

How Companies Should Manage Their Human Resources to Respond to the Disruptive Innovation Brought About by the Sharing Economy*

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Abstract

In recent years, the sharing economy has become a new buzzword, providing various business opportunities and challenges to conventional businesses. It is characterized by the transformation of conventional business sectors and many companies are already facing the pressure of adapting their operations to the changing conditions. Human resource management, especially when it comes to experts and knowledge workers, is among the affected business activities. In particular, due to the apparent high demand, this type of workforce has the opportunity to share services among many businesses. Therefore, human resource managers should tackle the issue of cultivating employee organizational identification to increase employee retention and achieve the desired performance. In this regard, this paper proposes a model that binds human resource management practices to employee organizational identification, innovative behaviour, knowledge sharing, and finally, employee job performance. The model is estimated using the survey method and structural equation modelling technique for data analysis. The results imply that selective recruiting, participation in decision-making, and rewarding contribute to employees' organizational identification, while training does not directly affect it. The findings, therefore, indicate that adequate human resource management practices, mainly through the simultaneous impact of the critical capabilities examined by this model, can serve as a foundation for business success in the sharing economy.

Keywords: Sharing economy, Human resource management, Organizational identification, Innovative behaviour, Knowledge sharing, Job performance

JEL Codes: M12, M51, M53

Introduction

In recent years, the "sharing economy" (SE) has emerged as a socio-economic phenomenon of immense importance (Plewnia/Guenther 2018). The sharing economy involves peer-to-peer goods and services sharing activities that are facilitated through digital platforms (Richardson 2015). Throughout the short development of the SE concept from 2011, scholars have created different terms in capturing the various meanings of the SE based on their disciplinary background. From the "moral economy" with its roots in sociology (Molz 2013), "access-based consumption" from neoclassical microeconomics (Bardhi/Eckhardt 2012), to "collaborative consumption", "collaborative economy" or "gig econ-

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omy" (Galley 2016; Parente/Geleilate/Rong 2018), "peer to peer economy" (Chang 2016) and "access-based economy" (Bardhi/Eckhardt 2012).

Emphasizing the "sharing" in economics, these concepts overlap in a certain aspect, but at the same time differ in their essence. Specifically, the gig economy is a set of ex ante assigned, paid tasks performed by independent vendors through network platforms (Koutsimpogiorgos et al. 2020). Gleim/Johnson/Lawson (2019) argue that gig workers typically fall into one of two categories: the sharing economy or direct sales and differ in the way they work and generate income. Following their discourse, it can be inferred that the gig economy is a more general concept than the sharing economy in the context of recruiting. However, the sharing economy, on the other hand, encompasses several other markets besides the labour market (ex. Airbnb is not about workers, but accommodations). The sharing economy involves connecting owners and providers with users and renters through C2C or B2C platforms (Parente et al. 2018). The conceptual definition of the sharing economy can be related to its three contemporary economic trends: 1) the circular economy, 2) the access economy, and 3) the peer-to-peer economy (Guyader/Piscicelli 2019). Uber and Airbnb have revolutionized the business models of the sharing economy. The sharing economy encompasses both profitable and non-profit activities, all of which strive to increase access to underutilized resources. Richardson (2015) discusses the paradox of the sharing economy treated as part of a capitalist economy, but at the same time as a "neoliberalism on steroids" and a cure for hyper-consumer culture (Richardson 2015). On the other hand, the sharing and gig economy are often associated with the knowledge economy. However, the knowledge economy dates back to more than half a century ago and describes products and services based on knowledge-intensive activities that contribute to accelerated technical and scientific progress as well as rapid obsolescence (Powell/Snellman 2004). In other words, a key component of the knowledge economy is a greater reliance on intellectual abilities than on physical roles or natural resources. The link between these two economic models is the reliance on knowledge in economic activities. Specifically, the sharing economy is a new branch of the knowledge economy that challenges strategic thinking in the development of new approaches in designing knowledge strategies for business performance (Bratianu 2017). In this regard, Scaria/Ray (2018) argue the importance of recognition of knowledge sharing as an integral part of the sharing economy. Scaria/Ray (2018) also point out the lack of a generally accepted definition of the sharing economy, but also state that the World Economic Forum has defined this economic model as the model that "focus(es) on the sharing of underutilized assets, monetized or not, in ways that improve efficiency, sustainability and community" (Rinne 2017). Rinne (2017) further defines gig economy as the model that focused "on workforce participation and income generation via "gigs", single projects or tasks for which a worker is hired. In other words,

all these models put knowledge as a cornerstone, but their focus is on different economic activities. Recently, the term knowledge sharing economy has even emerged (Zhao et al. 2020).

