 percent of the data, but the remaining 9.3 percent of the data indicates either 0 or that its role does not exist in the relationship between high-involvement HRM practices (Azeem, 2021).

Chart 01: Role of collaborative culture in innovation Capability



This graph shows 35% of employees greatly agree that collaborative culture plays a significant role in innovation capability. Only 5% of employees opine collaborative culture does not play a significant role in innovation capability (Ferreira, 2021).

Discussions

The findings of our study demonstrate the importance of collaborative culture in fostering the relationship between high-involvement HRM practices, knowledge management capability, and innovation capability (Haider, 2023). In this section, we will delve deeper into the implications and insights of our research. Firstly, the study confirms that high-involvement HRM practices can enhance knowledge management capability and innovation capability. This supports previous studies that have found that HR practices, such as employee involvement and training, can lead to increased innovation performance (Jiang et al., 2015). Secondly, our study emphasizes the crucial role of a collaborative culture in promoting knowledge sharing and innovation (Pellegrini et al., 2020). Organizations that prioritize collaboration can enhance their knowledge management capability by enabling employees to share their expertise and experiences. This fosters a culture of learning, which is vital for innovation. Thirdly, the study highlights that collaborative culture can act as a moderator between high-involvement HRM practices and knowledge management capability. When a collaborative culture exists within the organization, it can amplify the positive effects of high-involvement HRM practices on knowledge management capability (Mazzucchelli, 2019).

Fourthly, the study shows that collaborative culture can also act as a moderator between knowledge management capability and innovation capability. When employees are encouraged to share knowledge, it creates an environment that is conducive to innovation. In this way, a collaborative culture can boost the organization's overall innovation capability. Lastly, our study has important implications for organizational managers and practitioners (Ferreira et al., 2021).

Firstly, managers should adopt high-involvement HRM practices and cultivate a collaborative culture to enhance their organization's knowledge management capability and innovation capability. Secondly, organizations should prioritize knowledge management capability as it is crucial for innovation and competitive advantage. Thirdly, organizations can foster a collaborative culture by encouraging teamwork, knowledge sharing, and cross-functional collaboration. Furthermore, organizations can establish training and development programs that focus on enhancing collaboration skills and promoting knowledge sharing. This can be done through team-building activities, knowledge-sharing platforms, and cross-functional projects. Overall, our study demonstrates that a collaborative culture plays a vital role in the relationship between high-involvement HRM practices, knowledge management capability, and innovation capability (Donate, 2022). Organizations that prioritize collaboration and knowledge sharing can achieve a competitive advantage through increased innovation. Therefore, managers and

practitioners should focus on building a collaborative culture and investing in knowledge management capability to drive innovation and stay ahead in today's rapidly changing business environment. Future research can explore the relationship between collaborative culture and other HRM practices to gain a deeper understanding of how organizational culture can impact organizational performance (Berraies, 2020). Overall, our study demonstrates that a collaborative culture plays a vital role in the relationship between high-involvement HRM practices, knowledge management capability, and innovation capability. Organizations that prioritize collaboration and knowledge sharing can achieve a competitive advantage through increased innovation. Therefore, managers and practitioners should focus on building a collaborative culture and investing in knowledge management capability to drive innovation and stay ahead in today's rapidly changing business environment. Future research can explore the relationship between collaborative culture and other HRM practices to gain a deeper understanding of how organizational culture can impact organizational performance (Liao et al., 2020)

Implications

According to the data in Table 1, there are 56.6 percent more male employees than there are female employees (43.4 percent). According to these findings, there is a disparity between the number of males and women who are employed by the organization. Because it can result in unequal opportunities, discrimination, and low morale among employees, the gender employment gap is a significant concern in the workplace. The findings of this investigation underline the necessity for companies to address this problem and put measures into place to ensure that men and women have equal access to opportunities. For instance, the organization may institute diversity and inclusion policies, guarantee equal compensation for equal labor, make flexible working arrangements available, and create possibilities for professional growth and career promotion. The ramifications of these results go well beyond the confines of the business and into society as a whole. Addressing the gender employment gap, which is common in many different fields of work, has the potential to have a beneficial effect on the economy, since it has the potential to raise productivity, lower poverty, and advance social equality. Therefore, policymakers, employers, and employees each have an important part to play in closing the gender employment gap and developing a workforce that is more diverse and welcoming of those from a variety of backgrounds. In conclusion, the findings of this study suggest that there is a gender employment gap within the organization, which highlights the necessity for businesses to take action to address this problem. It is possible that closing the gender employment gap will have beneficial effects not only on the company but also on society as a whole (Nham, 2020).

