



The new role of Human Resources Management in light of adopting a Knowledge Management Implementation Strategy

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Abstract:

This research addresses the topic of the relationship between the application of Knowledge Management Processes and the changes that have occurred in both the concept and roles of human resources management and functions. The goal is to study and analyze the most important aspects of these transformations and changes, especially what relates to the modern and new role of the human resources function that is stimulated by the application of knowledge management processes and the relationship of that to the goal. The basic goal of integrating the organization into the Knowledge Economy.

We used the descriptive analytical approach, and the most important results of this research concern the issue of defining the changes required to ensure the success of the process of applying knowledge management processes, in addition to identifying the new functions that this process has produced in Human Resources Management within the framework of the strategic goal to enable the organization to integrate into the existing modern global economy. On knowledge and related technology by relying on the value of knowledge as the organization's most important resource and the basic factor for excellence, rather than the value of tangibles (goods and services).

Keywords: knowledge management; Human Resource Management; intellectual capital; Knowledge economy.

1. INTRODUCTION:

Knowledge management has emerged as a modern administrative tool that seeks to develop the intellectual capital of organizations to integrate them into the knowledge-based economy, but this will not be achieved unless human resources management succeeds in bringing about the changes required to implement knowledge management, which, when achieved, will enable it to undertake new tasks and roles that are appropriate to the jobs. Which is imposed by integration into the knowledge economy system and the unconventional capabilities and means that knowledge management provides for it, making it a driver of creativity and innovation, and thus sustainable excellence for the organization through its orientation towards maximizing its intellectual capital in its various branches, starting with its human and structural capital, as well as its relational capital. This will place an enormous burden on human resources management and hold it responsible for the organization's success in achieving its strategy and goals in a rapidly changing and highly complex environment.

- **The problem of the study:**

How does applying knowledge management processes to Human Resources Management contribute to changing its role and functions?

- **Study hypotheses:** The main hypothesis for our study is as follows:

Applying knowledge management to a management function is considered a key to achieving integration into the knowledge economy, which imposes radical changes commensurate with making knowledge an engine for excellence and creativity by creating an appropriate environment.

- **Objectives of the study:**

- Identifying the factors influencing organizations' transformation towards Knowledge Economy.
- Analyze and understand the foundations of knowledge management, its processes, and the mechanisms and requirements for its application.
- Analyzing the impact of applying knowledge management processes on the structure, functions and activities of human resources management and identifying the dimensions of its new role.

- **The importance of the study:**

The importance of the study lies in highlighting the main motives that push towards adopting the application of knowledge management processes to the human resources management function in order to provide solutions that are compatible with environmental changes, especially those related to modern management methods for developing intellectual capital and the competencies of its human resources, in addition to achieving compatibility and integration into The knowledge economy by successfully adapting to the environment based on the solutions and tools provided by the application of knowledge management, which creates new roles for the resource management function that should be studied.

- **Study methodology:**

We used the descriptive analytical method in order to control and define the various concepts that fall within the scope of the research, understand the various elements involved in the research variables, and analyze the relationship between them.

2. Introduction to knowledge and knowledge management:

2. 1 Basics of knowledge:

2. 1. 1 The concept of knowledge: Knowledge has become a pivotal component in our time in view of the role it plays in the success of organizations, as the concept of value has changed and the

focus on the value of knowledge has increased, so it has become an alternative to the material values of goods and services (tangibles).

A. Data:

- They are the basic building blocks of information and knowledge. (Russ, 2010, p. 29)
- It is the primary, raw component of information and is usually characterized by being ambiguous (incomprehensible) to humans, as it represents facts that occurred to the organization and were not properly organized and arranged.

B. Information:

- Data that has been processed, arranged, and placed in an understandable and meaningful form that is useful to the human race. There are three activities in the information system: input elements: data, operations: processing (calculation, arrangement, classification, etc.), and outputs: information. (Titi, 2010, p. 20)

C. Knowledge:

Researchers have varied opinions about its concept, and we list some of their definitions:

- **HARRIS & HENDERSONS (1999, P. 92):** It is one of the main elements in an integrated chain that begins with signals and progresses towards data, then information, then knowledge, then to wisdom, and the latter represents the basis of innovation.
- **KANIKA & MAHAHLELE (2002, P. 01):** It represents a combination of: experience and values, contextual information, and expert insight, providing a general framework for evaluating and blending new experiences and information.
- **BARNAS (2002, P. 03):** Justifying personal beliefs that increase individual responsibilities to take effective action, is due to skills, physical abilities, and intellectual and cognitive activities to solve a problem. (Alla, 2017, p. 20)

2. 1. 2 Types of knowledge:

There are many classifications, and the most famous model is Nonaka (Al-Jamous, 2013, p. 37) which classifies them into:

A. Explicit Knowledge: It is described as being able to be captured and encoded based on abstract human symbols such as mathematics, logical propositions, and natural and structured languages, as they are easy to describe and define. It is also tangible and external. (Waltz, 2003, p. 62) It is called leaky knowledge (given the possibility of it leaking outside the organization). (Bozorin, 2021, p. 33)

B. Tacit Knowledge: This is intangible, internal, experiential, and intuitive knowledge, which is not documented; preserved in the human mind, so it is personal knowledge. (Al-Nasser, 2014, p. 21)

Table 1: Comparison: Characteristics of tacit and explicit knowledge

Implicit knowledge	Explicit knowledge
- The ability to adapt in order to deal with new and exceptional circumstances. - Experience, knowledge: how?, why?, caring for what? - Possibility for collaboration, sharing of visions, and transfer of culture. - Training and guidance to transfer experiential knowledge from one person to another face to face.	- The ability to produce, disseminate, access, and reapply them in organizations. - Ability to learn and train. - The ability to organize it, synthesize it, and transform the vision into a message, and then into guidelines (for operation). - Knowledge transfer across goods, services and documented processes.

Source: (Dalkir, 2005, P. 8)

2. 1. 3 Knowledge Engine:

In their study on the success of Japanese companies in achieving creativity and innovation, Nonaka & Takeuchi (1995) discussed four types of knowledge transfer according to the classification that Polanyi came up with in 1958, which are:

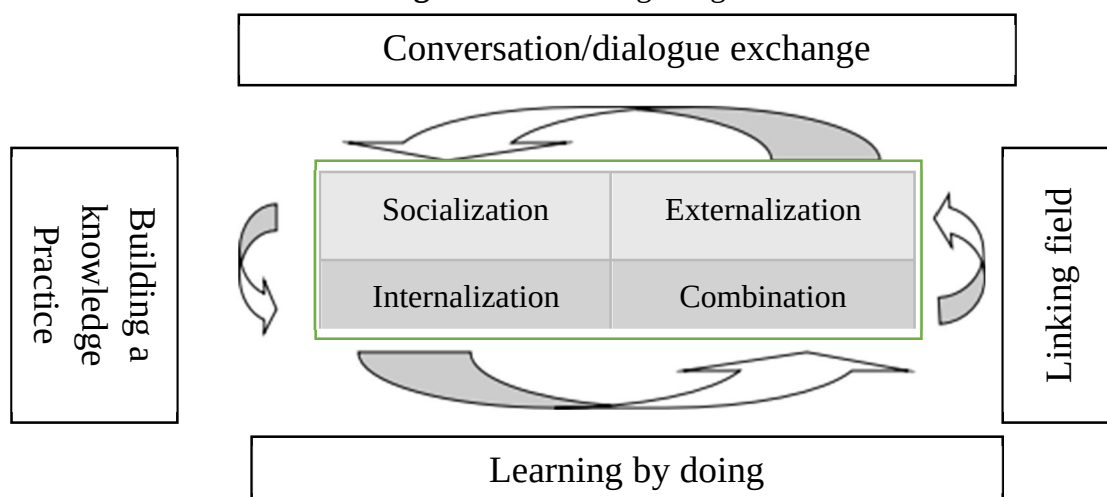
A. Socialization: It includes the process of exchanging and sharing knowledge between individuals face to face (transforming tacit knowledge into tacit knowledge) and in a natural manner, usually through social interactions, and involves reaching a mutual understanding through the sharing of mental models.

B. Externalization: This pattern gives a visual form to tacit knowledge and turns it into explicit knowledge. It is defined as a fundamental process of generating knowledge - from implicit to explicit - which takes several forms, including hypotheses, concepts, and models. In this style, individuals become more able to express knowledge in its various forms, including knowing how and knowing why. Tacit knowledge can be written down.

C. Combination: In this style, new knowledge is not created, but rather a new combination and representation of existing explicit knowledge is generated, which can contribute to the generation of new tacit knowledge in the future, and the processes of collection, combination, and blending occurs in sorting concepts and synthesizing them again in knowledge management systems.