Furthermore, Richardson (2015) notes that the digital dimension of the sharing economy opens the possibility of new practices and approaches to the economy. Since the sharing economy has proven more than just a passing trend and has overturned competition worldwide (Parente et al. 2018), the question of the influence of SE development on the company's operations in general and on different segments and functions is raised. The rise of the sharing economy and the growth of freelancers who sell services directly to consumers challenge existing laws and regulations on work (Palagashvili 2018). It is expected that the *uberification* effect (Palagashvili 2018) can influence other segments of the business as well, including the workplace. These changes provide workers greater flexibility and control over their working conditions. The number of people earning income through Internet platforms is increasing rapidly. This trend is especially noticeable among knowledge workers who are also the most important source of company competitiveness in modern business due to intense global competition. Through knowledge, companies strengthen their key competencies and provide the resources necessary for innovation and overall competitiveness (Çekmecelioğlu/Özbağ 2016; Chiang/Han/Chuang 2011). Since a company's growth depends on its adaptability to dynamic changes in the business environment and innovation rely on the knowledge of employees, it is a great challenge for companies to retain skilled and knowledgeable workers. The issues of workers in the sharing economy will be two-sided. First, HRM practices need to be adequately used to retain employed workers (this is evident in the IT industry where working conditions are increasingly improving so that workers, besides financial incentives, are also satisfied with the work environment). Secondly, hiring a gig worker raises the question of their commitment to the tasks and goals of the organization, that is, the need to develop organizational identification of the gig worker (do Uber drivers need to feel committed to Uber?). This is especially important given that dynamic changes in the business environment (including changes brought by the sharing economy) require employee innovativeness in the performance of their tasks, which, according to many previous studies (e.g., Prasad/Junni, 2017), requires employee identification with the company. Some workforce related changes, which have been underway as a result of digitalization and economic changes, are accelerated due to the COVID-19 pandemic. Flexible work engagement as a result of the pandemic, according to many experts, is expected to become the norm, not just a trend (Rampton 2020). Twitter has announced that most employees will be able to permanently work from home, followed by some traditional companies. In other words, in addition to the changes brought about by the advent of the gig and sharing workers, working from home due to the

pandemic has intensified the digitization of the workplace, and businesses have been persuaded to rethink recruiting options.

Therefore, this study aims to assess the role of HRM practices by which companies respond to the uncertainty of the sharing economy in the development of organizational identification of employees and their job performance. This objective was a qualitative basis for a comprehensive overview of HRM literature. First, it was split into three comprising elements: 1) operating in the sharing economy, 2) managing human resources, 3) organizational identification of gig workers (or professionals and knowledge workers as the most wanted and valuable workforce of the new era, and at the same, time, "the most sharing" one). Second, a literature review was carried out to create a general overview of the three elements. Finally, in the third step, the literature review results are combined, and a conceptual model is offered in response to the question raised.

Literature review

Operating in the sharing economy

The sharing economy presents many opportunities for entrepreneurs but also threats to traditional businesses. It is characterized by disrupting the traditional business sectors. Traditional industries fight against new players in the sharing economy, and they have to adapt to a changing business environment. For example, Airbnb has significantly changed the hotel and tourism industry (Zervas et al. 2017), while Uber has become a world-renowned transport service provider. The sharing economy affects business models of many industries, and it is, therefore, necessary for companies to consider the impact of modern consumption on company values (Kathan et al. 2016). In this regard, Guyader/Piscicelli (2019) recommend business model diversification, i.e., operate different business models simultaneously, to adapt to the competitive environment of the gig economy.

Managing human resources

Research related to HRM in the context of the gig economy is scarce. There are several papers dealing with the regulations regarding (self)employment relationships in the sharing economy (Das Acevedo 2016; Leighton 2016; Dubal 2017), the flexibility of workers (Lehdonvirta 2018), how organizations can support the self-motivation of gig-workers using social networks (Byrne/Pecchenino 2019), identification of five distinct types of labour activists (Newlands et al. 2018) and gig-workers perception of certain concepts (Gleim et al. 2019; Kim et al. 2018; Marquis et al. 2018).

The answer to the question of how companies should manage human resources is to be found in the conceptualization of organizational HRM capability.

Among the key HRM practices aimed at developing organizational HRM capability are: recruitment, training, employee participation in decision making, and rewarding (Perez Lopez et al. 2005). *Recruitment* refers to the process and activities of recruiting staff for acquiring the right quality of candidates (Naeem et al. 2019). It is necessary to develop and implement the selection process to ensure an applicant's suitability for an organization. The goal of the selection is to hire the best individuals in terms of their potential and skills. *Training* means the level of formal education and training that the company provides to its employees, and which are focused on the development of technical or "soft" skills such as teamwork, leadership, and presentation skills (Naeem et al. 2019; Perez Lopez et al. 2005). *Employee participation in decision making* refers to HR practices that encourage employees to participate in the decision making process. These HR practices provide better-informed employees about all business processes in the company and create a sense of belonging (Demo et al. 2012; Raj/Srivastava 2013). *Rewarding* implies a compensation system that will promote equality among employees and include incentive programs related to achieving goals. When defining a rewarding system, it is necessary to keep in mind that it should promote flexibility, teamwork, and the creation of new knowledge among employees (Naeem et al. 2019). In their editorial, Laamanen/Pfeffer/Rong/Van de Ven (2018) pose a very interesting question: who has power in the sharing economy: organizations or individuals, followed by the argument about the trend that the employer-employee relationship becomes more loosely connected. This is precisely why HRM has become a strategic means of improving this relationship.

