

KNOWLEDGE MANAGEMENT INVOLVEMENT IN IMPROVING HUMAN RESOURCE MANAGEMENT OF THE ORGANIZATIONS

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Abstract – Human Resource Management is identified as essential for driving the human resource of any organization towards the success. Since they possess the knowledge required to execute job functions and create new knowledge to do it better, Human Resource Management is a knowledge intensive process, and, thus, knowledge management practices should be involved in the process of improving Human Resource Management functions. This study was carried out investigating how knowledge management practices could be involved in human resource functions for a better implementation. Hence, a quantitative research was conducted along with a questionnaire distributed among human resource professionals which resulted many positives towards the importance of using knowledge management practices in their job functions. Five Knowledge Management practices were identified that could make an impact for Human Resource functions as of; knowledge creation, acquisition, sharing, storage and implementation. In the forms of brainstorming sessions, cross functional teams, regular meetings, databases, internal magazines, notice boards, special meetups after training; knowledge sharing and storage have found to be required, considering the importance of sharing expert knowledge to perform the Human Resource functions better, as well as reusing best practices through proper storage of knowledge. Recent studies have also evidenced an increased interest towards the topic emphasizing that it would ultimately result in conducting the Human Resource functions in a consistent and improved manner as a result of creating and acquiring best knowledge, which is then shared and stored across the company effectively.

Keywords- Human Resource Management, Knowledge Management, knowledge sharing.

I. INTRODUCTION

Considering the fact that human knowledge is identified as exceedingly important for the success of any organization, and that human capital is managed via human resource management functions, knowledge management and its links to HRM have becoming a trending research area (Omotayo, 2015). Even the situation is such, how knowledge management practices could be involved in improving the HRM functions are not given a broad attention (Iles et al, 2004). Knowing the existence of knowledge management practices such as, knowledge creation, sharing, acquisition, storage and implementation, there could be many instances where those practices could be involved in HRM functions (Gholami et al, 2013). Investigating those possibilities would lead a company to better manage its human resources and thereby manage human knowledge in an effective manner.

As described in (Danish et al, 2012) following issues have been identified as of the absence of proper knowledge management practices. (1) Difficulties of managing organizational changes (death, retirement, transfer, promotion), (2) Work repetition, (3) Waste of time and money, (4) Unable to manage work, in the absence of expertise.

All organizations can benefit from their people sharing, innovating, reusing, collaborating and learning. If the

employees share their knowledge with each other and reuse existing knowledge for smooth operation of the company, it would enable a company in many advantages as follows said by (L. Quast, 2012). (1) Enabling better and faster decision making, (2) Making it easy to find relevant information and resources, (3) Reusing ideas, documents, and expertise, (4) Stimulating innovation and growth, (5) Increase customer satisfaction

The main objective of this study is to identify how Knowledge management improves the functions of Human Resource Management in organizations. Following objectives are also intended to be achieved. (1) To identify whether Knowledge management can be used to enhance Recruitment and selection, (2) To analyse the impact Knowledge Management has on employee performance appraisals, (3) To analyse the importance of knowledge management for improving employee training and development, (4) To assess the effect of Involving Knowledge management practices in rewards and compensation management

With regards to above issues and the benefits, when organizational HR functions are to maintain best workforce for the company, poor knowledge management practices could make difficulties. In the absence of the subject expertise, other staff members are unable to perform a smooth maintenance within the department (Harman and Brelade, 2007) Hence, all other employees could be dissatisfied and demotivated. If the subject expert had shared the knowledge with subordinates and stored that knowledge effectively, then the situation would be controllable for the department (Desouza, 2011). Therefore, it is important to explore the knowledge management practices that could be integrated with the HR functions in order to perform an improved level of service towards the company and the employees. Hence, exploring the knowledge management practices that could be utilized within the HR department along with their HR practices would be advantageous in saving time and money wasted on repeating the same functions in the absence of its experts (Girard, 2015). Therefore, this research would take an effort towards finding better ways of implementing HR practices via knowledge management practices; such as, storing expert knowledge effectively, reusing that knowledge for future work and disseminating the best knowledge down to the staff for building a more competent employees and better HR implementations (I R Edvardsson, 2004).

