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THE EFFECT OF HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE KNOWLEDGE SHARING BEHAVIOR

S. Umirzakov,
Doctor of Science, Professor, Academic of RAM,
Narxoz University, Almaty, Kazakhstan
A. Nurgabdeshov,
Research Professor, PhD,
Narxoz University, Almaty, Kazakhstan
S. Kozhakhmet,
Research Professor, PhD,
Narxoz University, Almaty, Kazakhstan
A. Yenikeeva,
Master student,
Nazarbaev University, Astana, Kazakhstan

ABSTRACT

Due to thecomplexity in the current work environment it is very important gor employees to extend the limits of their formal job descriptions in order to work cooperatively with colleagues. Therefore, using the resources that already exists in the organizations is very crucial. Valuable knowledge may allocate in various organizational divisions and locations, and the ability to recover from failures thus depends on efficient knowledge sharing process. This paper attempts to analyze the effects of socially responsible HR practices on knowledge sharing bevaviour through the core construct of psycologycal capital7 About 25 papers were review and 240 questionnaires were distributed to respondents. Research population was comprised of employees from large industrial companies on the «Top 300» companies in Kazakhstani companies that were ranked be their market capitalization. The ranking list published by National Business Journal in 2015.
Keywords – knowledge sharing, psycological capital, socially responsible human resource management, Kazakhstan

Introduction

Knowledge today is considered as one of the most significant key assets that organisations own (Grant, 1996). According to Davenport and Prusak knowledge resources due to their intangibility and difficulty to imitate are more valuable to organisations than tangible resources (Davenport, 1998). In order to sustain organization's competitiveness knowledge should be managed in a proper way. Knowledge sharing between colleagues is significant in sustaining high levels of group and organizational productivity (Alavi, 2001). Therefore, organizations need to pay close attention to the development of effective knowledge management strategies. KM has been defined as the process of capturing, storing, sharing, and using knowledge (Davenport, 1998). Knowledge sharing has been considered as a key enabler of KM (Alavi, 2001). Knowledge sharing can enhance the level of organizational innovation and core capability (Polanyi, 1962), competitive advantage (Wang, 2010).

Organisations must underline and facilitate the transfer of knowledge and expertise from those who have it to beginners. For organisations that are aimed at achieving its productivity it is substantial to exploit, knowledge assets that already have been existed in the organisation (Choi, 2010). Knowledge sharing has been considered as a main determinant of organizational performance (Bock, 2005).

In the workplace, individuals may not be willing to share knowledge or expertise with others as much as organization expects. Because it is unusual for any person to carry out any kind of knowledge sharing for the reason that people perceive personal knowledge as valuable and important resources of competitiveness (Davenport, 1997). Furthermore, according to (Boer, 2011) individuals perceive knowledge as a source of priority, privilege and power. In one study about knowledge sharing hostility Russian firms, a possible explanation was given to the lack of desire sharing knowledge with colleagues is that many Russian managers consider this process meaningless since employees are not empowered to carry out the decisions by themselves, therefore, they don't need to be engaged in KSB (Michailova, 2013).

According to Minbaeva and Muratbekova in Kazakhstani organization, this type of hostility could be explained by large power distance (Minbayeva, 2013). Moreover, formal power and high respect of hierarchy drives to two types of knowledge hoarding behaviour. Employees deliberately hoard their knowledge, expecting that their supervisor would not give them any promotion, in case they will show in public that they have more expertise in particular field than those who are in a higher position. Second problem with sharing knowledge linked to manager's perception of knowledge as something formal, position-based power, rather than considering knowledge as an essential condition, and resources of organization for making optimal managerial decisions. According to that study, all surveyed companies, managers strongly opine that they have to be more knowledgeable than their subordinates. Another explanation for hoarding the knowledge could be suspicion and confidentiality (Michailova, 2013). Similarly, in modern Kazakhstan organizations encounter many challenges in implementing KM practices as well. Probably this might happen because organizational culture as rigid vertical structures, also in country "no-trust" environment is dominating, a tendency to suspicion, high power distance, short-term orientation (Luthans, 2007a) and "knowledge sharing hostility" is an obstacle to knowledge management (Michailova, 2013). We suggest that those problems encountered by Kazakhstani organizations requests positive psychological approach.