In addition to HRM practices, some of the employee-related organizational capabilities that contribute to the company's overall preparedness to tackle the challenges of the digital age, and thus the sharing economy, are evident in the literature. In this regard, for companies to respond to challenges of the sharing economy, we have identified the following employees' related concepts as the most important: innovativeness or employee innovative behaviour (Choi et al. 2016; Eldor 2017; Ma Prieto/Pilar Pérez-Santana 2014), knowledge sharing (Kelly et al. 2011; Luring/Selmer 2011; Vaiman/Vance 2008), and overall job performance (Jyoti/Kour 2017; Kelly et al. 2011).

Companies can respond to the dynamics in the business environment in two ways: adopting and exploiting innovation on one side and strengthening existing capabilities on the other side. Organizations' dynamic capabilities can be used as a platform in response to changes in the economy (Karimi/Walter 2015; Pandit et al. 2018). Literature most often refers to dynamic innovation capability when it comes to responding to a turbulent business environment (Tsai/Yang 2013). Furthermore, knowledge is a source of innovation (Darroch 2005; Kim/Park, 2017; Laursen/Salter, 2004) and the potential for a successful response to challenges brought about by modern consumption.

Companies' value is created through competitiveness and innovation, and both are outcomes of knowledge (Mohamad/Mat Zin 2019). Innovative behaviour refers to an individual's activity aimed at generating, introducing and/or applying useful novelties at any organizational level (Kleysen/Street 2001). Carmeli/Meitar/Weisberg (2006) described innovative behaviour as a multifaceted process that involves identifying problems, creating new ideas, and solving problems, building support for new ideas and solutions in the organization. Knowledge sharing among employees is considered a valuable resource, and organizations that facilitate knowledge sharing can innovate faster and more successfully (Xerri et al. 2009). It is also considered that employees can demonstrate innovative behaviour only if they are encouraged, rewarded and supported, which speaks of the important role of human resource management in this context (Clegg et al. 2002).

The concept of knowledge sharing relates to behaviour that depends on employees who have the knowledge (source of knowledge) and employees who receive the knowledge. Knowledge sharing is the fundamental process through which employees can contribute to applying knowledge in an organization. Knowledge sharing among employees implies the transfer of knowledge by an individual to the group's level and thus contributes to the organizational knowledge (Tua 2000).

Job performance refers to the employee's ability to contribute to specific organizational goals through their work. Workplace performance is significantly different from productivity since these two terms are often used in the literature as synonyms. Productivity is defined as an input divided by output (Kemppila 2003), which is a narrower notion of performance in the workplace. Many studies have looked at work performance in terms of respondents' attitudes and perceptions about their business efficiency.

Organizational identification of gig workers

It is already evident that staff retention is a salient issue for an increasing number of industrial sectors. On the other hand, the most prominent theory that deals with the determinants of superior business performance (resource-based theory) suggests that an organization's survival is based on its ability to retain its internal resources (Renaud et al. 2015). The retention of professionals is even more critical in view of the fact that these workers contribute more value to the company. The sharing economy has only paved the way for the sharing opportunities of the workforce and increased the challenges for HR managers. In this regard, Renaud et al. (2015) conducted a longitudinal study discussing that HRM practices significantly impact employee retention and that the impact of such practices varies based on the status of employees as experts or non-experts.

Additionally, organizational identification is one of the critical predictors of employee retention (Bauer/Lim 2019). Organizational identification refers to the identification of employees with the organization or the sense of unity with the organization. Identity involves the understanding that people have of themselves that is reflected in the identification with different entities. Identifying people with various entities can be extremely important because it plays a dominant role in influencing their behaviour in different contexts (Ravishankar/Pan 2008). Prasad/Junni (2017:157) define organizational identification as "*organizational members' expression of a deep attachment to salient organization characteristics*".

