

Human resources management from a knowledge management perspective تسيير الموارد البشرية من منظور إدارة المعرفة

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ملخص

لقد نال تسيير الموارد البشرية أهمية بالغة من قبل المسيرين بحيث تجلى ذلك من خلال تطبيق البرامج التنموية للمؤسسة والتي أصبح لها مكانة هامة داخل الهيكل التنظيمي، ومن الإدارات الرئيسية التي تهتم بتصميم سياسة وإستراتيجية تنمية مواردها البشرية ،ووعيا منها نجد إدارة المعرفة التي تهتم بتسيير الموارد البشرية وهذا عن طريق جملة من العمليات والتي تمارسها والتي تبرز من خلال إرساء المعرفة لدى الأفراد عن طريق توظيفهم بعد عملية اختيارهم ثم تدريبهم مروراً إلى تقييم أدائهم الذي يهدف إلى تحقيق الأداء الجيد والفعالية التنظيمية اللازمة بالإضافة إلى وضع سياسات وبرامج تساعد في تحسين أداء العاملين. فموضوع تسيير الموارد البشرية يعتبر من المواضيع المعاصرة الهامة التي حظت باهتمام الباحثين والعلماء في شتى التخصصات. فنجاح المؤسسة أو المنظمة وقدرتها على تحقيق أهدافها يتوقف على مدى كفاءة وقدرات وخبرات العناصر البشرية التي تمتلكها، وذلك من خلال الاعتماد على أساليب التسيير الحديثة التي تتبعها إدارة المعرفة بحيث تكون مبرمجة على أساسيات مختلفة. كالتخطيط والاختبار والتدريب والتقييم والحوافز.... وغيرها.

الكلمات المفتاحية: إدارة ، المعرفة ، إدارة المعرفة ، الموارد البشرية.

Abstract

The management of human resources has gained great importance by managers, which was manifested through the application of the development programs of the institution, which has become an important place within the organizational structure, and from the main departments that are concerned with designing the policy and strategy for the development of their human resources, and aware of it, we find the knowledge management that is concerned with the management of human resources and this through a number of processes that it practices, which emerges through the establishment of knowledge in individuals by employing them after they are selected and then trained, through to evaluating their performance, which aims to achieve good performance and the necessary organizational effectiveness in addition to the development of policies and programs that help to improve the performance of employees. The human resources management is one of the most important contemporary topics that have attracted the attention of researchers and scientists in various disciplines. The success of the institution or organization and its ability to achieve its goals depends on the extent of the efficiency, capabilities and expertise of the human elements it possesses, by relying on modern management methods followed by knowledge management to be programmed on various fundamentals such as planning, testing, training, evaluation and incentives. and so on.

Keywords: Management, knowledge, knowledge management, human resources.

Introduction :

Throughout history, the world has undergone significant changes driven by the evolution and restructuring of various organizations and institutions. These entities, influenced by a myriad of external factors, continually adapt their internal frameworks to navigate their surroundings effectively. Consequently, the management of institutions and organizations finds itself compelled to explore innovative approaches to human resource management to optimize performance. Central to this endeavor is a keen focus on the human element, recognized as the primary catalyst and regulator of all operational activities. This recognition has propelled the significance of knowledge management, emerging as a pivotal department within institutions. Its primary mission revolves around the meticulous cultivation and enhancement of workforce competencies and skills, acknowledged as the cornerstone of goal achievement. Indeed, the success and efficacy of any institution or organization hinge upon the caliber, aptitude, and expertise of its human constituents. To leverage these assets effectively, modern management methodologies, underscored by robust knowledge management practices, are indispensable. Such methodologies are meticulously structured around essential pillars like strategic planning, rigorous testing, targeted training, continuous evaluation, and incentivization, among others. Within this context, a fundamental question arises: What is the impact of knowledge management on human resource management?

To answer this question, we can ask the following sub-questions: What is the importance of knowledge management? What are the reasons for interest in it? In order to address the management of human resources from a knowledge management perspective, some concepts and terms related to this topic must be presented and mentioned by way of example, so that we can form a conceptual understanding of knowledge management and its management of human resources.

First. Concepts' definitions:

1. Definition of management :

Good management depends on transparency, responsibility, trust, integrity, justice, and dedication, and needs institutions, structures, and competencies to achieve the set goals. It also requires a certain climate and culture of behavior, conduct, and interaction between the components of the institution's community, and this can only be achieved within the framework of respecting the system and laws ¹.

