

The impact of sustainable human resource management on job performance: Considering the role of knowledge hiding

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Abstract:

Sustainable development is an irreversible trend today. Many countries have established trade barriers based on sustainability criteria. The wood processing industry plays an increasingly important role in Vietnam's economy. Hanoi city hosts approximately 3,000 businesses engaged in wood processing. Following the negative impact of the COVID-19 pandemic, businesses continue to confront intense price competition. This has resulted in heightened demand for improving job performance to reduce the overall cost of production. Within this context, sustainable human resource management (HRM) is considered a crucial solution for businesses to uphold sustainability criteria, thereby enhancing competitive capabilities in the market. Based on data collected from 255 office employees working in wood processing industry enterprises in July 2023 within the territory of Hanoi, this study showed that sustainable HRM positively affected job performance, negatively affected knowledge hiding, while knowledge hiding behaviour exerted a negative impact on employee job performance. Some recommendations are proposed to assist wood processing industry enterprises in bolstering the effectiveness of sustainable HRM activities while reducing knowledge hiding behaviour to elevate job performance.

Keywords: Hanoi, job performance, knowledge hiding, sustainable human resource management.

Classification number: 2.2

1. Introduction

Humankind is facing increasingly serious problems such as food shortages, energy crises, environmental pollution, and rising social unrest [1]. Such issues have compelled humans to re-examine their place in the ecosystem and seek a new path towards sustainable existence and development [2]. Sustainable development is an irreversible trend today that compels businesses to implement. Many countries, especially developed ones, have established trade barriers based on sustainability criteria. For exporting goods to those markets, companies must meet the sustainable development requirements. In this context, sustainable HRM is emerging as a solution to help businesses ensure sustainability criteria, capture markets, and increase competitiveness. Sustainable

HRM is defined as “the application of human resource strategies and practices that allow the attainment of financial, social, and ecological goals, with both inside and outside impacts of the organization over the long term while controlling any negative unintended side effects” [3].

Job performance refers to the outputs of employees in terms of quantity and quality when carrying out assigned tasks and functions [4]. It is an important topic for organizations due to its close association with achieving organizational missions, visions, and goals. Everyone with good job performance acts as a cog to help the organization achieve its set objectives. Through job performance, organizations evaluate whether a person is performing their job well, thereby making adjustments to improve job performance.

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Hiding knowledge is a deliberate effort by an individual to retain or conceal knowledge that has been requested by others [5]. This is detrimental to both the knowledge recipient and the organization. Firstly, hiding knowledge leads the knowledge recipient to misunderstand the issue, resulting in errors in job execution. Furthermore, hiding knowledge creates false knowledge, which can lead to systematic biases in the future. Therefore, it is evident that researching the influencing factors to reduce knowledge hiding is essential.

The wood processing industry plays an increasingly important role in Vietnam's economy. The industrial production index of the wood processing industry increased by an average of 3.4% per year in the 2016-2020 period. In 2020, the total export turnover of the wood and forestry products processing industry reached over USD 13.2 billion, up 16.9% compared to 2019, accounting for over 30% of the export value of the agriculture and rural development sector. Vietnam's wood products are exported to over 140 countries and territories, ranking first in Southeast Asia, second in Asia, and fifth globally, accounting for about 6% of the global wood product market share [6]. However, the wood processing industry is also facing many challenges from sustainable development requirements, as this is an industry with significant environmental impacts from sourcing wood materials, using chemicals in wood processing, etc.

Research on job performance has attracted scholars' attention in recent years. Studies have pointed out some factors that directly increase job performance, such as organizational culture [7], employee capabilities [8], sustainable HRM [4], and employee satisfaction [9]. Other factors indirectly (playing an intermediary or moderating role) increase job performance. For example, training positively moderates the relationship between sustainable HRM and job performance [4]. Job satisfaction positively mediates the relationship between employee competencies and job performance [9]. However, no study has examined the relationship between sustainable HRM and job performance through the mediating role of knowledge hiding in general. Studying knowledge hiding as an intermediary variable in the relationship between sustainable

HRM and job performance outcomes contributes to a deeper understanding of the mechanisms at play. It can clarify whether sustainable HRM practices have an impact on reducing knowledge hiding behaviour. Therefore, this study aims to examine the direct impact of sustainable HRM on job performance. It also considers the intermediary role of knowledge hiding in the relationship between sustainable HRM practices and job performance, especially in the context of wood processing companies in Hanoi. The city hosts approximately 3,000 businesses engaged in wood processing, with around 199 enterprises and the rest consisting of individual businesses concentrated in craft villages. Following the significant impact of the COVID-19 pandemic, businesses continue to confront intense price competition with rivals from China and other regions. This has resulted in heightened demand for improving job performance to reduce the overall cost of production [10].