D. Internalization: involves transforming explicit knowledge into implicit knowledge, through which the newly acquired behavior is disseminated and consolidated, and the understanding of revised mental models occurs. This style is strongly associated with learning by doing, as this style integrates individual and/or shared experiences and explicit knowledge into individual mental models. (Al-Nasser, 2014, pp. 24-26)

Figure 1: Knowledge Engine



Source: (Al-Nasser, 2014, p. 27)

2. 2 The Concept and foundations of Knowledge Management:

2. 2. 1 The concept of Knowledge Management: We review a set of definitions of knowledge management shown in the following table:

Table 2: Different definitions of Knowledge Management

Definition	Reference
It is doing what is required to obtain the greatest amount of sources of knowledge.	(BECERRA-Fernandez & SABHERWAL, 2010, p. 39).
process that contributes to enabling companies to define, select, organize, disseminate, and transfer important information and experiences to the company's memory, which are usually present in the company in an unorganized and structured way.	(Titi, 2010, p. 28)
It can be understood as, on the one hand, a process of individual and collective formation of concepts and, on the other hand, as a normative (normative) goal.	(Machado & al, 2022, p. 221)
The result of the individual's interaction with the organization on the one hand, and the integration of tacit knowledge with explicit knowledge.	(Muslim, 2015, p. 22)
They are different, precisely defined approaches and processes for exploring critical knowledge, both positive and negative, organizing it, then applying it by employing it in various activities, as well as choosing new strategies and products while improving human resource management and achieving goals.	(WIIG, 1995, p. 16)

Source: (Prepared by the researcher)

2. 2. 2 The importance and objectives of Knowledge Management:

A - The importance of Knowledge Management: Its importance emerges from the fact that it is knowledge management for individuals, organizations and societies:

Table 3: The importance of knowledge management

For the individual	For the community	For the organization
- Helps people do their jobs and save time by making better decisions and solving problems. - Building a sense of community ties to the organization. - Helps people keep pace with developments. - Provides challenges and opportunities to contribute.	-Enhances peer-to-peer mentoring. - Facilitates more effective communication and collaboration. - Develops a professional code of ethics that members can follow. - Development of a common language. - Contributes to controlling and running the strategy.	- Developing professional skills. -Able to solve problems quickly. - Disseminate best practices. - Upgrading knowledge of products and services. - Supporting ideas and increasing innovation capacity. - It allows organizations to achieve and maintain the forefront of competition. - Building organizational memory.

Source : (Dalkir, 2005, p. 08)

B- Objectives of knowledge management:

- ✓ Bringing knowledge from its sources to store it and then use it.
- ✓ Attracting more intellectual capital to solve the problems facing the organization.
- ✓ Providing an organizational climate that encourages organization members to share knowledge to raise the cognitive capabilities of others.
- ✓ Identifying core knowledge and methods for obtaining and protecting it.
- ✓ Renewing the use and development of knowledge.

- ✓ Establishing the requirements for learning, spreading the culture of knowledge and developing it through intelligence. (Al-Kubaisi, 2005, p. 44)

2. 2. 3 Basics of applying Knowledge Management:

A- Knowledge Management application requirements:

A- 1- Human Resources: They are called knowledge individuals (knowledge makers, knowledge managers and knowledge workers) and they are responsible for the activities necessary for the processes of generating knowledge, storing it, then distributing it, as well as the software related to it. (Al-Malkawi, 2007, p. 85)

A- 2- Organizational leadership style: The appropriate leader must possess 03 basic qualities, which are the ability to facilitate understanding, clarify the vision for individuals and represent a model for them, in addition to linking that vision to more than one content related to the organization and its work. (Aljamous, 2013, pp. 204-205)

A- 3- Organizational structure: It must be flexible enough so that knowledge individuals can liberate their ideas and creativity with the freedom to work in order to discover, generate, disseminate, control, organize and develop knowledge. (Al-Malkawi, 2007, p. 85)

A- 4- Technology infrastructure requirements: The necessity of preparing the requirements and technology infrastructure, including computers, software, information systems, and search engines. (Al-Malkawi, 2007, p. 85)

A- 5- Organizational culture requirements: These are the trends, habits, values and beliefs that control the behavior of individuals and are considered among the main and necessary factors for applying knowledge management. A study conducted in 2001 in the American company Mc Donogh & Dayer confirmed that there are 04 challenges to knowledge management, which are:

- ✓ A dilemma related to the lack of time in the necessary amount that is sufficient for employees in an organization to manage knowledge.
- ✓ The prevailing culture in the organization conflicts with knowledge sharing.
- ✓ Lack of awareness of knowledge management and its benefits to the organization.
- ✓ It is not currently possible to estimate and measure the benefit achieved from knowledge management. (Al-Kubaisi, 2005, p. 177)

B- Knowledge management processes:

B- 1- Diagnosis (knowledge): Access to the required knowledge is one of the critical obstacles for the organization, as this requires work in two directions. The first is to limit its internal knowledge, whether the organization's capabilities or individuals and their experiences, and the second is from the organization's external sources, its environment and its knowledge environment. (Shahid, 2012, p. 29).