Abdelrazak Benhabib defines management as "the rational method of coordinating human, material and financial resources in order to achieve the desired goals. This method is carried out according to the organizational process of planning, organization, management, control and operations, in order to achieve the goals of the organization in parallel with the various resources." ².

It can be said that management is a process through which the course of operations is organized by using resources in the shortest time, with the least effort and at the lowest cost ³, through which the sustainable development of the organization is achieved.

Based on all the previous definitions that have been addressed, we can conclude that management is a set of interrelated and complementary processes that depend on control, guidance, organization, planning, and the rationality of exploiting available resources by defining the goal or objectives through coordinating the role of working individuals. Thus, management is an intentional process that depends on rationality in exploiting the various available resources, while human resources management can be considered a partial process of the overall management process in the administrative organization and this process is represented in the work of knowledge management and various departments that aims at the effective and efficient management of human resources .

2. Definition of Human Resources

Human resources are defined as “the size and skill level of a country's **labor force**. between skilled labor, technical labor, and non-technical labor with organizational and managerial expertise ⁴.

The World Bank also defines the labor force for a given country as the **working-age population** (working age from 15 years to 64 years), whether they are working or searching for work, and excludes those who are not in search of work, even if they are of working age, such as university students ⁵.

So from what has been presented, we can conclude that human resources are the total population capable of performing work, whether they are workers or non-workers, i.e. searching for work and who possess knowledge, skills, qualifications and abilities that enable them to engage in one or several activities inside or outside an organization in order to meet the social and economic needs of the individual, family or community, in addition to the contribution of human resources to improve their performance and achieve sustainable development for any organization in which they work and thus increase domestic output and raise the country's national income.

3. Definition of management :

Donald Clow defines it as “the art of leading and directing the activities of a group of people towards achieving a common goal ⁶.

Salah Eddine Jawhar defines it as “the process of making decisions that govern the behavior of individuals in their use of available human resources to achieve specific goals in the best possible way. Management, then, consists of an organizational structure that proceeds according to a set of coordinated processes and a hierarchy of authority that is subject to a leadership that issues decisions through which a group of individuals are directed to perform certain activities to achieve a specific goal at the lowest cost ⁷.

From all the previous definitions, we conclude that management is “an organization based on a set of integrated processes based on a hierarchy of authority that is subject to the leadership, which is the highest authority in the administrative structural organization that issues orders and decisions through which a group of individuals working under its leadership are directed to carry out certain tasks and activities that work to achieve a goal or a set of goals to be achieved, whether in the short, medium or long term, as quickly as possible, at the lowest cost and with high quality.

4. Definition of knowledge and its attributes:

4.1. Definition of knowledge:

Knowledge is the possession of a special and specific form of the ability to do something or perform an action, or knowledge by meeting, reading or direct contact. Knowledge is originally a cognitive ability and learning capacity and this is what distinguishes it from information, and it also - that is, information - can be improved and developed and we find it only as formulated and organized data, and this leads to the differentiation between knowledge and information; knowledge can be achieved through training, learning and acquired experience, while information can be obtained by copying ⁸.

It is clear to us through what has been presented previously that knowledge can be considered as the learning that an individual acquires through the information and theoretical data that he receives in parallel with the practical skills and techniques that he practices through training and instruction, which enable the human resource to perform a task or a set of tasks assigned to him or to be able to find a solution or several solutions to an issue or several issues facing him, whether in practical or ordinary life.

4.2 Attributes of knowledge:

The knowledge acquired by working individuals contributes to the development of their knowledge and skills and is characterized by several attributes that can be summarized as follows ⁹:

-Cumulative: The cumulative characteristic means that knowledge is not born today or found out of nowhere, but is the result of the accumulation of information over time and history, as new knowledge is built on previous knowledge, thanks to which it is preserved, nurtured, and developed.

-Comprehensiveness and certainty: Knowledge is comprehensive and is characterized by certainty, so it is available to all individuals, regardless of their levels and positions, and available to all organizations and institutions, which is what knowledge management seeks.

-Organization: Knowledge in knowledge management or other departments is characterized by organization, coordination and rational, purposeful and conscious construction so that it allows any individual to access it without difficulties.

-Searching for causes: Knowledge always looks for the causes of things that lead to their occurrence and thus also looks for results and solutions.

-Precision and abstraction: The characteristic of precision in knowledge shows us that knowledge always looks at the micro and macro of phenomena in order to arrive at abstract and certain truths.

5. Definition of knowledge management:

Knowledge management is defined as “a set of clear and well-defined approaches and processes aimed at discovering and managing critical knowledge functions, both positive and negative, in different types of processes, identifying new products or

strategies, enhancing human resource management, and achieving a number of other objectives to be achieved ¹⁰.