By implementing the approach mentioned above, the aim of this study is to analyze the effects of socially responsible HR practices on KSB through recently explored core construct PsyCap (Luthans, 2007a). Hence, the question arises as following how psychological capital mediates the relationship between socially responsible human resource practices and knowledge sharing behaviour. How strongly socially responsible human resource management practices influences the knowledge sharing behaviour without mediation of PsyCap.

Methodology and data

Research population was comprised of employees from large industrial companies on the 'Top 300' companies in Kazakhstan. To examine the relationship between the variables displayed on figure 1, we chose Kazakhstani companies that were ranked by their market capitalization. The ranking list published by *National Business Journal* in 2015.

In our study 100 large companies were selected based on random sampling. In order to increase the response rate, we assured our participants of the anonymity and confidentiality of their responses. To make sure that sample for analyzing will be enough 240 questionnaires distributed, of them were valid questionnaires which eventually collected and statistically analyzed, representing 62.5 percent of the response rate. Nevertheless, the 35 of the returned questionnaires were unable to analyze due to incomplete data or inadequate response. 43 companies functioning in Kazakhstan, 32% were foreign owned, 33% were local companies, and other 35% were joint-venture companies. Those 43 companies represented different industries such as oil and gas, manufacturing, logistics as well as services, including banking and telecommunication.

The multiple-item method was used and all constructs were measured on a five-point Likert scale from `strongly disagree' (1) to `strongly agree' (5). Socially responsible human resource practices, psychological capital, knowledge sharing behaviour are main constructs in this study.

PsyCap was measured using the 12-item short-PCQ scale developed and validated by Lee, 2009.. Construct measures four dimensions, namely, hope, optimism, self-efficacy and resiliency. The questionnaire for KSB was adopted from the study of (Turker, 2008) and KSB was measured using the nine-item scale of knowledge sharing behavior, which relates to the level to which one indeed shares knowledge with others (Carmeli, 2007).

Table 1- Reliability Statistics for socially responsible human resource management

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.898	0.898	9

First, both the reliability and validity measurement scales were evaluated. First of all, we have assessed the reliability of internal consistency by using Cronbach's Alpha coefficients. To examine the the reliability of the research, IBM SPSS software was used. The reliability coefficients are considered as satisfactory if it ranges from 0.70 to 0.90. In the Table -1 below we see Cronbach's Alpha is equal to 0.898. In the table below, we see that there is no need to delete any of the items, since all items show proper results

In reliability analysis for PsyCap, Cronbach's alpha shows .821 which is pretty good result.

Table 2- Reliability Statistics for PsyCap

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.821	0.851	12

In reliability statistics for KSB Cronbach alpha was calculated and it demonstrates .842 result, which is good and acceptable.

Table 3- Reliability Statistics for KSB

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.842	0.846	6

To assess the potential existence of multicollinearity in our study, in regression analysis we examined the variance inflation factor (VIF) score. According to the findings below it demonstrates VIF score for independent variables is 1, 5. When VIF scores are less than 10, no serious multicollinearity problem was found in the study of Lee in 2009. First part correlation or sometimes called semi-partial correlation is unsquared and interprets in variance the unique contribution of a specific variable. if we are to remove from the study this would tell how much less variance is explained in outcome variable. Part correlation of SRHRM is .165 and it is a unique contribution. Results in part correlation are reflected in significance. According to result, Psycap is considered as very good predictor of KSB. The tolerance is 1- R2. Unlike the VIF, as tolerance increases so does the significance

Lambert, Hogan, and Barton claims that employee's intention to leave the job is more critical for organizations rather than the real turnover. De Jong examined that employee oriented CSR practices improves employees' identification with the company, their organizational loyalty, which in turn comes in increased productivity and creativity, by decreasing absenteeism at the workplace and employees' intention to quit. Thus, following hypothesis can be raised:

Hypothesis 1: SR-HR practices positively related to knowledge sharing behaviour. PsyCap and KSB. The term PsyCap is defined by Luthans and his colleagues as an individual's positive psychological state of development (Luthans, 2015). PsyCap includes four positive psychological components: self-efficacy, optimism, hope and resilience. These four dimensions are likely to operate as individual resources that facilitate better handling, growth, proactivity, positive outlook and development in the workplace (Karatepe, 2009). This paper proposes that employees with high levels of PsyCap are likely to engage in KSB. O'Neill and Adya (2007) explore the role of psychological contract in knowledge sharing and made the conclusion that in forming knowledge sharing behaviour lack of desire to share with knowledge and quitting the job are two main obstacles and in order to increase employees' reluctance to share knowledge, psychological mechanism has to be used to make employees better understand behavioural patterns and their influence on organizational productivity.