B- 2- Acquisition: from various external and internal sources such as knowledge repositories (by sharing experiences, skills, practices, conferences, dialogue, and communication) and modern technology. (Hassan, 2008, p. 27)

B- 3- Generation: by developing new knowledge content or replacing existing knowledge, whether implicit or explicit, and generated through social and cooperative processes or through individual learning processes, where there is a (SECI) model for: (Takeuchi Nonaka &) Related to knowledge generation processes. (Al-Nasser, 2014, pp. 51-52)

B- 4- Knowledge storage: It links the processes of knowledge acquisition and extraction and refers

back to organizational memory, which includes knowledge available in multiple forms of written documents, information stored in digital databases, human knowledge of individuals stored in expert systems, and also knowledge included in procedures. (organizational) processes, technical and technical knowledge of individuals, business branches and networks, and information technology expand organizational memory. (Hassan, 2008, p. 28)

B- 5- Distribution of knowledge: It is the process of delivering the correct knowledge to individuals who need it at the right time to carry out essential functions and activities using appropriate means of communication. This is also what is achieved by the culture of supporting the dissemination of knowledge within the organization. It represents the sharing of implicit or explicit knowledge, especially tacit knowledge. What is present in the minds of individuals, their experiences, skills, and the ways of distributing them is the organization's greatest concern, considering knowledge sharing necessary to support creativity in the organization. (Al-Batayneh and Al-Mashaqba, 2010, p. 56)

B- 6- Application of knowledge: It represents a pivotal step because the learning process is achieved through application and experience. Creativity, storing and distributing knowledge does not achieve the goals of improving organizational performance in the way that the effective application of knowledge achieves, especially with regard to achieving quality and customer satisfaction. (Al-Aali et al., 2005, p. 45)

2. 3 Knowledge Management Strategies (Nonaka model):

2. 3. 1 Coding Strategy: It depends on explicit knowledge as formal standard knowledge that can be described and measured, as well as transferable, exchangeable, and easily converted into data. This strategy is also called the Knowledge Repository, and is based on collecting knowledge with a documentation system (organization's repository) and making it available. (Najm, 2007, pp. 63-64)

2. 3. 2 Personalization Strategy: It is established based on tacit, non-codable knowledge that is dialogic and interactive and is in the relationship of individuals with each other face to face. It is learned through direct observation and participation in the work, and is employed by consulting companies. (Buran, 2016, p. 72)

3. Human Resources Management:

3. 1 Human Resources and Human Resources Management:

3. 1. 1 The concept of Human Resources: Among the most important definitions of human resources, we mention the following:

Table 4: Different definitions of human resources according to some researchers

Definition	Reference
It represents one of the main elements that affect the organization's productivity. If the organization lacks human resources with high skills and abilities along with enthusiasm and motivation to work, the material and technological resources will not benefit it to achieve the productivity or quality it wants.	(ElBaradei, 2005, p. 15)
Peter Drucker considers human resources to be the real resource. He claims this by saying: "Any organization has one real resource, which is the human being."	(Gabriel, 2009, p. 11)

Source: (Prepared by the researcher)

3. 1. 2 The concept of human resources management: There are many definitions of the term human resources management, including:

Table 5: Definitions of H R M according to researchers

Definition	Reference
It represents a set of activities designed for the workforce according to the specializations required in the facilities and aimed at maintaining, motivating and developing competencies to enable the facility to achieve its goals efficiently and effectively.	(Kavi, 2014, p. 19)
Paying attention to the human resources that the organization needs to achieve its goals, starting from collecting those resources, then supervising their use, maintaining them, preserving them, and directing them towards embodying the organization's goals and working to develop them.	(Bernouti, 2008, p. 17)

Source: (Prepared by the researcher)

3. 1. 3 Factors of interest in Human Resources Management and development: The most important of these factors are:

- ✓ Management's view of the individual changed from a commodity that sold his labor power like machines, so he became considered the most important factor in creating value.
- ✓ Global development in the field of production technology has necessitated the use of a highly efficient workforce.
- ✓ Measuring work and specializing in it, as it contributed to developing individual performance policies and determinants.
- ✓ Issuing legislation regulating work and protecting workers, such as wages, working hours and conditions.
- ✓ Declaring human rights and spreading awareness against the exploitation to which it is exposed in industrialized societies.
- ✓ The influence of trade unions on management by determining workers' rights. (Gabriel, 2009, pp. 12-13)

3. 2 Human resources management:

3. 2. 1 The objectives of human resources management and their importance:

3. 2. 1. 1 Objectives of Human Resources Management:

A. Organizational objectives: Human resources management contributes to achieving organizational effectiveness.

B. Functional objectives: Providing the administration and various departments with their quantitative and qualitative needs for individuals.

C. Social goals: Achieving social goals to meet requirements and reduce negative impacts.

D. Personal goals: achieving them for employees by developing their abilities and motivating them. (Manaa, 2015, p. 26)

3. 2. 1. 2 The importance of Human Resources Management:

The emergence of the paramount importance of the human element and management is due to several factors, the most important of which are:

- ✓ Raising the level of awareness due to education and culture, which led to a change in the characteristics of the workforce.