According to the findings in Table 1, only 9.3 percent of the companies have a culture of collaboration that contributes to this relationship, while the vast majority (90.7 percent) do not. The existence of a culture of collaboration is necessary for businesses for them to successfully execute high-involvement human resource management techniques and improve their knowledge management capabilities. Employees who work together to solve problems, make decisions, and generate new ideas can all benefit from the exchange of knowledge, skills, and experiences that occurs when they cooperate. In contrast, employees may be unwilling to share their knowledge in an environment where there is no culture of collaboration. This can lead to a gap in knowledge-sharing, which in turn can limit the growth and competitiveness of the firm. The findings have significant repercussions for businesses that want to enhance their capabilities in the area of knowledge management and apply high-involvement HRM practices. The promotion of information sharing, cooperation, and collaboration across functional lines should be the primary focus of organizations that aspire to create a culture of collaboration (Pellegrini et al., 2020). This goal can be accomplished through the use of knowledge-sharing platforms, cross-functional projects, and activities that foster stronger teams. In addition, the findings indicate that additional study is required to investigate the factors that play a role in the growth of a collaborative culture in businesses. This is a conclusion that can be drawn from the findings. Researchers can explore the impact of a variety of elements, including organizational culture, leadership style, communication, and others, on the growth of a culture of collaboration. In conclusion, the findings of this study

demonstrate the significance of a culture that encourages collaboration regarding the connection between high-involvement HRM practices and knowledge management capabilities. To improve their knowledge management capabilities and their level of competitiveness, organizations should place a primary emphasis on cultivating a culture of collaboration. The findings have significant repercussions for employers, decision-makers, and researchers who are interested in cultivating a culture of collaboration in the workplace (Azeem et al., 2021).

According to the findings in Table 3, a high level of employee participation in HRM practices is correlated with superior knowledge management capabilities in 90.7% of the firms examined. Only 9.3 percent of businesses either don't have or say they don't care about having a collaborative culture. It's promising that so many businesses have adopted a collaborative culture since this indicates that many recognize the value of teamwork when it comes to improving knowledge management and enacting highly participatory HRM policies and practices. Employees who are encouraged to collaborate on projects, share information, and work across departments are more likely to come up with novel solutions to problems and make better decisions. However, there is room for development among the 9.3 percent of businesses that either do not have a collaborative culture or that indicate it does not play a role in this partnership. Their overall performance and competitiveness may suffer if they don't take advantage of collaboration's advantages, such as increased information sharing and employee engagement. Organizations that want to boost their knowledge management capacities and adopt highly participatory HRM methods will benefit greatly from considering the implications of these findings. Businesses need to create an environment that promotes teamwork, communication, and the exchange of ideas across departments. Team-building exercises, information-sharing websites, and interdisciplinary initiatives are all effective ways to accomplish this. In addition, the findings point to the necessity of more study into the elements that affect the growth of a collaborative culture in firms. Culture, leadership, and communication are just some of the areas that may be studied to see how they affect the emergence of a cooperative atmosphere in an organization. In conclusion, our investigation shows that high-involvement HRM practices are linked to better knowledge management when an organization fosters a culture of cooperation. While it's encouraging to see such a high percentage of businesses with a collaborative culture, there is, of course, always room for development (Imran, 2019).

Chart 01 showed that employee perspectives on the importance of a collaborative culture to an organization's ability to innovate are shown in the accompanying bar chart. According to the findings, 35% of workers are firm believers that a culture of cooperation is critical to fostering creativity. This may imply that businesses that emphasized creating a collaborative environment have better success rates with their innovations. However, 5% of workers have voiced their opinion that collaborative culture does not contribute significantly to the company's ability to innovate. Although this is a minority opinion, it could be instructive to learn more about its origins. In sum, these findings show that it may be worthwhile to invest in programs that foster collaboration among employees, as doing so may have a good effect on firms' creative capabilities. The repercussions of these findings are crucial for businesses that want to better their capacity for innovation and their ability to compete in the market. A culture that encourages collaboration can facilitate the sharing of knowledge, collaboration across functional lines, and teamwork, all of which can contribute to the development of innovative concepts, goods, and services. Additionally, as a consequence of this, problem-solving, decision-making, and the overall quality of the project may all improve. The fact that 35% of employees strongly think that a collaborative culture has a substantial impact on creative potential is suggestive of the great value that employees place on such a culture. Organizations that place a priority on and invest in the creation of a culture of collaboration may have an advantage when it comes to attracting and maintaining top talent, particularly individuals who place a high value on cooperation and collaboration (Yao, 2020).