II. METHODOLOGY

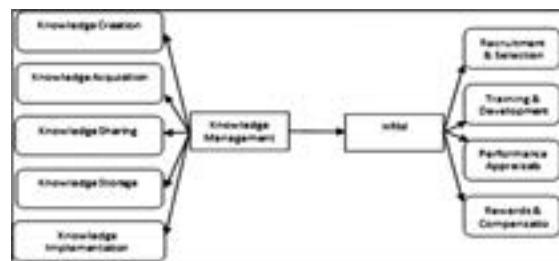


Figure 1. Conceptual Framework
Source: Author

As per the (Gholami et al, 2013), five knowledge management practices have been found which support the independent variable, knowledge management in the above conceptual framework. Hence, their involvement over four key resulting HR practices have been examined through this study as for supporting the dependent variable, human resource management.

Therefore, a questionnaire with a five point Likert scale was prepared consisting questions focused on both dependant and independent variables in aid of continuing a quantitative data gathering. Sri Lankan HR professionals were selected as of constituting the population, which was later filtered in to HR professionals among five companies in both manufacturing and service sectors. After conducting a reliability test over the questionnaire by gathering data from selected HR experts, which resulted in an average of 0.894 of Cronbach's Alpha through the SPSS Statistical package, the data gathering was further continued up to a sample of 150. Eventually, correlation analysis and regression analysis were performed in order to obtain conclusions regarding the study.

III. RESULTS AND DISCUSSION

According to Pearson Correlation Analysis, knowledge storage variable indicates to have the highest coefficient of 0.550 at a confidence level of 99%, spotlighting a strong positive relationship between knowledge storage and performance management variables. Accounting for the second highest correlation coefficient value of 0.541, significant at 0.01 level, knowledge storage variable signposts a strong positive connection to the dependent

variable of recruitment and selection. Moreover, knowledge creation variable indicates correlation coefficient values of 0.413, 0.466, 0.467 and 0.487 for the selected four dependent variables consecutively, that are significant at 0.01 level. Furthermore, knowledge acquisition, storage, sharing and knowledge implementation variables also shows correlation coefficient values that are significant at 0.01 level and show a positive relationship towards the dependent variables of selected HRM functions.

According to the model summary of the regression analysis, R is 0.581, 0.630, 0.571 and 0.660 for all four dependent variables which indicate that the model is successful in predicting elements. R² is the proportion of variance in the dependent variable, which can be explained by the independent variables. In the present study, R² is 0.338, 0.397, 0.326 and 0.435 for all four dependent variables, which signposts that 34%, 40%, 33% and 44% of the variation in selected HRM functions are explained by the said knowledge management practices. As per the ANOVA table, F-values are 14.683, 18.947, 13.899 and 22.204 for all four dependent HRM functions whereas all the P-values are 0.000 which is significant at 0.01 level. This indicates that the variance in the involvement and improvement for HRM functions is significantly explained by the set of independent variables as of the knowledge management practices.

According to the regression coefficient table, the regression coefficients beta values of all the independent variables are statistically significant except for knowledge implementation and knowledge storage for recruitment and selection function and training and development function accordingly. The highest magnitude represents the knowledge storage variable having a coefficient beta value of 0.432 significant at 0.01 confidence level suggesting that there is a positive relationship between knowledge storage variable and recruitment and selection variable. As a consequence of this relationship, a unit change in the former variable would mean a corresponding change of 43.2% in the latter variable, validating the hypothesis H11, showing that there is an involvement if knowledge management to improve recruitment and selection function via proper knowledge storage.

The next highest magnitude of 0.280, belongs to knowledge acquisition variable. The positive relationship between this independent variable and the dependent variable of training and development indicate that a unitary increase or decrease in knowledge acquisition variable would lead to increase or decrease improvement in the training and

development function by 28% respectively. This endorses the hypothesis H31, depicting the impact of knowledge management towards improving the training and development function as a result of knowledge acquisition. Knowledge creation variable on the other hand, accounts for a magnitude of 0.233 that is significant at 99% confidence level emphasizing a positive relationship, which would lead to mean 23.3% corresponding change in performance management variable as a result of a unitary change in the said variable, hence confirming the hypothesis H21 for showing an involvement in performance management through knowledge creation.