Employees with a high sense of those stated self-efficacy, optimism, resilience and hope are more likely to generate superior performance at the workplace, which will result in improved employee attitudes (Mathe, 2013). Whereas every variable is related to predict employee attitudes and behaviours, together, four variables

compose something large and broad Previous studies that have been done by scholars give us further support for the suggested relationship between PsyCap and knowledge sharing. Voluntary activities such as sharing with knowledge or assisting colleagues are positive emotions contributed by organizational employees. Hence, taking into consideration the logical relationship between those variables, we propose hypothesis:

Hypothesis 2: Psychological capital positively affects the knowledge sharing behaviour. PsyCap and socially responsible HR practices. For supporting the intervention contention, this paper next clarifies how/why positive influence impacts PsyCap. The broaden and-build theory proposes that positive influence widens the workers' flashing thought-activity collections and constructs their persevering mental assets. Representatives who encounter positive influence decipher failure more as a brief mishap brought about by situational, instead of independently based conditions. Considering collaborations among the segments of PsyCap, the impact of positive effect upon a segment resonates to other segments.

The best approach to promote individuals' self – efficacy is enabling them to experience success. CSR may promote such experiences. By obtaining organizational support to develop their abilities and skills, employees build confidence of their ability in achieving success while performing their tasks. Furthermore, due to the vicarious learning self- efficacy is developed. Taking into consideration that economically liable and successful, prosperity experiences are more accessible, the internal supervisors of such successful experience cultivate self-efficacy. Taking into consideration arguments stated above as well as the interaction between CSR dimensions and PsyCap components, we propose the following hypothesis:

Hypothesis 3: SRHR practices has a significant effect on employee PsyCap. The mediating role of PsyCap. The main purpose of this paper as was stated above is to examine the indirect influence of SRHRM on employee KSB through PsyCap. We propose that PsyCap mediates the SRHM-KSB relationship.

Social Exchange Theory can be one of the models used in explaining how PsyCap mediates the link between SRHR practices and knowledge sharing. Another way, which may indirectly link SRHR practices and KSB, is associated with a sense of organizational identification and the experience of loyalty. As was stated before according to SET individuals will engage in knowledge sharing behaviour based on future expectation, meaning employees will not expertise with knowledge when they perceive activities as mere costs, but share when positive outcomes are expected.

In order to successfully implement CSR initiatives, there is a need for adoption of SRHRM like evaluating and rewarding individuals' social performance in organization, which will serve as a organizational signal of meeting to social CSR norms (Orlitzky, Schmidt, & Rynes, 2003; Orlitzky & Swanson, 2006). Consequently, adopting CSR might influence to the increase of employee organizational identification. In the future, these positive psychological outputs may assist individuals to be more open and ready to share their knowledge. Coming to the conclusion it can be argued that SRHR practices may produce positive conditions needed for the prosperity of PsyCap and KSB. Based on our explanation and referred theoretical support, we suggest the following hypothesis:

Hypothesis 4: Psychological capital mediates the relationship between SRHR practices and knowledge sharing behavior.

Literature review

Due to the emergence and growth in positive psychology, many scholars have begun to concentrate on the psychological needs of employees in the organization. PsyCap is positively associated with positive employee – related outcomes. Psychological capital is an important human and social capital that impacts employees' attitudes and work-related behaviours, and crucial resource that is individuals have. O'Neill and Adya explore the role of psychological contract in knowledge sharing and made the conclusion that in forming knowledge sharing behaviour lack of desire to share with knowledge and quitting the job are two main obstacles and in order to increase employees' reluctance to share knowledge, psychological mechanism has to be used to make employees better understand behavioural patterns and their influence on organizational productivity (O'Neil, 2007).

Psycap can be defined as a positive state of development that encompasses its four dimensions' self-efficacy (confidence), hope (motivation), optimism (positive expectation), and resiliency (response to adversity (Luthans, 2007b).