Hypotheses development

This study draws on the social exchange theory (Blau 1964) that suggests a positive exchange relationship (Marescaux et al. 2012). The social exchange theory (SET) suggests that an individual's behaviour results from an exchange process to maximize benefits and minimize costs. SET suggests that evaluating each relationship's benefits and costs determines the behaviour of an individual in that relationship (Cropanzano/Mitchell 2005; Gould-Williams/Davies 2005). SET can explain all the relationships of the conceptual model proposed in this study and presented in Figure 1. That is, according to the social exchange theory, there is a norm of reciprocity, which explains that when a person receives a service from another person or entity, the recipient of the service will have a sense of obligation to return it. Applied to the research, perceived HRM and the generally positive image of organizations' HRM would create a feeling among employees that the organization appreciates their contribution and care about them, which will cause them to react with attitudes and behaviours that are useful to the organization. In line with this, the primary assumption and hypothesis proposed is that employee perceptions of the company's human resource management will affect employees' overall behaviour. In accordance with the literature review carried out, conducted in accordance with the research question throughout four stages, organizational identification, knowledge sharing, employee innovative behaviour, and job performance were identified as dependent variables. The relationships between the observed variables are also the result of the literature review and are explained below.

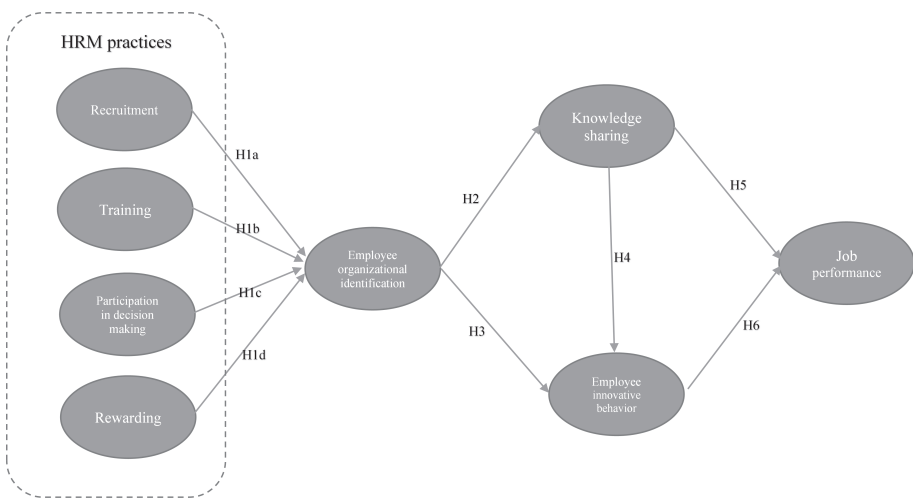


Figure 1. The proposed conceptual model

Organizational commitment has been the subject of ongoing research interest for decades due to its impact on individual performance and organizational efficiency. Moreover, there is almost a scientific consensus that HRM practices are one of the main determinants of employee organizational commitment (Paul/Anantharaman 2004). Ogilvie (1986) discusses the predicting role of HRM practices for organizational commitment. In this regard, he stated that policies that recognize and reward performance and the general system of rewarding impact the employee organizational commitment, whose affective dimension is organizational identification (Giauque/Resenterra/Siggen, 2010; Marescaux/de Winne/Sels, 2012). Following the rationale of the social exchange theory, it can be connoted that HRM practices that improve the well-being of employees will influence the development of higher levels of their organizational identification. In other words, employee perception of HRM reflects the meaning of reciprocity and the level of concern that the organization has for employees. Therefore, we can claim that the perception of HRM practices will predict the sense of identification with the company, i.e., a more positive attitude about HRM will result in greater identification. Newman et al. (2016) confirmed that HRM practices had enhanced organizational identification by strengthening social exchanges between employees and the organization. Following this logic, we argue that individual HRM practices affect employee organizational identification. Nowadays, candidates are recruited through a careful selection process, making it possible to find the best staff for specific jobs. The employee-organization fit enables the achievement of both, the needs of the employees and the organizational requirements (Aboramadan et al. 2020). Similarly, effective training and development programs can foster organizational commitment and employee

satisfaction. Employee participation in making decisions concerning them and their work contributes to the organizational commitment and through goals setting and development of effective implementation mechanisms. Employees will show stronger identification when they have a sense of appraisal of the organization by their efforts and performance (Aboramadan et al. 2020). Therefore, we propose the following hypotheses:

- H1. HRM practices positively influence employee organizational identification.*
- H1a. Selection processes positively influence employee organizational identification.*
- H1b. Training positively influences employee organizational identification.*
- H1c. Participation in the decision making process positively influences employee organizational identification.*
- H1d. Rewarding system positively influences employee organizational identification.*

An employee who identifies with the company seeks its success and is, therefore, more likely to want to engage in behaviour that will be useful to a favourable business result. In this regard, Carmeli/Atwater/Levi (2011) empirically confirmed that organizational identification influences the willingness of knowledge sharing. The social exchange theory underlines the premise that positive perceptions as organizational identification create feelings of obligation that serve to increase behaviours that support organizational goals of which innovative behaviour is the prevailing one (Afsar/Badiri 2017). In other words, an employee who identifies with the company will have an obligation to behave in accordance with the set organizational goals, and some of the positive behaviours are knowledge sharing and innovation in the workplace. Hence, the following is hypothesized:

- H2. Employee organizational identification positively influences knowledge sharing.*
- H3. Employee organizational identification positively influences employee innovativeness.*

In order to improve innovation capability, companies apply different types of stimuli to promote innovative behaviour among employees. Innovative capability at the organizational level depends on innovative behaviour at the individual level, which further depends on knowledge sharing (Choi et al. 2016). In other words, organizational innovation capability relies on the knowledge sharing and innovative behaviour of employees. Knowledge sharing is considered a key

determinant in shaping an innovative organization. The knowledge of employees represents their skills and experiences, and the ability to absorb new knowledge. Therefore, although knowledge is a resource in itself, the way knowledge is managed and used will affect the value of knowledge itself (Darroch 2005). Generating innovative ideas usually requires the acquisition of new perspectives and insights and their creative combination to create efficient solutions to problems (Yun/Lee 2017). When employees exchange knowledge more, they accumulate a higher amount of knowledge that promotes innovative behaviour (Yu et al. 2013). In line with this perspective, we propose the hypothesis as follow:

H4. Knowledge sharing positively influences employee innovative behaviour.

Sharing knowledge makes it easier to combine and transform existing knowledge with new knowledge and promote the successful implementation of ideas, all of which positively relate to employees' work performance (Yun/Lee 2017). Sharing knowledge with others has a positive effect on the team's performance through the strengthening of collaboration (Kwahk/Park 2016). Kwahk/Park (2016), Choi et al. (2016), and Kim/Lee (2013) empirically confirmed that job performance improves as a result of knowledge sharing activities. Based on the discussion, we introduce the following hypothesis:

H5. Knowledge sharing positively influences employee job performance.

Innovative employees are striving to gather and apply new information to create creative and new ideas, thus improving existing products and processes (Aryee et al. 2012). Innovative behaviour of employees implies a desire to learn, discover, and develop new ideas in doing business activities, which increases the impact on the work (Kim/Koo 2017). Thus, hypothesis 6 is formulated as follows:

H6. Employee innovative behaviour positively influences employee job performance.

Research methodology

Research instrument, data collection process, and sample

The indicators of the measurement scales used in this study are adopted from previous validated empirical research. In order to provide nomological validity, indicators have been thoroughly reviewed in the research content, text, specifics, and length. The indicators are measured with the Likert scale in the range of 1 – "completely disagree" to 7 – "completely agree", as well as in the range that refers to the frequency of certain activities from 1 – "never" to 7 – "always". HRM practices comprise of four dimensions: recruitment, training,

employees participation in decision making, and rewarding system. A total of fourteen items used to reflect HRM practices are adopted from Gould-Williams/Davies (2005), Perez Lopez/Montes Peon/Vazquez Ordas (2005), and Chen/Huang (2009). Organizational identification was measured by using five items adopted from Mael/Ashforth (1992), and Tarakci et al. (2018). The dimension of knowledge sharing was measured with five items adopted from Yang/Chen (2007). Innovative work behaviour is measured with four items adopted from Kleysen/Street (2001). Finally, four indicators adopted from Williams/Anderson (1991), and Cao et al. (2016) are used to measure job performance.

The sample was represented by employees in the transition country of South-eastern Europe (SEE), who were supposed to evaluate HRM practices of their companies and other dependent variables. Twenty-nine companies with recognized social responsibility were selected, and an invitation letter was sent via e-mail. The invitation comprised the link to the survey created using the online software LimeSurvey. Out of the 29 contacted companies, 12 of them responded that they would distribute the questionnaire to some of their employees in a way that is convenient for them. Besides, a certain number of questionnaires are collected through online distribution of invitations on the social network LinkedIn.

The questionnaire was completed by 304 people. Following Hair et al. (2014), observations that contained more than 10 % of missing data were removed from the sample, so 279 observations remained for the analysis. 30 % were male, and 68 % were female, and 47 % had an undergraduate degree, 32 % had a master's degree, 16 % had a high school or vocational education, and 2 % had a doctoral degree. Most respondents are from the service sector (with a dominant IT sector) (47 %), manufacturing (15 %) and trade (10 %), with 28 % of respondents from other sectors.

Data analysis and research findings

Reliability and validity analysis

We conducted confirmatory factor analysis (CFA) to examine the measurement model's properties, i.e., dimensionality, reliability, convergent, and discriminant validity. The conceptualized measurement model was tested using LISREL 8.8. Fit indexes indicated a good fit for the measurement model, confirming the dimensionality ($\chi^2/df < 5$; RMSEA < 0.08 ; SRMR < 0.1 ; CFI > 0.95 ; NFI > 0.95) (Hair et al. 2014). We calculated alpha statistics and composite reliability (CR) estimates to assess model reliability (Fornell/Larcker 1981). As presented in Table 1, all constructs achieve a CR value greater than the minimum recommended level of 0.7 (Diamantopoulos/Siguaw 2000). Concerning convergent validity, we examined the average variance extracted (AVE) and the significance of the factor loadings. All items loaded significantly on the latent constructs they were

conceptualized to measure, and AVE values of all constructs were greater than 0.5. Standardized factor loadings are listed in Table 2 (Anderson/Gerbing 1988). Discriminant validity was proved by confirming that the correlation between any two constructs is less than the square root of the AVE value of the respective constructs (Hair et al. 2014). With the CFA, we proved the reliability and validity of the measurement model used in this study.