Focusing on the knowledge sharing variable which indicates a magnitude of 0.215 that is significant at 99% confidence level emphasizing a positive relationship. This endorses the hypothesis H41, revealing the impact of knowledge management practices as of knowledge sharing has an involvement for improving the compensation management function. Signifying the lowest coefficient beta of 0.205, significant at 0.05 level, knowledge implementation spotlights that the positive relationship would result in 20.5% corresponding change in training and development variable in case of a unitary change. This relationship corroborates the hypothesis H31 again.

Impact of knowledge management practices on recruitment and selection function (H1): As per the aftermaths of hypothesis H11, a positive relationship between recruitment and selection variable and knowledge creation and storage variables are evidenced. The nature of the relationship indicates that it has a prominent influence on the dependent variable thus, emphasizing the vitality of correct implementation of this knowledge management practices, since knowledge acquisition, sharing and implementation have shown insignificant p values towards the dependent variable.

Impact of KM practices on performance management function (H2): The outcomes generated with regard to hypothesis H21 accentuate that there is a moderate positive relationship between the improvement of performance management function and knowledge management practices in terms of knowledge creation and storage leading to confirm the viability of the hypothesis. However, since the relationship is at a moderate level as a result of three p values are shown to be greater than 0.05 for knowledge acquisition, sharing and implementation, the impact the knowledge management practices have on improving performance management function would not be that eminent thus, signposting the knowledge storage

and creation practices could make benefits for better performance management.

Impact of KM practices on training and development function (H3): The empirical results arrived at in terms of H31 articulate a relationship between knowledge creation, acquisition, storage and implementation as for independent variables and the training and development function for dependent variable, which is strong and positive in nature. Thus, the said independent variables would have a significant impact on the dependent variable implying the urge of consideration. Having only a one p value greater than 0.05 for knowledge sharing variable towards the dependent variable, indicates that the relationship between knowledge management practices and the training and development function is significant.

Impact of KM on rewards and compensation function (H4): According to the findings on H41, there is an obvious relationship between the knowledge management variables of knowledge creation, storage and sharing in to the dependent variable of rewards management. Since the relationship is identified to be strong and positive in nature, the influence the said variables have on the concerned dependent variable would be substantial. Hence, the necessity of increased concern on knowledge management practices such as knowledge creation, storage and sharing could be raised emphasizing the vitality of them in enhancing HRM. As a result of higher p values shown in knowledge acquisition and implementation towards the dependent variable, it is decided that other KM practices have more involvement with the said HR function for improving its performance.

IV. CONCLUSION

During past years, the increased number of studies have proven that the knowledge management and HRM are becoming a promising research area with the increased value of knowledge worker and the importance of managing them effectively along with the ideal HR practices. In simple terms, the knowledge adds value to the company and that knowledge is created by employees. Hence, the HR functions of a company could also be performed in an improved way, as of utilizing knowledge management practices. Knowing that the knowledge is created by human and effective management of human is the responsibility of HRM department, utilizing best practices of KM to improve HR functions can enable a better workforce with better competencies for the company. Therefore, many KM techniques could be used along

with HR functions under five aspects of KM; knowledge creation, acquisition, storage, sharing and implementing. Such as; brainstorming sessions to share knowledge, regular meetings inside the company, knowledge sharing sessions after training, maintain effective databases for each function, internal magazines and notices, cross functional teams. As of them, if turned into their involvement with HRM, effective databases come in the form of knowledge storage to facilitate many important facts. Meetings, cross functional teams and brainstorming sessions relate to knowledge creation, acquisition and sharing to come up with better ways of doing HR functions, share the existing best practices and pass that knowledge down through the line. In this context, following conclusions could be highlighted. (i) KM in HRM is becoming a popular research topic, (ii) organizations face difficulties due to lack of KM practices in HRM such as low reuse of knowledge, work duplication, difficulty of managing in the absence of expert and the costs. (iii) impact of knowledge creation, sharing, acquisition, storage and implementation on HR function are the reasons for using KM in HRM, (iv) explicit knowledge can make a greater involvement in improving HR functions due to availability and ease of accessing rather tacit knowledge which needs more time and effort in transferring knowledge (v) there is a considerable involvement between KM and HRM, (vi) KM best practices could be utilized in HR functions.

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