In addition to the introduction, the structure of the study also includes the theoretical basis, research methodology, research results, and finally, the discussion of results and recommendations.

2. Literature review, theoretical framework

2.1. Background theory

In order to elucidate the interactive behaviours among individuals in society, P.M. Blau (1964) [11]'s Social Exchange Theory (SET) posits that individuals engage with each other by seeking to maximise benefits and minimise costs. SET suggests that employees who value the benefits offered by their organisation, such as salary, bonuses, benefits, or working conditions, are inclined to reciprocate with positive work efforts. Conversely, when employees perceive an unfavourable work environment, their response tends towards negative work attitudes and behaviours. In this study, the author contends that sustainable HRM will yield various positive benefits for employees, such as being valued by the company, receiving respect, and feeling part of a socially responsible (SR) organisation. This, in turn, leads to active employee engagement, ultimately enhancing job performance outcomes. Sustainable HRM places significant emphasis on building employee trust. When employees witness the organisation prioritising their

development and well-being, trust among colleagues tends to grow. With trust in place, employees are more inclined to share knowledge, thereby reducing knowledge hiding behaviour.

2.2. Sustainable human resource management

There exist various definitions of sustainable HRM. A widely accepted definition posits that “Sustainable HRM is the application of human resource strategies and practices that enable the attainment of financial, social, and ecological goals, with both internal and external impacts on the organisation over the long-term, while mitigating any negative unintended side effects” [3]. This definition unveils the three core dimensions of sustainable HRM, encompassing financial, social, and environmental aspects. Among these dimensions, the crux of HRM activities revolves around the efficient utilisation of human resources, specifically, the achievement of financial goals, integration of business social responsibility into HRM activities to realise social objectives, and the infusion of environmentally sustainable practices into HRM tasks to aid the business in accomplishing environmental goals.

In this article, the author approaches sustainable HRM from a social perspective, often referred to as SRHRM. This choice is driven by several reasons: (1) The expansive evolution of sustainable HRM beyond traditional views, such as corporate social responsibility and social performance, has led to the development of SRHRM [12]; (2) The collection of data on sustainable leadership aspects presents challenges; (3) While economic and environmental aspects have undergone extensive examination, the social responsibility-oriented sustainability dimension remains relatively unexplored; (4) Wood processing businesses, heavily reliant on labour, play a pivotal role in addressing social responsibility-related issues.

SRHRM encompasses three main components: legally compliant HRM (ensuring that human resource policies align with the country’s laws, encompassing aspects like working hours, minimum wages, and transparency), employee-oriented HRM (catering to the needs of employees and their families through policies such as employee training and development and career advancement), and HRM supporting

corporate social responsibility in general (guiding the development and implementation of human resource policies to facilitate businesses’ participation in overall corporate social responsibility initiatives) [13]. SRHRM contributes to the alignment of an organisation with the framework of corporate social responsibility, fostering sustainable development [14].

2.3. Job performance

Job performance encompasses all job-related activities that contribute to the achievement of organisational goals [15]. It is assessed by comparing an employee’s performance against the organisation’s prescribed standards. Good job performance is indicative of productivity, efficiency, and the quality of work [16]. Job performance holds significant sway within an organisation, impacting HR decisions pertaining to compensation, benefits, promotions, employee retention, satisfaction, and motivation [17].

There are two prevalent perspectives for categorising job performance in research. The first perspective dissects job performance into task performance, contextual performance, and counterproductive work behaviour [18]. The second perspective perceives job performance as a comprehensive whole, without such divisions [19].

From the environmental perspective of sustainable HRM, S.F.P. Ragas, et al. (2017) [20] have asserted that sustainable HRM positively influences job performance. Considering the angle of social responsibility, T.V. Vu (2022) [14] has demonstrated that sustainable HRM also exerts a positive impact on job performance. SRHRM indirectly affects employees’ work effectiveness [21].