Table 1. Reliability and validity analysis of the measurement model

<i>Dimensions</i>	<i>α</i>	<i>CR</i>	<i>AVE</i>	<i>REC</i>	<i>TRA</i>	<i>DEC</i>	<i>REW</i>	<i>IDE</i>	<i>KNOW</i>	<i>INNO</i>	<i>PER</i>
REC	0.914	0.915	0.729	0.854							
TRA	0.853	0.857	0.667	0.783	0.817						
DEC	0.930	0.932	0.774	0.731	0.665	0.880					
REW	0.918	0.922	0.798	0.567	0.566	0.546	0.893				
IDE	0.878	0.882	0.654	0.482	0.409	0.487	0.387	0.809			
KNOW	0.874	0.877	0.591	0.489	0.450	0.449	0.390	0.435	0.769		
INNO	0.919	0.921	0.745	0.503	0.381	0.432	0.311	0.385	0.411	0.863	
PER	0.878	0.888	0.667	0.206	0.147	0.147	0.104	0.169	0.264	0.407	0.817

Table 2. Indicators of the measurement scales and standardized loadings

Construct	Code	Item	
HRM PRACTICES			
(Chen/Huang 2009; Gould-Williams/Davies 2005; Perez Lopez et al. 2005)			
In my company...			
Recruitment (REC)	REC01	... in the recruitment of new employees, a quality selection process is carried out.	0.805
	REC02	... the members of the department or team, which the new worker will be part of, participate in the selection of candidates.	0.758
	REC03	... in the process of selecting candidates for employment, knowledge and experience is taken into account.	0.916
	REC04	... in the process of selecting candidates for employment, the ability of teamwork and continuous learning is taken into account.	0.925
Training (TRA)	TRA01	... there are comprehensive policies and procedures on education and development of employees.	0.836
	TRA02	... training programs are mainly based on firm-specific knowledge.	0.814
	TRA03	... all employees receive training during their professional with the aim of professional development.	0.800

Construct	Code	Item	
Participation in decision making processes (DEC)	DEC01	... employees are involved in making decisions that have an impact on them.	0.888
	DEC02	... employees participate in making decisions related to their job.	0.926
	DEC03	... employees participate in making decisions related to the way they do their job.	0.896
	DEC04	... the supervisors listen to the ideas and suggestions of the employees.	0.804
Rewarding (REW)	REW01	The company has a mixed system of rewarding: a fixed + variable part of the salary.	0.797
	REW02	The company offers incentives to its employees related to their performance.	0.944
	REW03	The company offers incentives to its employees related to their efforts and commitment.	0.931
Organizational identification (IDE) (Mael/Ashforth 1992; Tarakci et al. 2018)	IDE01	When someone criticizes my company, it feels like a personal insult.	0.864
	IDE02	I am very interested in what others think about my company.	0.896
	IDE03	When I talk about my company, I usually say 'we' rather than 'they'.	0.687
	IDE04	If a story in the media criticized the school, I would feel embarrassed.	0.771
Knowledge sharing (KNOW) (Yang/Chen 2007)	KNOW01	Organizational employees share business proposals and reports with each other.	0.629
	KNOW02	Organizational employees share business manuals, models, and methodologies with each other.	0.717
	KNOW03	Organizational employees share each other's success and failure stories.	0.836
	KNOW04	Organizational employees share business knowledge gained from news, magazines, and journals.	0.825
	KNOW05	Organizational employees share each other's know-where and know-whom.	0.813
Innovative behaviour (INNO) (Kleysen/Street 2001)	In your current job, how often do you...		
	INNO01	Look for opportunities to improve an existing process, technology, product, service, or work relationship?	0.818
	INNO02	Generate ideas or solutions to address the problem?	0.886
	INNO03	Experiment with new ideas and solutions?	0.874
	INNO04	Suggest new ways to achieve goals or objectives?	0.874

Construct	Code	Item	
Job performance (PER) (Cao et al. 2016; Williams/Anderson 1991)	JOB01	I adequately complete the assigned duties.	0.902
	JOB02	I meet the formal performance requirements of the job.	0.893
	JOB03	The quality of my work is top-notch.	0.767
	JOB04	I try to work as hard as possible.	0.685
$\chi^2 = 806.292$; $df = 406$; $RMSEA = 0.0596$; $SRMR = 0.0494$; $CFI = 0.977$; $NFI = 0.956$			

Conceptual model testing and results discussion

We employed the structural equation modelling (SEM) with the maximum likelihood (ML) estimation technique to test our hypotheses and proposed conceptual model. The structural model is conceptualized in accordance with earlier studies and the social exchange theory and consists of six hypotheses. The estimated standardized path coefficients, t-values, and p statistics associated with this model are presented in Table 3.