Organizations more and more implement corporate social responsibility (CSR) initiatives, which will help to build legitimacy, enhance its reputation and long –term productivity (Orlitzky, 2006; Shen, 2011; Rupp, 2006; Davenport, 1997). As was mentioned by Carroll socially responsible organizations is not about only meeting economic and legal duties, but taking into consideration ethical and discretionary obligations to their stakeholders and employees (Boer, 2011). CSR involves the development of policies that considers the impact of organization's behaviour on various stakeholders with their employees, and communities where they work. An important measurement of CSR policies and strategies are those that dedicated to employees, which has been defined as socially responsible human resources. Beyond the HRM initiatives that enhance the welfare and appeals the employees' concerns, SRHRM involves the recruitment of CSR staff, facilitating employees' participation in CSR initiatives aimed at external stakeholders (Shen, 2011).

As was mentioned above two main views can be used to better analyze the possible variables influencing knowledge sharing behaviour. The first one is psychological factor that can be related to knowledge sharing. F. Luthans and his colleagues firstly introduced the concept psychological capital, hereafter PsyCap. They identified the four positive psychological components: self-efficacy, optimism, hope and resilience. They differentiate PsyCap from other forms of people-related capital, that is, human and social capital (Luthans, 2007a; Luthans, 2007c). According to Bandura's social cognitive theory self-efficacy is defined as individuals' confidence in their ability to activate motivation, mobilize all activities to reach high levels of performance, control results and put all effort toward the challenging tasks.

Knowledge sharing was identified as an important resource that organization has (Nonaka, 1995), and companies look for effective management strategies to construct more efficient basement for competitive advantage (McEvily, 2000). Nevertheless, knowledge sharing starts with the people who own the knowledge originally (Nonaka, 1995). Knowledge sharing can be defined as intentional volunteering act that makes information reusable by other people through knowledge exchange. It is possible by written or face-to- face communication via networking with others or for example through documenting, organizing and seizing knowledge for others.

In the knowledge sharing process, employees act as knowledge producer and knowledge receptor. Employees produce knowledge through socialization by sharing their experience knowledge ideas. Before the knowledge is transmitted to any storage employees attempt to search and interpret the knowledge (Nonaka, 1995). Human resource HR practices may play a key role in facilitating knowledge sharing in organizations (Mäkelä, 2009). Empirical study proposes that collective pay for performance (Ferrin, 2003; Alavi, 2001), commitment-based HR (Quigley, 2007), and job design (Collins, 2006) are the HR practices related to knowledge sharing. It was proposed that extensive training (i.e., amount and intensity of training) might raise knowledge sharing and cooperation (Foss, 2002). However, study on the relationship among 'learning culture' and knowledge sharing has made mixed outcome. W. A. Taylor and Wright revealed that innovative culture, ability to learn from breakdown, and good information quality may predict knowledge sharing (Kim, 2006), from the other side, learning culture may have defined as a climate concentrating on learning and attempting new approaches, discovered no relationship with knowledge sharing.

Results and discussion

According to the Model Summary[b] R square is equal to .335 the Psycap predictor accounts for 33.5% of the variance in SRHRM. Adjusted R square takes into aacount the actual sample size of 240 people and is equal to 0.332 probably it means that SRHRM practices might increase employees' level of PsyCap. Lastly, standard error of the estimate is equal to 0.36

Table 4 - Model summary of the socially responsible human resource management in relation to psychological capital.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.579[a]	0.335	0.332	0.36513

a. Predictors: (Constant), SRHRM

b. Dependent Variable: PSYCAP

The next table is substantial as well and it represents the values for constant and beta. We have the b0, which is considered to be as a constant in our regression, and it is equal to 2.279. Raw score regression coefficient or we define it as a slope (b1) is represented in SPSS by B and is 0.468. The t value for B was significant and indicates that SRHRM variable is a significant predictor. B (b1) is the adjustment in outcome from result that comes from a unit change in the predictor. It implies for every one more SRHRM, sales (the outcome) go up expected will be less than 1 cent.