Based on the aforementioned rationale, the author posits the following hypothesis:

H1: Sustainable HRM positively affects job performance.

2.4. Knowledge hiding

Knowledge hiding refers to the intentional effort made by an individual to withhold or conceal knowledge that has been requested by another person [5]. Employees may conceal their knowledge from colleagues (perhaps due to personal animosity) or

from the organisation (possibly owing to perceptions of inadequate compensation leading to minimal effort). Knowledge hiding diminishes the effectiveness of knowledge exchange among team members, acts as a hindrance to creativity, and can erode trust [5], thereby heightening the risk of knowledge loss and stifling individual and team creativity, ultimately resulting in adverse responses [22]. Knowledge hiding tends to recede in environments marked by reciprocal social exchange [22] or pro-social motivation [23].

In line with SET [11], when employees perceive that the organisation provides benefits and values them (sustainable HRM offers employees benefits like job security, skills development, personal growth, and the psychological satisfaction of working for a socially and environmentally responsible entity), employees are more inclined to reciprocate towards the organisation. One form of this reciprocity is manifested through knowledge sharing behaviour (i.e., not hiding knowledge).

Based on this rationale, the author proposes the following hypothesis:

H2: Sustainable HRM negatively affects knowledge hiding.

Knowledge forms an intrinsic component of an employee's capability, and higher employee capabilities are correlated with better job performance outcomes [24]. This implies that when colleagues conceal knowledge, an employee's job performance outcomes are hindered. T.M. Nguyen, et al. (2022) [25] also suggest that knowledge hiding has an adverse impact on job performance outcomes. When individuals do not receive knowledge sharing from their colleagues, those seeking knowledge tend to respond by concealing knowledge in subsequent interactions, leading to suboptimal job performance outcomes and an upswing in counterproductive workplace behaviour [22].

Based on this rationale, the author proposes the following hypothesis:

H3: Knowledge hiding negatively affects job performance.

Based on the theoretical background and previous research, the research model proposed by the author is shown in Fig. 1.

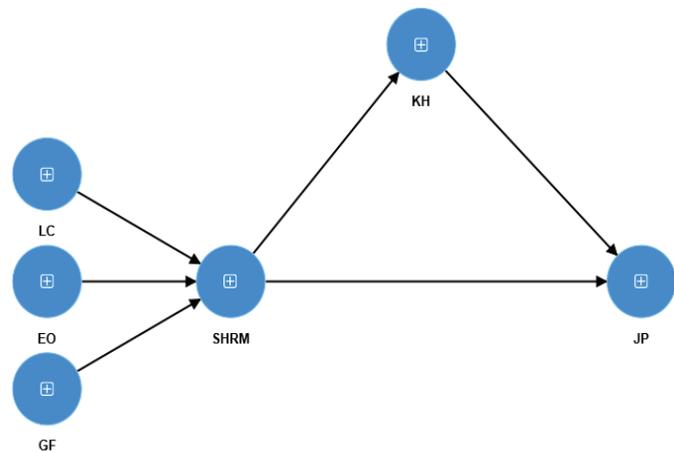


Fig. 1. The proposed research model.

3. Research methods

The study employed a quantitative approach to gather data through questionnaires, utilising a convenience sampling method. The questionnaires were distributed by the author via Zalo or completed using paper forms. The survey targeted office workers in wood processing industry businesses located in Hanoi, Vietnam (Office workers were chosen due to their typically higher educational qualifications and familiarity with the company's management policies [4]). Data collection took place in July 2023. A 5-point Likert scale, ranging from 1 - strongly disagree to 5 - strongly agree, was utilised to measure all variables except for respondents' demographics. A total of 255 valid responses were obtained. The minimum required sample size, calculated using the formula of the number of observed variables multiplied by 5 [26], is 115 observations. Thus, the 255 valid responses ensure an adequate sample size. Encoded data was analysed using SmartPLS software version 4.0.9.2.