The estimated model demonstrated an acceptable fit ($\chi^2 = 874.519$; $df = 419$; $RMSEA = 0.0625$; $CFI = 0.975$; $NFI = 0.952$).

Table 3. SEM estimation results

Paths			Path coefficient	t – value
H1a:	Recruitment	→ Organizational identification	0.260**	2.220
H1b:	Training	→ Organizational identification	-0.018	-0.161
H1c:	Participation in DM	→ Organizational identification	0.263***	2.874
H1d:	Rewarding	→ Organizational identification	0.124**	1.694
H2:	Organizational identification	→ Knowledge sharing	0.462***	6.409
H3:	Organizational identification	→ Innovativeness	0.279***	4.002
H4:	Knowledge sharing	→ Innovativeness	0.281***	3.856
H5:	Knowledge sharing	→ Job performance	0.115**	1.670
H6:	Innovative behaviour	→ Job performance	0.358***	5.154

One-tailed: * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

The results presented in Table 3 show that the effects of selective recruitment ($\beta = 0.260$, $t = 2.220$, $p < 0.05$), employees participation in decision making ($\beta = 0.263$, $t = 2.874$, $p < 0.01$) and rewarding ($\beta = 0.124$, $t = 1.694$, $p < 0.05$) on organizational identification were statistically significant. Also, organizational identification is positively associated with knowledge sharing ($\beta = 0.462$, $t = 6.409$, $p < 0.01$) and innovative work behaviour ($\beta = 0.279$, $t = 4.002$, $p < 0.01$). Furthermore, knowledge sharing influences innovativeness ($\beta = 0.281$, $t = 3.856$, $p < 0.01$) and job performance ($\beta = 0.115$, $t = 1.670$, $p < 0.05$). Finally, innovative work be-

haviour enhances employee job performance ($\beta=0.358$, $t=5.154$, $p<0.01$). It is interesting that only training as HRM practice does not positively impact employees' identification with the company ($\beta=-0.018$, $t=-0.161$, $p>0.1$).

We embody our study in a stream nested under the assumption that knowledge has become one of the most valued commodities in modern economic activity resulting in the emergence of a knowledge-based economy and the spread of so-called knowledge work. Furthermore, we add to the conceptual foundation the challenge of maintaining the commitment of knowledge workers underlined by their tendency to show greater commitment to their occupations than to certain organizations (thus becoming gig workers or freelancers) (Giauque et al., 2010). The results reveal that knowledge sharing and employee innovative behaviour are two important antecedents of employee job performance, accounting for the effect of knowledge sharing on innovativeness. A number of studies have revealed the interconnectedness of these three concepts (knowledge sharing and job performance (Cui et al. 2019), innovative behaviour and job performance (Kim/Koo, 2017), knowledge sharing and innovativeness (Pian et al. 2019). The rationale of the relationships is that knowledge sharing contributes to innovativeness by increasing employees' knowledge and its application, and increased knowledge application contributes to better job performance. In this regard, Pian et al. (2019) argue the importance of employee knowledge sharing behaviour and innovative behaviour as antecedents of overall organizational performance. The antecedent role of both employee innovative behaviour and knowledge sharing is played by organizational employee identification, which is an affective dimension of organizational commitment. In the current literature, the rationale of these relations has been clarified in a way that affectively engaged employees closely identify with the organization's values and goals (Bao et al. 2016; Battistelli et al. 2019), and are thus prone to a sense of responsibility for their attainment by exerting extra efforts. The sense of affection urge employees to more actively research, promote and execute new ideas more effectively (Battistelli et al. 2019), as well as to improve job abilities through knowledge sharing (Bao et al. 2016) to help the company achieve its goals.

Finally, this paper's central contribution is embodied in the first part of the model, whereby we evaluated the impact of perceived individual HRM practices on employee organizational identification in an integrated model with the behaviours and performances already described. The findings reinforce the value of HRM practice in establishing an overall work environment that will be perceived as supportive by employees, contributing to their sense of identity and affirming behaviours that facilitate the achievement of organizational objectives. The results indicate that for employee job performance, it is necessary to conduct a quality selection process when hiring new employees, selecting those who have the knowledge and experience and have the ability to work in teams and continuous learning (recruitment). Furthermore, it is important that employees

are involved in making decisions that have an impact on them and their work, and that supervisors listen to employees' ideas and suggestions (participation in decision making). Finally, organizations should develop a reward system, offer their employees incentives related to their performance, but also their efforts and commitment (rewarding). It is worth noting that training does not significantly affect the development of employee organizational identification. In other words, the establishment of a comprehensive policy and procedure on employee education and development, and the implementation of training for all employees did not prove to be a significant predictor of the analysed employee behaviour.