- ✓ Increased costs related to the work of individuals, as wages represent a high value, which requires specialized management.
- ✓ The volume of labor has increased with industrial development and the requirements of specifications and training. (Waman, 2016, p. 23)

3. 2. 2 Human Resources Management Functions:

- A. **The function of human resources formation:** activity that includes sub-activities that are:
- B. Work design and analysis, human resources planning, recruitment, selection and appointment, qualification.
- C. **Compensation function:** It includes the following:
Job evaluation system, direct financial compensation system (salary and wage structure), financial rewards system (bonuses), additional job benefits system (for non-financial motivation such as various services), performance evaluation system.
- D. **Human resources training and development function:** It includes two sub-activities: learning and training, and development.
- E. **The human resources maintenance function:** It consists of two complementary activities: safety and health.
- F. **The human resources relations function:** includes: labor relations, human resources integration. (Yahyaw, 2017, pp. 11-14)

3. 3 Challenges and trends of human resources management:

3. 3. 1 Challenges of human resources management:

- ✓ Controlling management and resistance to change.
- ✓ Changes related to the composition of the workforce (diversity).
- ✓ Providing flexible human resources.
- ✓ The challenge of meeting the requirements of labor market needs and trends and the emergence of new jobs and professions.
- ✓ Directing the priorities and objectives of organizations towards developing human resources through qualification, training and education.
- ✓ Adopting modern administrative patterns such as work teams and decentralization. (Mohammed, 2014, pp. 53-56)

3. 3. 2 Modern trends in human resources management: They can be summarized as follows:

- ✓ Improving working conditions.
- ✓ Making effective use of the expertise of veteran employees.
- ✓ Providing more equal opportunities for women in organizations.
- ✓ Developing employees' skills by training: to adapt them to changes in the industry, technology and quality.
- ✓ Strategic planning as a basis for the activities of the human resources management function.
- ✓ Introducing the human resources information systems model based on computer and information technology activities.
- ✓ Improving relations with trade unions to achieve change according to developments, and resolve disputes in the best ways.
- ✓ Focus on creativity to excel and grow in light of the challenges of competition and the

environment. (Ibrahim, 2013, p. 125)

4. The new role of H R M in light of the application of K M:

4. 1 K M and its impact on the H R function:

4. 1. 1 The impact of knowledge management on employees:

Knowledge Management affects the organization's employees in different ways:

- ✓ Knowledge Management can detail the learning process among employees, whether from each other or from external sources.
- ✓ Knowledge management affects employees by making them more flexible and supports their work satisfaction.
- ✓ It enhances the opportunities, capabilities and capabilities of employees for innovation as an aid to brainstorming activities.
- ✓ The added value resulting from employing and applying knowledge improves human resources' income and situation.

In general, knowledge management achieves: expanding expertise, customer satisfaction, and increasing profit. (Muslim, 2015, p. 72)

4. 1. 2 Change in the nature and functions of H R M in light of the Knowledge Economy:

Achieving competitive advantage today is based on the success of knowledge applications while identifying and defining the characteristics of economic activities, and the emergence of the knowledge economy is accompanied by financial complexity in organizations, which requires a strong change in human resources management. The classical method of human resources management has limited operations in the midst of the knowledge economy, which requires expanding its role outside the organization and managing individuals as a function related to human resources management. As it has become more comprehensive than before, it has expanded to include new tasks, including managing institutional capabilities, learning and knowledge, relationships, in addition to... From the above, human resources management practices have also expanded to include a focus on knowledge related to collecting, sharing and disseminating knowledge in organizations, so this has become an important part of the human resources manager's portfolio of tasks. Reinforcing the importance of the role of human resources management to achieve response to the requirements of the knowledge economy requires making change across 4 important areas: roles, relationships, strategic focus, focus on learning. (Muslim, 2015, pp. 73-74)

4. 2 The new vision for the focus areas of the organization's H R development process:

4. 2. 1 The Human Resource:

- ✓ Cognitive power and intellectual energy.
- ✓ A source of innovation, invention and innovation.
- ✓ A force to move the rest of the material and technical resources.
- ✓ Energy and driving force to achieve goals and solve problems.
- ✓ Source of pivotal capabilities. (Muslim, 2015, p. 76)

4. 2. 2 Human Resources Management:

- ✓ It is an important pillar in modern management that is activated in a consistent manner with the movement of variables and the flow of information.
- ✓ The human resource has a central role in the modern business model that must be dealt with in order to realize its importance.
- ✓ Dealing effectively with the human resource requires a strategic outlook and competent

leadership. (Muslim, 2015, p. 76)

4. 2. 3 The new vision for managing human resources with knowledge: summarized in:

- ✓ To build and implement the organization's strategy Human resource management is an essential partner for all executives.
- ✓ It represents a source of expertise to achieve better results for the organization by confirming the quality of performance.
- ✓ Human resources management is a means of development and change and a source of new ideas. (Muslim, 2015, p. 77)

The following table shows this by comparing traditional human resources management and knowledge-based human resources management:

Table 6: The difference between traditional H R M and knowledge-based H R M

Traditional H R M	H R M with knowledge
➤ It is concerned with the physical aspect of the human being. ➤ It focuses on the mechanical performance aspect of tasks. ➤ It does not require human thought or knowledge. ➤ Empowerment is not applied. ➤ Its interest is focused on the material elements surrounding the performance. Focuses on the. ➤ Use of financial and material incentives. ➤ It works to develop the individual's mechanical abilities and skills. ➤ Its interests stop at recruiting and following up on individual affairs.	➤ Concerned with the thought, mind, and knowledge of the human being. ➤ It focuses on the intellectual performance aspect. ➤ Its goal is to extract latent knowledge. ➤ It is practiced according to the principle and techniques of empowerment. ➤ Its interest is focused on the intellectual aspects of the work itself. ➤ Uses moral incentives and delegates powers. ➤ It works to develop creative energies and intellectual abilities. ➤ Its focus is on the individual's capabilities and aims to develop teamwork. ➤ Its interest relates to managing performance and achieving results.

Source: (Al-Mubaideen and Al-Aklabi, 2012, page 05)

4. 2. 4 The new role of H R M in light of the application of K M processes:

This role, as Legeni-Hall explains, falls into four roles:

- A. **Human Capital service:** facilitating the establishment of a partnership with users to achieve the greatest potential return on human capital investments in the organization. Human capital is concerned with knowledge, abilities, experiences, skills, social skills, values and beliefs; Providing guidance to individuals and facilitating their work instead of monitoring them.
- B. **Knowledge facilitator:** Human resources management must perform an important role or function, which is to work to facilitate intellectual capital (preserving sources, whether explicit or implicit), as well as the flow or flow of knowledge through disseminating and adopting the concept and value of knowledge management.
- C. **Relationship building:** Managing relationships between individuals and groups aims to improve social capital through a series of important values such as trust, respect, empathy, cooperation, and concern. Human resources management strategies aim to build these relationships through functions: work team, organizational communication, and resource exchange.

- D. **The characteristic of rapid deployment:** Human resources management needs to develop flexible human capital sources by focusing on adaptation, endurance, and learning capabilities. This is done by establishing arrangements for human capital that allow it to assemble and deploy quickly to meet the fluid needs of work tasks, which requires strengthening appropriate user behavior, team behavior, and values that support flexibility, adaptation, and creativity. The culture of sharing information across work teams is essential. (Ben Tayeb and Belkoun, 2011, pp. 7-8)

4. 2. 5 The strategic basis for managing H R with knowledge: It is listed as follows:

- ✓ Human resources management with knowledge manages its resources (human, material and technical) in a way that achieves human resource excellence.
- ✓ Developing its capabilities, operations and means in light of achieving the expected demand.
- ✓ It prepares strategic and operational plans according to the requirements of levels of scientific and technical knowledge.
- ✓ Human resources management with knowledge aims to innovate and renew its knowledge resources and techniques.
- ✓ It monitors developments in the labor market and changes in the components and composition of society, to prepare and develop its strategies.
- ✓ It works to build its competitiveness and gain advantages to confront the competition.
- ✓ It works to keep pace with sources of foreign competition in terms of capabilities and technical and scientific superiority through its used technologies.
- ✓ Human Resources Management is committed to knowledge of comprehensive quality requirements in its work.
- ✓ Tracking the extent to which customers benefit from its outputs to build and support lasting relationships with them to consolidate “supplier/customer” relationships.
- ✓ Adopts professional principles and norms, and adheres to them among employees. (Muslim, 2015, p. 81)

4. 2. 6 Knowledge requirements for the new Human Resources Management:

- ✓ Knowledge of the existing conditions in the environment.
- ✓ Predicting the future environment and its potential impacts.
- ✓ Understanding the determinants and patterns of the relationship with the environment that have an impact on achieving goals.
- ✓ Understanding prevailing environmental rules and standards.
- ✓ Identify patterns of human resources management and types of practices in other organizations and the extent of their effects:
- ✓ Identify the characteristics of available human resources: their characteristics, types, interactions and expected trends.
- ✓ Determine the organization’s operations and activities in dealing with the human resource, their effects, requirements for continuity, and expectations.

4. 2. 7 Obstacles to transferring knowledge:

- ✓ The difficulty of tacit knowledge: with the beginning of the creation of knowledge in organizations, there is a conflict between its owners and others.
- ✓ Problems for those with new knowledge: They tend not to share their knowledge with others.
- ✓ The problem of ignorance between the sender and the receiver is the ignorance of both parties because each party possesses the knowledge it needs.
- ✓ The recipient’s absorptive capacity: leads to the loss of the opportunity without effective participation in it.