To measure the latent variables of sustainable HRM, knowledge hiding, and job performance outcomes, established scales from J. Shen, et al. (2011) [13], T.M. Nguyen, et al. (2022) [25], and C.F. Chiang, et al. (2012) [27] were adopted. These scales are widely employed and have demonstrated reliability in numerous studies, aligning well with the conceptual definitions of the latent variables used in this study.

Sustainable HRM variable: Measured as a second-order construct, with SHRM as a formative construct consisting of three components: Legally compliant HR practices (LC) with six items, employee-oriented HR

practices (EO) with four items, and CSR-facilitating HR practices with three items [13].

Knowledge hiding variable: Adapted from a four-item scale with modifications to suit the context. Sample items include “I withhold work-related information or knowledge from others” and “I keep useful information or knowledge from others” [25].

Job performance variable: Adapted from a six-item scale with contextual adjustments. A sample item is “Fulfilling the responsibilities specified in the job description”. One item was reversed, i.e., “Meet formal performance requirements of the job” [27].

4. Results and discussion

4.1. Descriptive statistics

Table 1 presents the characteristics of the respondents, including gender, education, years of work experience, and age group. Notably, males constitute a significant proportion (66.67%), university education prevails (67.06%), a substantial percentage have less than 3 years of work experience (41.96%), and the majority are under 25 years old.

Table 1. Descriptive statistics of the sample (n=255).

	n	%		n	%
Gender			Age		
Female	85	33.33	Under 25 years old	154	60.39
Male	170	66.67	From 25 to 30 years old	80	31.37
Years of experience			From 31 to 35 years old	16	6.27
Less than 3 years	107	41.96	From 36 to 40 years old	5	1.96
From 3 to less than 5 years	79	30.98	Educational level		
5 years and above	69	27.06	Intermediate, College	45	17.65
			University	171	67.06
			Postgraduate	39	15.29

Source: Author’s calculations.

4.2. Measurement model evaluation

A two-step approach was employed to handle the second-order variable of SRHRM with first-order variables for analysis. The composite reliability (CR) and average variance extracted (AVE) of the variables

in the measurement model were used to assess its reliability [26]. The indicators’ outer loadings should be greater than or equal to 0.708 to meet reliability requirements (if the outer loading falls below 0.708 but remains above 0.4, the indicator may be retained if the construct’s composite reliability is greater than or equal to 0.5). The composite reliability should surpass or equal to 0.7 to achieve acceptable composite reliability [28]. The results are presented in Table 2.

Table 2. Summary table of indices.

	Outer loadings	Composite reliability (rho_c)	AVE
Employee-oriented HRM		0.861	0.607
EO1	0.791		
EO2	0.752		
EO3	0.784		
EO4	0.788		
General CSR facilitation HRM		0.898	0.745
GF1	0.804		
GF2	0.893		
GF3	0.89		
Legal compliance HRM		0.864	0.679
LC2	0.817		
LC3	0.829		
LC5	0.826		
Knowledge hiding		0.814	0.529
KH1	0.757		
KH2	0.718		
KH3	0.73		
KH4	0.706		
Job performance		0.818	0.53
JP1	0.87		
JP2	0.777		
JP5	0.637		
JP6	0.591		

Source: Author’s calculations. HRM: human resource management; EO: employee-oriented; GF: general corporate social responsibility facilitation; LC: legal compliance; KH: knowledge hiding; JP: job performance.

To confirm convergence, the AVE coefficient must be equal to or greater than 0.5 [29]. Table 2 demonstrates satisfactory AVE values.

4.3. Structural model evaluation

Multicollinearity was examined, and VIF indices less than 5 indicate the absence of multicollinearity [30]. Table 3 indicates that the model does not exhibit multicollinearity.

Table 3. Variance inflation factor (VIF) scores.

	EO	GF	LC	KH1	KH2	KH3	KH4	JP1	JP2	JP5	JP6
VIF	1.462	1.237	1.5	1.315	1.378	1.395	1.316	1.747	1.585	1.227	1.205

Source: Author's calculations.

The PLS structural model was utilised to test the hypotheses. In this study, three hypotheses were proposed, with a significance level of 5% serving as the basis for accepting or rejecting the hypotheses. Table 4 reveals the direct impacts, indicating that all hypotheses were accepted.