With the results, we joined the stream of literature which claimed for HRM practices to be the dominant predictor of the outcome of employee behaviour (as Aktar/Pangil, 2018). The ability of companies to recruit knowledge workers and develop their commitment, together with a certain level of loyalty, has become a real challenge for HR departments (Giauque et al., 2010). The challenge of retaining knowledge workers is sometimes treated in the literature as a brain drain issue (as Giauque et al., 2010). Hence, we add value to the literature by confirming the importance of individual HRM practices while arguing that not all practices have the same impact. Thus, the findings summon practitioners to systematically plan and evaluate HRM practices in order to produce a beneficial impact on employee behaviour. Training is quite important, but in this case, it doesn't contribute to employee organizational identification.

Therefore, in order for companies to respond to changes in today's economy, they should focus on their main resource, the only resource that can make them succeed or fail in the new economy – their talents, their human resources (Renaud et al. 2015). The sharing economy is not just about technology; it is about people and about changing human behaviour. That is why the level of company success depends on human resource management, as well as employee performance (Muda et al. 2014). It is, therefore, critical for businesses to impact and manage employee performance properly, especially considering that the economy is reshaping the workforce and the entire concept of work. The importance of managing employees is reflected in the fact that in today's environment, knowledge and innovation are the only certain sources of competitive advantage (Nonaka/Takeuchi, 2007), and both are determinants of competitiveness (Mohamad/Mat Zin 2019). Therefore, employees should be willing to share and acquire knowledge, and through innovative behaviour, generate new processes or products/services in response to environmental pressures.

Conclusions, limitations, and recommendations

The purpose of this study was to evaluate the role of HRM practices by which companies respond to the uncertainty of the sharing economy in the develop-

ment of organizational identification of employees and their job performance. The proposed structural model is based on the social exchange theory, and it assumes that, in the context of the sharing economy, HRM enhances a sense of commitment among employees resulting in their identification with the company, which further positively influencing many organizational processes, as a large number of studies suggest (Paul/Anantharaman 2004).

In this study, we build upon and aim to contribute to a body of knowledge that establishes HRM practices as a prominent antecedent of organizational identification, employee innovative behaviour, knowledge sharing, and overall job performance. The model proposes that organizational identification is the cornerstone of both permanent and gig-workers' commitment to the company. The model postulates that HRM practices, knowledge, and innovation represent the path toward business success in the gig economy. Whether a company employs permanent or temporary gig-workers, HRM practices will have the same role in promoting their positive behaviour. Only because an employee is a temporary gig worker does not imply that HR should focus less on them. On the contrary, gig human resource management is even more challenging because it is harder to achieve organizational identification as a crucial factor for organizational commitment and organizational behaviour. In this research, we questioned what HRM practices could be used to enhance organizational commitment in the context of responding to the sharing economy, which is an economic innovation itself.

Identified HRM practices are recruitment, training, employee participation in decision making, and compensation and rewarding system. The results confirm that recruitment positively influences the development of employee organizational identification. In other words, the quality of the selection process and the selection of skilled workers ready for continuous learning will positively impact the development of organizational identification among the employees. Additionally, employee participation in decision making, as well as an adequate system of rewarding, contribute to making employees feel involved in the company's processes and more willing to focus their activities on achieving organizational goals. Training does not have a significant impact on organizational identification. The reason for this may be found in the sense of pressure that employees may have if they are required to attend certain training. In this regard, companies should develop a systematic approach to planning employees' professional development without developing a sense of obligation among them. Knowledge sharing and innovative behaviours are predictors of successful employee job performance and groundwork for the company's response to disruptive innovation of the sharing economy.

The main contribution of this study is that it represents the efforts of the transition from the traditional HRM to the HRM of the gig economy relying on exist-

ing theories and practices. The top management of companies will soon need to deal more with the issues on which jobs to recruit permanent employees and what jobs are more appropriate for gig workers. Furthermore, HRM managers should indeed deal with the issue of creating organizational commitment for both categories of employees. In the sharing economy, adequate HRM practices will serve as a foundation for the business success, primarily through the simultaneous effect of the key capabilities analysed by this model: knowledge and innovation. In this regard, this study uses knowledge of existing theories and offers a model of employee-related concepts that are of the utmost importance for the business success in a gig economy. The main disadvantage of this study is the lack of perception of gig-workers. In this regard, the model should be tested on gig-workers by measuring their perception of the HRM practices of companies engaging them. Also, the recommendation for future research would imply testing different types of HRM practices, not only the traditional ones but, e.g., HRM practices through the use of social media channels. Moreover, it is necessary to redefine HRM practices in the light of the sharing economy, especially those related to training and decision making.

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