Based on this definition, we can say that knowledge management is a set of interrelated methods and processes that aim to improve the level of the human resource in performance by providing it with knowledge, information and data, which is manifested through the functions of training and instruction.

Knowledge management seeks to enhance the status of the working individual and empower him in his field of work through continuous training and keeping abreast of developments and new developments in the field of work, thus preserving this important resource with the qualifications, competencies and skills that enable him to achieve the necessary efficiency in performance, which leads to achieving the goals of the organization and meeting the needs of the individual and subsequently achieving what is called sustainable development for the individual, the organization and society at the same time.

Second. Reasons for interest in knowledge management:

There are many reasons for the need to pay attention to knowledge management, which we will summarize below:

1. Increased awareness among employees: (Increased educational level, acquisition of practical skills, the presence of individuals with high capabilities ...) This increased the need for the establishment of a specialized department to work with them.
2. Technological development: The modern technological and industrial development has made it imperative for business owners to search for workers who are more efficient, flexible and able to acquire new skills in less time and at the lowest cost, and this can only be achieved through modern knowledge management.
3. Major industrial development: The emergence of the industrial revolution and the emergence of organized labor organizations within organizations and institutions led to the emergence of conflicts between management and workers, which necessitated the need for management to find some scientific methods that enable it to confront these issues and thus the need for a specialized department within the organization ¹¹.
4. The development of modern administrative thought: This has affected the attitude and values of managers towards the treatment, guidance and supervision of workers, as the behavioral sciences with its various branches contributed effectively to the introduction of the modern humanistic concept in management ¹². The old dictatorial and slavish style that relied on the command characteristic has changed to an effective rational management style characterized by flexibility and democracy, as it depends on participation in decision-making, objective performance evaluation and other modern methods on which knowledge management depends.

5. Increased government intervention: The signs of government intervention in labor relations between workers and employers have appeared through the issuance of labor laws and legislation regulating labor relations, which has led to the need to create a specialized department that maintains the enactment and application of these laws and legislation that are concerned with managing relations between management and labor organizations in order to replace the principle of cooperation, interdependence and integration in the field of work instead of replacing the logic of conflict.
6. Increasing the cost of the human element: The increasing interest in the human resource over time as the main driver of resources and generator of wealth is the main reason that prompted knowledge management to explicitly and implicitly pay attention to the human element about its functions, which are recruitment, selection process, training, wages, incentives, and other functions that concern the most important elements of the cost of the human resource in most organizations and institutions, since the cost of using the human elements and evaluating the effectiveness of their performance requires specialized knowledge and skills by knowledge management.
7. Increasing the size of organizations: The increase in the number of jobs within the organization and thus the increase in the number of employees, which has led to an increase in the issues of dealing with them and the sense of the need for a specialized department to take care of their affairs ¹³.

This means that in the old days, organizations were of small size and the jobs were simple and uncomplicated and did not need great knowledge and skills in order to perform them, but in our current era, which is characterized by rapid development and change in jobs and production methods and the change in the size of society led to the need for organizations with large structures that depend on carrying out all operations from the beginning of production until the marketing stage, which required the presence of specialization in the field of work, in addition to the rapid change in production and the requirements of society. Knowledge management had to be the backbone along with human resource management to provide workers with all the knowledge, information and skills to improve and develop their abilities to perform their work to the fullest .

Third. the importance of knowledge management:

We can mention the importance of knowledge management in the following points by way of example, which we will summarize as follows:

- Knowledge management is a great opportunity for an organization to reduce costs and increase its internal revenue to generate new revenue ¹⁴.
- Enhance an organization's ability to retain and improve organizational performance that relies on knowledge and expertise.
- It allows the organization to identify and define the necessary knowledge and enhance its availability by applying it, evaluating it and sharing it with workers.
- Establishes the value of knowledge itself through attention to content.

According to these points that have been addressed, it is clear to us that knowledge management has a significant and effective role in establishing knowledge or the set of theoretical and practical knowledge among individuals working in institutions and organizations that contribute in one way or another to achieving competitive and entrepreneurial advantage in organizations by improving and increasing the performance of individuals, which in turn works to achieve productive efficiency in quantity and quality and thus increase the profitability of institutions that work to achieve the sustainable development to be reached.

- Changing job profiles and performance requirements: Jobs in modern organizations are characterized by complexity and difficulty, requiring distinctive skills and abilities. Today's employee may be a member of a team, which means increasing interest in human resources management in evaluating and implementing programs and policies to achieve compatibility with and support these changes ¹⁵.