Table 4. The results of direct effect testing.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SHRM -> JP	0.362	0.36	0.067	5.442	0.000
SHRM -> KH	-0.563	-0.551	0.106	5.323	0.000
KH -> JP	-0.487	-0.478	0.057	8.536	0.000

Source: Author's calculations.

R² values range from 0 to 1, with higher values indicating better predictive model accuracy. According to Table 5, the model explains 56.7% of the variance in job performance and 31.8% of the variance in knowledge hiding behaviour.

Table 5. The results of R².

	R ²	R ² adjusted
R ²	R ² adjusted	R ²
JP 0.567	0.563	JP 0.567

Source: Author's calculations.

As per S. Cohen, et al. (1988) [31], f² values of 0.02, 0.15, and 0.35 correspond to small, medium, and large impacts, respectively. Table 6 illustrates the impact levels of each factor.

Table 6. Results of f².

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SHRM -> JP	0.206	0.214	0.075	2.76	0.006
SHRM -> KH	0.465	0.493	0.232	2.008	0.045
KH -> JP	0.373	0.369	0.106	3.508	0.000

Source: Author's calculations.

In summary, the path results are depicted in Fig. 2 below.

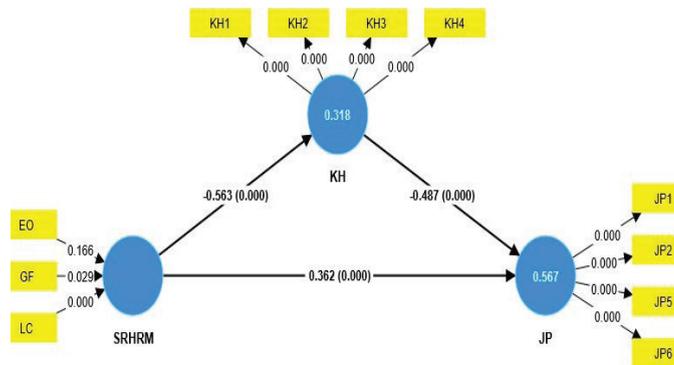


Fig. 2. The result model.

4.4. Discussion

This study aims to investigate the influence of sustainable HRM on employee job performance while examining the effect of knowledge hiding behaviour. In this research, sustainable HRM is analysed from the perspective of SRHRM activities. The findings reveal that sustainable HRM positively impacts job performance, in line with the results of F. Manzoor, et al. (2019) [4] and T.V. Vu (2022) [14]. Furthermore, sustainable HRM is found to have a reverse effect on knowledge hiding behaviour, consistent with the tenets of SET. Additionally, knowledge hiding behaviour is found to negatively impact job performance, in harmony with the research outcomes of T.M. Nguyen, et al. (2022) [25] and S.K. Singh (2019) [32].

A noteworthy contribution of this study, compared to prior research on sustainable HRM, is the identification of the inverse relationship between sustainable HRM and knowledge hiding behaviour, which aligns with P.M. Blau (1964) [11] SET. When employees perceive that the organisation values and benefits them, they are inclined to reciprocate this favourable treatment

by reducing knowledge hiding behaviour, i.e., actively sharing knowledge with colleagues.

The significance of these research findings lies in the experimental evidence they provide, which further enriches the understanding of the role and significance of sustainable HRM. Based on these results, recommendations are proposed to assist wood processing industry businesses in their decisions regarding sustainable HRM activities. Furthermore, these findings fill a research gap in the realm of sustainable HRM in Vietnam, particularly within the wood processing industry.

5. Conclusions and recommendations

The research results indicate that sustainable HRM has a positive impact on employee job performance, exerts an inverse influence on knowledge hiding behaviour, and highlights the negative impact of knowledge hiding behaviour on job performance. Consequently, the author offers several recommendations for businesses to enhance employee job performance and mitigate knowledge hiding behaviour:

Firstly, businesses need to design human resource policies aimed at providing additional benefits to employees, such as flexible working hours and flexible working days. Employees should not be bound by rigid start and end times; they should only ensure the required amount of time and be able to choose any day for remote work without the need to come to the workplace. Consulting employees before making decisions is essential, as it helps employees feel respected and recognises the important role of individuals in making business decisions, thereby motivating efforts to improve job performance.