- ✓ Weak relationships: The lack of strong personal relationships hinders knowledge sharing. (Muslim, 2015, p. 85)

4. 3 Applying K M to the H R M function:

It is based on the concept of intellectual capital:

4. 3. 1 The most important concept of the H R M model with knowledge (intellectual capital):

A. **The concept of Intellectual Capital:** the organization's most important resources, regardless of their type. These are some of its definitions:

Table 7: Definitions of Intellectual Capital

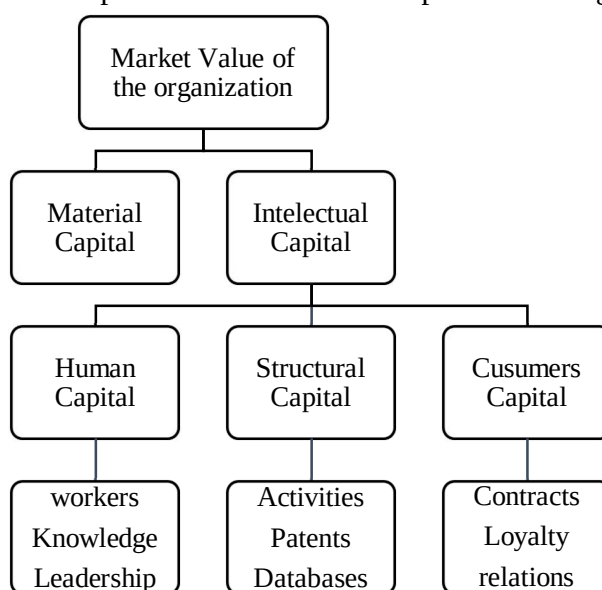
Definition	Date	Researcher
The amount of difference between a company's market value and its net book value; That is, the amount of additional value that the market is willing to pay to the company over the value of its share capital	2002	DANIELS & NOORDHUIS
A group of human resources who use their minds more than their hands, because they possess experiences, values, culture and the ability to innovate and create to find a specialist or create value.	2004	AWAD & GHAZIRI
The outcome of collecting physical, human, and structural capital, which, if it reaches the level of efficiency, will improve the level of financial performance and thus make the organization's market value greater than its book value.	2005	CHEN et al

Source: (Manaa, 2015, page 79)

B. **Components of Intellectual Capital:** Intellectual capital includes Stewart's classification:

- **Stewart 1997 classification:** It presents a model in which intellectual capital consists of three main components: human capital, structural capital, and customer capital, and the following figure explains this:

Figure 2: Components of intellectual capital according to Stew



Source: (Bissar, 2017, page 36)

C. The importance of Intellectual Capital: We review this importance as follows:

- It is the main weapon of contemporary organizations, its hidden strength is intellectual assets.
- It achieves competitive advantage for organizations.
- It is considered the most important hidden wealth of the organization and needs to be searched for and valued in order to benefit from it.
- It represents the source of generating and developing the wealth of individuals and organizations. (Ben Amumah, 2017, p. 74)