Table 5 - Coefficients of the socially responsible human resource management in relation to psychological capital

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,279	0.182		12,491	0.000
	SRHRM	0.468	0.043	0.579	10,951	0.000

a. Dependent Variable: PSYCAP

The Beta Coefficients is the Pearson correlation as well between the two variables namely PsyCap and SRHRM. In Beta column we have a positive value of 0.579, however it is considered as very low level of strength for two variables. Consequently, the relationship between PsyCap and SRHRM is not significant as it is more than 0,05 showing the score of 0,579.

Table 6 - ANOVA test for the socially responsible human resource management and to psychological capital

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15,989	1	15,989	119,934	0.000[b]
	Residual	31,729	238	0.133		
	Total	47,719	239			

a. Dependent Variable: PSYCAP
b. Predictors: (Constant), SRHRM

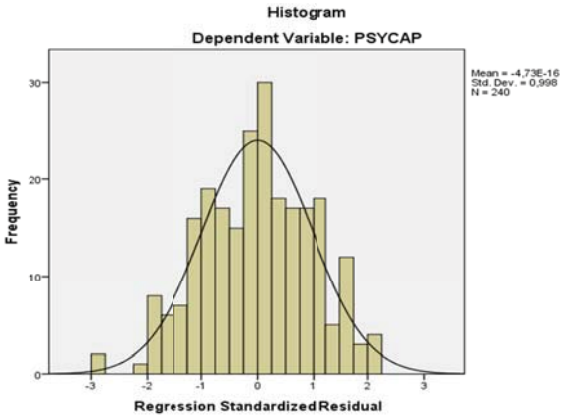


Figure 2- Histogram for SRHRM in relation to PsyCap

The histogram and standardized residual scattergraph are essential and points the issue of whether the assumptions for linear regression were met or not. The histogram estimates normality and reveals no definite skewness or extreme outliers. So according to our histogram it is clear that data is normally distributed. In the figure 3 we see that our scatterplot is upward sloping, it means the relationship is positive. Also, the closer the dots are located the higher the correlation is between them.

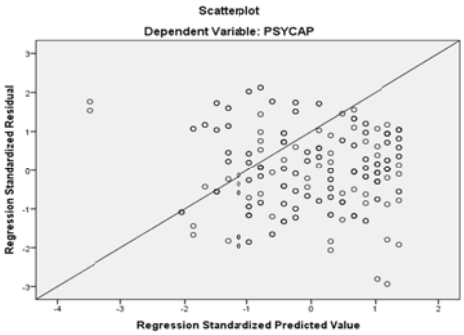


Figure 3- Scatterplot for SRHRM in relation to PsyCap

R square tells amount of variance explained in percentage that is explained in independent variable by dependent variable. In the table below R square is equal to 0.196 which in turn means that psychological capital presence is explained in 19.6% of potential knowledge sharing behaviour. If we take a look at Adjusted R square that accounts a sample consisting of 240 people and is 0.192. Finally, we have standard error in model summary, which estimates the variability of actual Y-variable from the predicted one. The standard error is 0.43 which is acceptable.

Table 6 - Model summary of the psychological capital in relation to knowledge sharing behaviour.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.442[a]	0.196	0.192	0.43334
a. Predictors: (Constant), PSYCAP				
b. Dependent Variable: KSB				

The next table represents the values for constant and beta. The regression formula in unstandardized coefficients namely intercepts or constant b0, which is considered to be as a constant in our regression, and it is equal to 2.524. Raw score regression coefficient or we define it as a slope (b1) is represented in SPSS by B and is 0.477. The t value for B was significant and indicates that PsyCap variable is a significant predictor. B (b1) is the adjustment in outcome from result that comes from a unit change in the predictor. It implies that every time employees' PsyCap increases by 1, sales (the outcome) go up expected will be less than 1 cent. So the more PsyCap we have and a higher will be willingness in KSB. If we take a look at standardized coefficients in terms of standard deviation, for every standard deviation of movement in psychological capital we notice the dependent variable KSB will increase by 0.63 standard deviation. Significance is $p<0.05$ this variable has a statistically significant impact on outcome variable (KSB).