Forth. Objectives of knowledge management:

Each department of an institution or organization takes into account a specific goal or a set of goals that it strives to achieve, but this achievement will only be achieved by providing the means and conditions that contribute to it, and among these departments we find the knowledge management, which is one of the latest departments that depend on the knowledge economy so that it works hard to reach the desired goals that we can summarize in the following points ¹⁶:

- Focus on the development of the social, cultural and organizational aspects of knowledge management.
- Contribute to discussions on government policies and procedures related to the management and development of knowledge society infrastructure.
- Spread awareness and a broader definition of the meaning of knowledge management and development among business people, employees and managers.
- Provide intellectual knowledge and practical skills to human resources.

- Contribute to increasing and improving performance through the dissemination of knowledge managed by knowledge management.
- Establish the principles of knowledge management among human resources working in institutions and organizations.
- Transfer of theoretical knowledge and practical skills between professional generations in institutions and organizations.

By addressing all the objectives that knowledge management wants to achieve, it is clear to us that knowledge management strives to develop and expand knowledge and improve the management of human resources in organizations that aim to increase the performance of the human element quantitatively and qualitatively, through the accumulation of knowledge, and considering that this knowledge is renewable, it should not remain static but must be developed and renewed to keep pace with developments in the knowledge aspect that knowledge management seeks to establish well and continuously, which in turn achieves sustainable development for institutions, organizations and society as a whole.

Fifth. Foundations of knowledge management:

Knowledge management is based on a set of foundations and principles that distinguish it from other departments in how it manages human resources, including the following:

- Strategic planning: Reflects the organization's direction and outlook in how it manages human resources.
- Processes: We find that knowledge management has a set of interconnected and interrelated processes, and the process is the way in which the work of the institution or organization is carried out so that the method must be specific and clear to the working human resources, and in order to understand and control these processes, they must rely on the following elements, namely: Authority, leadership, control, organization, and other elements that complement the knowledge management functions.
- Human resources: Human resources are considered the real source of wealth and intellectual capital that all organizations and institutions rely on to achieve their goals. Knowledge management cannot reach the desired goals and objectives without relying on the human competencies it possesses, and in order for these competencies to achieve this, knowledge management must rely on a set of pillars in its management of human resources, namely: - Knowledge development of human resources, empowerment through establishing and updating new knowledge, human resources guidance and performance evaluation, and job commitment.
- Improving relationships: It refers to the quality of the relationships that are formed between human resources in the field of work internally and externally based on the principle of mutual trust within organizations or institutions, teamwork, a spirit of cooperation and organizational communication.
- The principle of learning: It provides individuals with new knowledge that leads to the creation of new behaviors in line with the organizational culture.

Six. Knowledge Management Mechanisms:

They are organizational and structural means used to enhance the work of knowledge management and are means that support the enablement of knowledge management systems ¹⁷, and examples of knowledge management mechanisms include the following:

- Learning by doing.
- Training on the job.
- Learning by observation
- Learning from direct personal encounters.
- Developing the spirit of initiative in new employees.
- Rotating employees between departments.

Through the aforementioned, it is clear to us that these pillars rely on knowledge management in developing, improving and renewing the knowledge of the human resources working in the organization by establishing learning through various methods that aim to improve actual performance, which would achieve the sustainable development of the organization.

Seven. Knowledge Management Processes:

Knowledge management is based on a set of processes that will contribute to the proper and effective management of human resources, which can be summarized in four basic processes ¹⁸:

- Knowledge generation.
- Knowledge storage and retrieval.
- Knowledge sharing.
- Knowledge application.

1 Knowledge generation:

The generation of new knowledge is conducted through research, development, experimentation, learning lessons and creative thinking, so we find that the successful organization is the one that acquires and generates new knowledge, as indicated by (Nonaka & Takeuchi).¹⁹

Through this concept, it is clear to us that knowledge generation is the renewal that occurs in the information and knowledge of the human resource, which can only be accomplished through learning and training on new methods and ways of working.

2 Knowledge storage and retrieval :

It is a method by which knowledge is stored and preserved in ways and methods that can be retrieved in the future and acted upon, as well as the possibility of developing and renewing this knowledge whenever necessary.

3 Knowledge sharing:

Knowledge sharing is the process of transferring knowledge between generations in the field of work, which leads to business continuity and sustainable development through the sustainability of knowledge between individuals and organizations, which knowledge management aims to achieve.