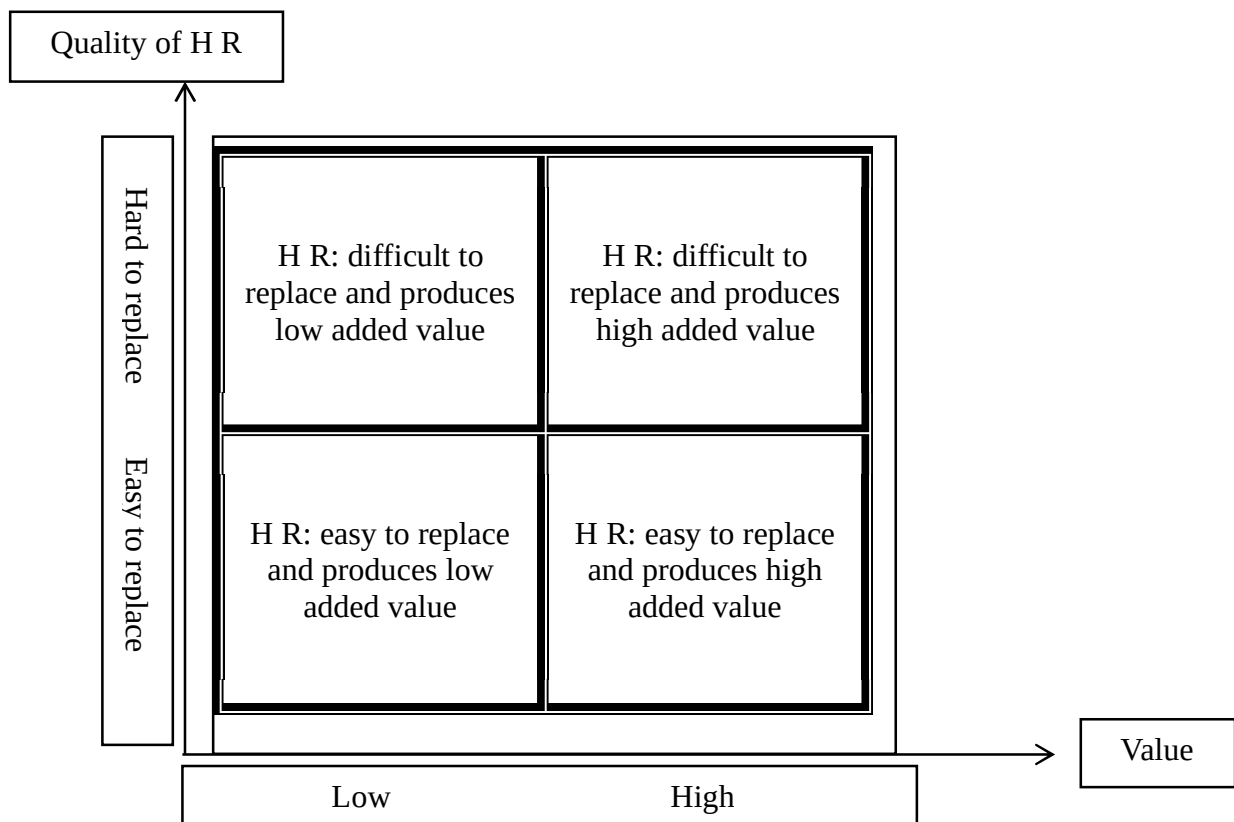
4. 3. 2 The role of H R M with knowledge in developing Intellectual Capital is as follows:

- Appointing individuals with cognitive abilities.
- Continuous knowledge of individuals' stored knowledge and its development (latent knowledge).
- Work to extract latent knowledge and then transform it into intellectual assets.
- Regular and comprehensive recording of various intellectual processes (planning, studies, design, change and development).
- Changing intellectual assets into intellectual property to preserve the rights.
- Making intellectual capital a market value through invention and innovation processes. (Issa, DC, page 23)

4. 3. 3 Strategies for dealing with Human Resource cases:

A. Case matrix for the H R according to the added value and replacibility: There are 04 cases:

Figure 3: Status of H R according to: added value, substitution



Source: (Manaa, 2015, page 91)

B.

C. **Strategies for dealing with the H R:** There are 04 strategies (Table 09):

Table 8: Strategies for dealing with human resources

The quality of the H R	The appropriate decision
Difficult to replace, low value added	Adding an information component to the Business to achieve more benefit for customers in order to increase the added value.
Easy to replace, low added value	Structuring the work with the introduction of computer, information and communication technology in place of the human resource.
Difficult to replace, high value added	Focus on this resource and invest it to the maximum
Easy to replace, high in value.	Get rid of such work by assigning it to others

Source: (Issa, N.C, page 23)

5. Conclusion:

The study showed the most important axes and elements that fall within both knowledge and knowledge management and touched on the models, processes and requirements necessary to apply knowledge management, as well as its strategies and the method of choosing the appropriate strategy for the organization's circumstances and goals in facing the challenges imposed by changes in the environment, whether internal or external. Through it, we have come to know the importance and role of applying knowledge management and its impact on human resources while achieving the development of the organization's cognitive capabilities and cognitive capital, leading to upgrading the organization's collective individual competencies and raising the value of its human resources, and this is what enables it to achieve success and excellence. Through the study we reached the following results:

Firstly, regarding the answer to the main question: proving the validity of the main hypothesis, and therefore:

Applying knowledge management to the management function is key to achieving integration into the knowledge economy, which imposes radical changes that are appropriate for making knowledge the engine of excellence and creativity by creating the appropriate environment.

Secondly, we also reached other results, the most important of which are:

- Knowledge and the human resource represent the basis of real wealth and the most important resource for modern organizations (change of value).
- Knowledge management represents one of the most important modern administrative tools and represents the solution to keep pace with changes occurring in the environment.
- Applying the knowledge management strategy to human resources management represents the key to integration into the knowledge economy.
- Suggestions and recommendations:
- Applying modern management models by introducing the cognitive dimension into the management of organizations to keep pace with environmental changes.
- Organizations must take the initiative to adopt and apply knowledge management to integrate into the modern knowledge economy.
- Use of information systems, especially in human resources, focusing on computers and information technology.
- Achieving excellence through creativity based on knowledge and skills to address competition and environmental challenges.

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