Table 7- ANOVA test for the knowledge sharing behavior and psychological capital

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10,872	1	10,872	57,899	0.000[b]
	Residual	44,692	238	0.188		
	Total	55,564	239			

a. Dependent Variable: KSB
b. Predictors: (Constant), PSYCAP

Table 8-Coefficients of the psychological capital and knowledge sharing behavior

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,524	0.269		9,394	0.000
	PSYCAP	0.477	0.063	0.442	7,609	0.000

a. Dependent Variable: KSB

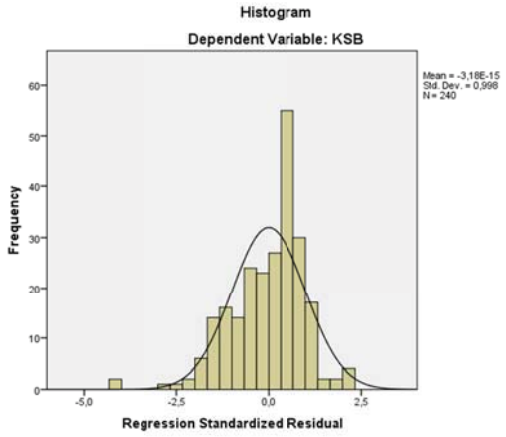


Figure 4- Histogram for PsyCap in relation to KSB

The histogram above represents a little bit negative distribution of data with just a more negative skewness since its left side is a little bit longer than the right one.

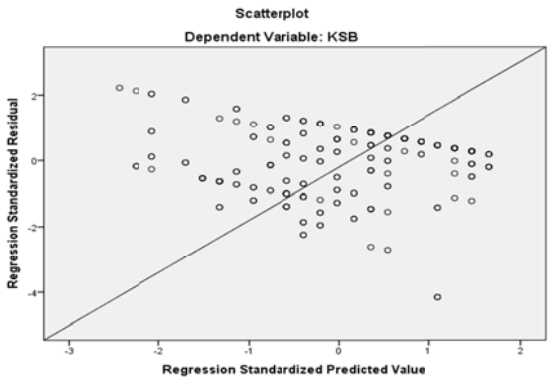


Figure 5- Scatterplot for PsyCap in relation to KSB

The scatterplot displays high positive correlation because of the points that is located close or close to the line. Therefore, we can notice a tendency of a regression line is sloping from top right to bottom left.

Table 9- Model summary of the socially responsible human resource management in relation to knowledge sharing behaviour.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.391[a]	0.153	0.149	0.44473

a. Predictors: (Constant), SRHRM

b. Dependent Variable: KSB

R square tells amount of variance explained in percentage that is explained in independent variable by dependent variable. In the table below R square is equal to 0.153 which in turn means that psychological capital presence is explained in 15.3% of potential knowledge sharing behaviour. If we take a look at Adjusted R square that accounts a sample consisting of 240, people and is 0.143. Finally, we have standard error in model summary, which estimates the variability of actual Y-variable from the predicted one. The standard error is 0.44, which is acceptable.

Table 10- ANOVA test for the knowledge sharing behavior socially responsible human resource management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8,491	1	8,491	42,932	,000[b]
	Residual	47,073	238	,198		
	Total	55,564	239			

a. Dependent Variable: KSB
b. Predictors: (Constant), SRHRM

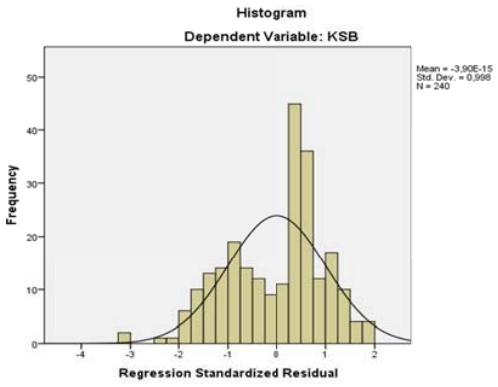
In the Anova test below degree of freedom represent how many independent variables we used to examine the model. In sum of squares we take number in Regression that 8.491 and divide into total which is 55.564, 8,491/55.564= 0.153 which is our R squared that has been explained above. In total of degree of freedom 239 is number of respondents minus 1. Mean of square is the difference in sum of square to respective degree of freedom. MS shows that the higher MS the worse fitting the model is.

