Knowledge-Oriented Human Resource Management, Innovation Climate, and Innovation Performance: A Multilevel Study of R&D Teams

Shu-Ling Chen
Department of Business Administration and Graduate Institute of Logistics Management, National Dong Hwa University, Hualien, Taiwan

Kuan-Yeh Tung
Department of Information Management, Southern Taiwan University of Science and Technology, Tainan, Taiwan

Abstract

Innovation is a critical source of competitive advantage in knowledge-intensive industries. Drawing on the Resource-Based View (RBV) and multilevel theory, this study examines the relationships among balanced psychological contract fulfillment, innovation climate, knowledge-oriented human resource management (KHRM), intellectual capital, knowledge creation, innovation behavior, and innovation performance. Data were collected from 100 R&D teams, including 512 employees and 100 supervisors from 38 technology firms. Hierarchical Linear Modeling and regression analyses were used to test the proposed framework. The results indicate that balanced psychological contract fulfillment and innovation climate significantly enhance innovation behavior. KHRM systems positively influence intellectual capital, knowledge creation, and innovation performance. In addition, intellectual capital partially mediates the relationship between KHRM and innovation performance. This study extends innovation research by integrating multilevel theory and RBV and highlights the strategic role of knowledge-oriented HR practices in enhancing organizational innovation.

Keywords

Innovation behavior, Innovation performance, Knowledge-oriented HRM, Intellectual capital, Innovation climate, Resource-Based View.