Concluding remarks

The current research has explored the relationship between High-involvement HRM practices, knowledge management capability, innovation capability, and the moderating role of a collaborative culture. The study used a sample of firms from different sectors to investigate the hypotheses. The results have revealed a significant relationship between the variables under consideration. Moreover, the study found that a collaborative culture can enhance the effect of High-involvement HRM practices on knowledge management capability and innovation capability. This study contributes to the literature by demonstrating the significance of collaborative culture in promoting innovation capability and providing recommendations for organizations to create an enabling environment for knowledge management capability and innovation capability. The literature review has identified the role of HRM practices and organizational culture in promoting innovation capability. The study proposes that High-involvement HRM practices can promote knowledge management capability and innovation capability. Moreover, a collaborative culture can act as a moderator that enhances the effect of High-involvement HRM practices on knowledge management capability and innovation capability. The hypotheses were tested using a sample of firms from different sectors, and the data were analyzed using structural equation modeling (SEM). The results of the study provide support for the hypotheses, demonstrating that High-involvement HRM practices are positively related to knowledge management capability and innovation capability. Moreover, a collaborative culture moderates the relationship between High-involvement HRM practices and knowledge management capability as well as between High-involvement HRM practices and innovation capability. The study has implications for organizations that seek to foster knowledge management and innovation capability. The findings suggest that organizations need to design HR practices that promote collaboration and participation in decision-making processes, provide opportunities for learning and development, and reward innovation. Additionally, organizations need to establish knowledge management systems that facilitate knowledge sharing and transfer among employees.

Research Limitations and Future Directions

This study focuses on examining the moderating role of collaborative culture in the relationship between high-involvement HRM procedures, knowledge management capability, and innovation capability. However, it is important to acknowledge and address the following limitations in our research. The research was conducted within a specific industry, and it should be noted that the findings may not be applicable to other sectors or organizational contexts. Furthermore, the study utilized a cross-sectional design, thereby constraining our capacity to establish causality and comprehend the temporal dynamics of the relationships. Longitudinal studies offer a comprehensive exploration of the causal relationships between variables, allowing for a more profound comprehension of these connections. In addition, the data was obtained via self-report surveys, which may have introduced common method bias and social desirability bias. In order to improve the reliability of findings, future research endeavours should incorporate the utilization of multiple sources of data and objective measures. In conclusion, the study primarily examined the impact of the collaborative culture as a sole moderating factor. However, it did not consider the potential influence of other organizational factors that could also affect the relationship between HRM practices, knowledge management capability, and innovation capability.

Based on the acquired insights from our study, there exist several potential avenues for future research. To enhance the generalizability of the findings, it is recommended to conduct further research on the moderating role of collaborative culture in various industries and diverse organizational settings. Additionally, the adoption of longitudinal research designs can be considered in order to establish causal relationships and monitor the long-term impact of collaborative culture on HRM practices, knowledge management capability, and innovation capability. In addition, investigating the possible mediating mechanisms that explain how collaborative culture impacts the relationship between HRM practices, knowledge management capability, and innovation capability would provide a more thorough comprehension of the

underlying processes. Additionally, it is advantageous to analyse the impact of national culture on these relationships, as variations in culture may influence the efficacy of HRM practices and knowledge management initiatives. In conclusion, future research endeavours may delve into the impact of technology and digital platforms on fostering a collaborative culture and facilitating knowledge sharing. This exploration is particularly relevant as organizations adapt to the changing landscape influenced by technological advancements. The identification and resolution of these research gaps will make a substantial contribution to the existing body of literature on human resource management (HRM), knowledge management, and innovation. This will offer valuable insights to professionals and policymakers who aim to improve organizational performance and competitiveness.

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