Table 11- Coefficients of the socially responsible human resource management in relation to knowledge sharing behavior

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,114	0.222		14,013	0.000
	SRHRM	0.341	0.052	0.391	6,552	0.000

a. Dependent Variable: KSB

The Beta score represented in the Coefficients table above which is also Pearson's correlation between knowledge sharing behavior and socially responsible human resource management shows score of 0,391 which is positive. So according to results the relationship between knowledge sharing behavior and socially responsible human resource management is significant enough as it is less than 0,05 showing the score of p-value as 0,000.



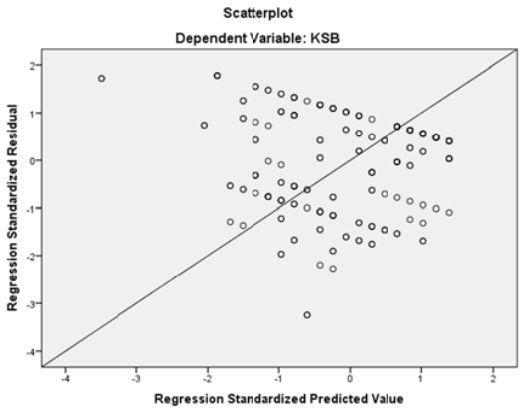


Figure 6- Histogram for SRHRM in relation to KSB Figure 7- Scatterplot for SRHRM in relation to KSB

In the table below we have a partial mediating. R square tells amount of variance explained in percentage that is explained in independent variable by dependent variable. In the table below R square is equal to 0.223 which in turn means that psychological capital and socially responsible human resource management presence is explained in 22.3% of potential knowledge sharing behaviour. If we take a look at Adjusted R square that accounts a sample consisting of 240 people and is 0.216. Finally, we have standard error in model summary, which estimates the variability of actual Y-variable from the predicted one. The standard error is 0.42 which is acceptable.

Table 11- Model summary of the psychological capital and socially responsible human resource management in relation to knowledge sharing behaviour.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.472[a]	0.223	0.216	0.42680

Predictors: (Constant), SRHRM, PSYCAP
Dependent Variable: KSB

In the Anova test below degree of freedom, represent how many independent variables we used to examine the model. In sum of squares we take number in Regression that 12.392 and divide into total which is 55.564, 12.392/55.564= 0.223 which is our R squared that has been explained above. In total of degree of freedom 239 is number of respondents minus 1. Mean of square is the difference in sum of square to respective degree of freedom. MS shows that the higher MS the worse fitting the model is.

Table 12- Anova test for KSB, PsyCap, SRHRM

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,392	2	6,196	34,015	0.000[b]
	Residual	43,172	237	0.182		
	Total	55,564	239			

a. Dependent Variable: KSB
b. Predictors: (Constant), SRHRM, PSYCAP

The next table represents the values for constant and beta. The regression formula in unstandardized coefficients namely intercepts or constant b0, which is considered to be as a constant in our regression, and it is equal to 2.315. Raw score regression coefficient or we define it as a slope (b1) is represented in SPSS by B and is 0.351 in psychological capital and 0.177. In previous regression analysis the standardized coefficients Beta of SRHRM results .391. After the mediation analysis it has changed to 203 it was significant and remains significant but less than it was before mediation analysis, and significance has changed from 0.000 to 0.004, however it is still statistically significant. Coming to PsyCap it has changed as well from 425 to .325, and significance is .000.

Table 12- Coefficients test of the PsyCap and SRHRM in relation to KSB.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2,315	0.274		8,436	0.000	1,774	2,855
	PSYCAP	0.351	0.076	0.325	4,628	0.000	0.201	0.500
	SRHRM	0.177	0.061	0.203	2,889	0.004	0.056	0.298