4 Knowledge application:

The knowledge application mechanism is one of the mechanisms that knowledge management seeks to achieve by enabling human resources to use and apply the knowledge they have acquired in the performance of their work, which contributes to improving performance and achieving sustainable development.

Eight. The impact of knowledge management on human resource management:

I have found that there are three main reasons that prompted these organizations to adopt knowledge management, including improving organizational performance, maintaining the expertise of working individuals and enhancing customer satisfaction with the products of the organization or institution, as well as increasing profits or revenues. Among the important processes that knowledge management is concerned with is the process of managing people, which works on the good and effective management of human resources by facilitating the process of human resources learning from each other by transferring knowledge from one generation to another, whether from inside or outside the organization, and the impact of knowledge management on human resources can be remembered through the following: ²¹

- Influencing the learning of individual workers.
- Influencing the adaptation of individual workers.
- Influencing job satisfaction.

1 Influencing the learning of individual workers:

Knowledge management contributes to improving the individual and collective learning of workers within the organization provided by the organizations through training and training so that it leads to learning and acquiring new knowledge in parallel with the development and improvement of previous knowledge in various fields and specializations, in addition to “socialization, which helps working individuals acquire knowledge through various informal activities, and in this context the role of communities of practice as self-organized groups based on the membership of individuals who may be geographically distributed, but communicate regularly” ²² to exchange knowledge and find solutions to various issues of common interest, it also allows institutions and organizations to follow up and manage the performance of human resources and thus identify the various points and then strengthen them. it also allows institutions and organizations to monitor and manage the performance of human resources and thus identify the various points and then strengthen them, while on the other hand, weaknesses in performance are detected and corrected.

Knowledge management can contribute significantly and effectively to the learning process of human resources, whether in terms of knowledge or skills, through the knowledge available to them, whether it is stored so that it can be retrieved and worked with, or developed and improved, or obtaining new information.

2 Influencing the adaptation of working individuals:

Knowledge management contributes significantly and effectively in the process of adaptation of human resources working in the organization or institution because it provides knowledge and information that makes them aware of the specifics of their work and facilitates their performance, which removes ambiguity and confusion for the worker in his field of work, as the worker who does not have information about the work he does, we find him always confused and worried, which leads to a lack of adaptation in the field of work. Also, the information and knowledge available to the worker enables him to face the problems and obstacles that he encounters at work and facilitates the process of communication in the organization, which helps him to enrich the discussion and decision-making process within the organization .

3 Influencing job satisfaction:

Knowledge management contributes to achieving job satisfaction among human resources working either directly or indirectly within the organizations or institutions in which they work, and this can only be achieved by increasing the possibility of increasing their abilities and skills that improve and develop through the new knowledge and information they receive within the organization or institution, whether through training and training or acquired from co-workers through communication and friction, which helps them to perform their work and solve the work issues they face with ease and comfort. Also, the acquisition of new knowledge and skills through training and instruction allows the working individual the possibility of promotion, which achieves job satisfaction in their field of work .

Through what has been discussed, we note that knowledge management has played an important role in creating new strategies for the management of human resources within organizations and institutions, which was a result of the development of the knowledge economy, which made a qualitative leap in the field of managing human resources, which would reach the achievement of competitive advantage for institutions and thus achieve sustainable development for the individual, the institution and society at one level, so that specialists in the field of knowledge economy believe that human resources management is hardly losing its role in various institutions and organizations that rely on knowledge. Therefore, human resources management must rethink how to rely on knowledge that enables working individuals to exercise their tasks and keep pace with the developments by focusing on the learning and knowledge process, which is based on strategic planning, relationship development, role creation, and focus on learning, knowledge renewal and development .

Conclusion

The paramount importance of the human resource and the effective role it plays in the organization has led all organizations of all kinds, industrial, commercial or service, to take an active and increasing interest in this resource - the human resource - and as a result of the changes and developments in all fields, knowledge management has emerged, which is one of the departments that play an important role in developing, improving and transferring knowledge to human resources since ancient times until it reached what it has become now along with the results and objectives achieved by organizations in the management and development of the human element, so that they have become providing managers and officials with various appropriate methods and techniques related to human resources and the department in which they are active in order to clarify and highlight the various shortcomings and negative aspects of the old management, so that they can realize and address them by developing the knowledge, abilities and skills of individuals; developing their competencies, investing them and winning their positive support in order to achieve the goals of the organization along with their own personal goals. Therefore, knowledge management today has become the backbone of any organization and cannot be dispensed with or separated from other departments, because it is the one that is concerned with providing the human element with various scientific and practical knowledge that helps it perform its work to the fullest.

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