Secondly, businesses should continue to maintain and promote achievements in complying with HRM laws and regulations. This includes paying salaries as prescribed by law, ensuring maximum working hours, and prioritising occupational safety and health. Activities to ensure occupational safety and health should involve analysing and managing safety risks, providing training and guidance on labour safety, and

periodically equipping personal protective equipment. It is crucial to build a culture of labour safety by encouraging everyone in the organisation to practice safety and prioritise safety. Creating an environment where compliance with safety regulations and measures is a natural part of everyday work life is essential.

Thirdly, businesses should increase activities that encourage employees to share knowledge instead of hiding it. This can be achieved by creating an open discussion and sharing environment, where an open and comfortable work environment is established, enabling people to feel free to exchange information and knowledge naturally. Promoting discussion, Q&A, and feedback will create opportunities for people to express and share their knowledge. Building a learning culture is also important, which involves encouraging continuous development and learning. This can be done by supporting employees to participate in courses, sharing experiences after each project, and regularly evaluating and improving work processes. Additionally, businesses should invest in information-sharing platforms, including tools and systems that allow people to easily share knowledge, such as online forums, knowledge management systems, or collaboration tools like internal wikis.

Limitations and future research directions: *Firstly*, due to limited time and financial resources, the author conducted research only on wood processing companies in Hanoi. Future research should expand the scope to cover the entire territory of Vietnam for a more comprehensive perspective. *Secondly*, job performance was considered in an aggregated manner. Future research could analyse the construct components such as task performance, contextual performance, and counterproductive work behaviour. *Thirdly*, the role of knowledge hiding can be further explored as a moderating variable to assess the impact level of sustainable HRM on job performance. *Fourthly*, the research sample was collected using a convenient method, so there are limitations in representativeness. Future studies should use longitudinal data collection methods to improve the reliability of research results.

APPENDICES

Table 1. Outer loadings.

	Outer loadings
Employee-oriented HRM	
EO1	0.791
EO2	0.752
EO3	0.784
EO4	0.788
General CSR facilitation HRM	
GF1	0.804
GF2	0.893
GF3	0.89
Legal compliance HRM	
LC2	0.817
LC3	0.829
LC5	0.826

Source: Author’s calculations.

The indicators’ outer loadings should be greater than or equal to 0.708 to meet reliability requirements. In cases where the outer loading is below 0.708 and above 0.4, the indicator can be retained if the construct’s composite reliability is greater than or equal to 0.5 [30].

Table 2. Composite reliability and AVE.

	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee-oriented HRM (EO)	0.861	0.607
General CSR facilitation HRM (GF)	0.898	0.745
Legal compliance HRM (LC)	0.864	0.679

Source: Author’s calculations.

The composite reliability should be greater than or equal to 0.7 to achieve composite reliability [28].

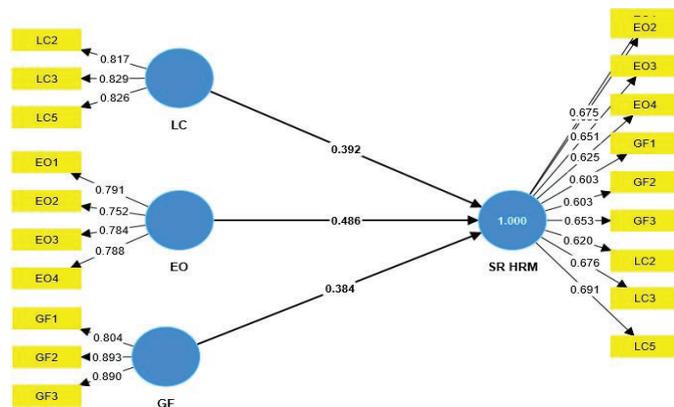
The AVE should be greater than or equal to 0.5 to confirm convergence C. Fornell, et al. (1981) [29].

Table 3. Heterotrait - monotrait (HTMT) matrix.

	EO	GF	LC
EO			
GF	0.457		
LC	0.69	0.494	

Source: Author’s calculations.

HTMT values are all below 0.85, so discrimination between variables is guaranteed [29].



After completing Phase 1, the author moves on to Phase 2, and the variable sustainable HRM is the synthesis of component variables of Phase 1.

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COMPETING INTERESTS

The author declares that there is no conflict of interest regarding the publication of this article.

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