a. Dependent Variable: KSB

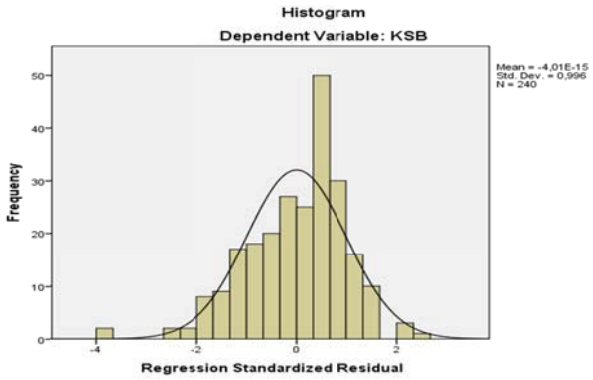


Figure 8- Histogram for Psycap and SRHRM in relation to KSB

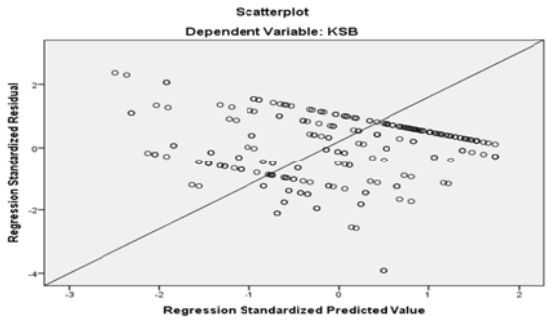


Figure 9- Scatterplot for PsyCap and KSB in relation to KSB

The mediating role of PsyCap. To confirm the mediation (Hypothesis 4) a few conditions must be held [132]. At first, the mediator (SRHRM) must impact both the moderator (PsyCap) and dependent variable (KSB). After the mediator (PsyCap) must influence the dependent variable (KSB). Finally, for partially mediation the relationship between independent and dependent variable must be significantly diminish, and for full mediation must be non – significant. With reference to this condition, we found that PsyCap partially mediates the influence of SRHRM and knowledge sharing behavior.

The purpose of this study is to examine how the SRHRM through the mediation of PsyCap together influence the KSB. All necessary data was collected by distributing online surveys to potential respondents. To prove our hypothesis, we conducted empirical testing. Moreover, there is a few studies in the Post-soviet context regarding core construct of Psycap. Firstly, this work provides some insight how to facilitate knowledge sharing from HRD perspective. We believe that successfully implementing socially responsible human resource management practices secures employees with the motivation to expertise with others. Secondly, SRHRM-knowledge sharing behavior will not take place directly, but in relation with other factors. These study first endeavors to investigate the PsyCap as a mediator of relationships mentioned above. Better comprehension the mediating role of PsyCap will contribute to develop a powerful instrument for promoting KSB of employees. There are several practical implications that authors suggest. This research advises to organizations to invest more in people's PsyCap and thus achieve an improvement in KSBs. In the same manner, HR experts could benefit from this research by applying suggested HRM practices to manage PsyCap and KSB of employees. Furthermore, for management practitioners, this study's results show that the investing in socially responsible human resource management practices rely on on PsyCap as well. Those managers who are willing to promote knowledge sharing, first of all can make steps to encourage PsyCap. Hence, people's intrinsic motivation to expertise ought to be encouraged by developing PsyCap.

CONCLUSION

The first hypothesis of the research was SRHRM is positively related. This study demonstrated that this hypothesis is acceptable, however during the exploring the mediation relationship, results revealed that PsyCap more highly correlated with knowledge sharing behaviour rather than SRHRM.

The next hypothesis was 'psychological capital positively affects the knowledge sharing behaviour'. In accordance with regression analysis hypothesis can be accepted since those two variables are positively related.

Third hypothesis is: 'SRHRM practices have a significant effect on employee PsyCap'. According to the findings SRHRM is positively influenced PsyCap. Actually, there is a strong relationship between those variables, since analysis has shown the highest correlation between two variables.

The fourth hypothesis is 'psychological capital mediates the relationship between SRHRM practices and knowledge sharing behavior'. Hypothesis is also accepted Mediation in this research exists, to be more clear partial mediation.

This examination has a few limitations that ought to be noted. To begin with, the extent of the exploration is constrained to the Kazakhstani setting. Future research could utilize longitudinal information to decide if SRHRM has a long haul affect on PsyCap and knowledge sharing. All overviews depended on a solitary respondent approach with an absence of multilevel or logical hierarchical components. Another potential confinement is simply the dependence announced poll information, may bring about basic technique predisposition. Future reviews may diminish the likelihood of normal strategy bias by gathering information from various sources.

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ТҮЙІНДЕМЕ

Мақала адам ресурстары дамуының қызметкер білім алмасу мінезіне әсерін қарастырады.

РЕЗЮМЕ

В статье изучается влияние развития человеческих ресурсов на обмен знаниями работников.