THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT AND KNOWLEDGE MANAGEMENT PRACTICES

Siti Maisara Binti Mohammad Jafre
Faculty of Information Management, Universiti Teknologi Mara
sitimaisara77@gmail.com

Abdoulrahman Aljounaidi
Department of Management Al Madinah International University MEDIU
Kuala Lumpur, Malaysia
abdulrahman.ramez@mediu.edu.my

Alharath Ateik
Department of Management Al Madinah International University MEDIU
Kuala Lumpur, Malaysia
alharath.ateik@mediu.edu.my

Mazen Mohammed Farea
Department of Management Al Madinah International University MEDIU
Kuala Lumpur, Malaysia
mazen.farea@mediu.edu.my

Muhammad Ali
Department of Management Al Madinah International University MEDIU
Kuala Lumpur, Malaysia
alimuhammad1447@gmail.com

Alwi Mohd Yunus
Faculty of Information Management, Universiti Teknologi Mara
alwi.yunus@salam.edu.my

Mohd Ridwan Kamarulzaman
College of Computing, Informatics and Media, Universiti Teknologi MARA
mohdridwankamarulzaman@uitm.edu.my

ABSTRACT

This study aimed to find out the relationship between human resource management and Knowledge Management Practices. To achieve the study goals, a descriptive research design has been used, and in this research, the researcher relied on the quantitative method. The researcher selected 67 universities in Malaysia for this study with a total population of 670 HR employees and a sample size of 245 participants. A questionnaire was developed and used as a tool for this study. The result shows that the variables

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(Human Resource Management) explain (82.3%) of the variance in (Knowledge Management Practices), this interpretation is statistically significant at the level (0.05), and the table shows that the values of the regression coefficients were positive and statistically significant on the Human Resource Management independence variable. (β = 0.850; t = 21.615; p = 0.000); The square of the overall correlation coefficient R^2 between performance appraisal and job performance with Knowledge Management Practices as mediator was (0.823). Thus, we accept the H1 hypothesis. The researcher recommends conducting more future research on Knowledge Management Practices, by studying new factors and theories, in addition to examining these factors in different societies. Given limits, and some proposals for more research on Knowledge Management Practices, it must be noted that another method of collecting information is needed, researchers should then develop the contents and types of questions according to their research aims. The interviewees' feedback and responses will help represent the reality of the relationship. In future research, longitudinal research may be used to study the relations. Future Research should address policy formulation in the educational field to improve the employee's quality of life and satisfaction with the job, characteristics of the teachers' impact, and the level of their satisfaction. Future research should address recruitment and promotion policies. In addition, future research should focus on providing training courses to increase Knowledge among employees.

Keywords: Human Resource Management, Knowledge Management Practices, Knowledge Management Practices Practices,

1. INTRODUCTION

Background of the Research

The concept of human resource management (HRM) was originally developed in the United States in the 1980s. Nowadays, not only in the USA but also in most of the developed countries, particularly the UK, this concept has assumed a more distinctive nature, rather than merely being labelled as personnel management (Kaufman, 2019). Several definitions of HRM there are. These definitions are interrelated, with a common emphasis on the links between HRM and organization.

HRM comprises all decisions and measures of management that influence the character of the link between the organization and its employees (Armstrong, & Taylor, 2020). The word 'action' is considered important in this definition and has been argued by so many authors that conducting effective HRM practices is defined as managers' responsibility. According to some scholars (Bratton, & Gold, 2017), HRM is a set of techniques that enable internal business interventions to enhance quality and improve productivity. Under this approach, the main concerns of control are performance systems (Shin & Konrad, 2017). Performance management and tight control over individual activities are ultimately aimed to secure and maintain the competitive advantage of the organization.

According to (Gope, Elia & Passiante, 2018), HRM practices are characterized as organizational activities aimed at the management of human capital pools and the use of resources to achieve organizational objectives. HRM practices are thus basically a collection of interconnecting activities that establish an environment in which workers are highly motivated and empowered to do their best, leading to greater organizational success.

While various researchers have studied various sets of HRM practices, most of them agree that some practices are critical for high organizational achievement. HRM practices in past studies through six dimensions defined (Mariappanadar, 2019). Four are known as functional aspects, including staffing, training and development, performance evaluation, and compensation. It is considered to have a significant impact on employees ' selection, motivation, and retention, and to boost ongoing competitiveness (Nor et al., 2020). This paper seeks to study relationship between human resource management and Knowledge Management Practices.

Research Questions

➢ Is there any positive relationship between human resource management and Knowledge Management Practices?

Research Objectives

➢ To find out the relationship between human resource management and Knowledge Management Practices.

Hypotheses Development

➢ **H1:** There is a positive relationship between human resource management and Knowledge Management Practices.
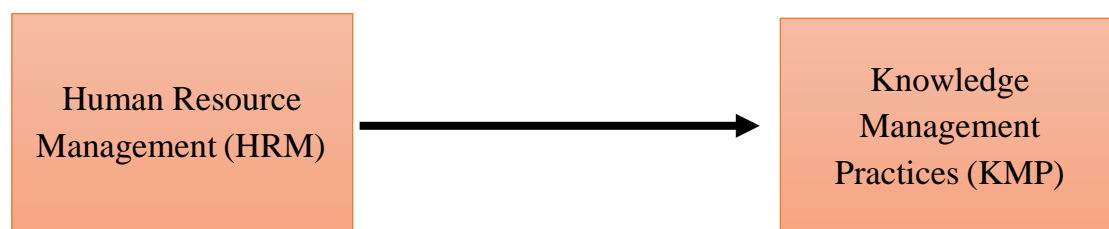
Research Framework

Figure 1 Research Model

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Significance Of the Research

The importance of the current study stems from addressing one of the most important issues in the practices related to human resources management, which is Human Resources Management (HRM) and its impact of Knowledge Management Practices (KMP) in a selected sample of Malaysian universities. As there is an agreement between researchers and academics that human resources management is very important in enriching Knowledge Management Practices, through it and through the correct practices of human resource management, there will be correct procedures for both management and employees in institutions to increase knowledge and develop skills for management and employees working in those institutions. Therefore, the results of this study will be very important for researchers, academics, and workers in the educational sector in general, and universities in particular.

2.   LITERATURE REVIEW

Human Resource Management Practices and Knowledge Management Practices

According to Al-Tit, (2016), human resource is significantly important owing to the employees being crucial elements of any organization. Thus, human resources have been time and again proven to have a huge impact on Job performance. To achieve an effective KMP, human resources must cater to a culture that enhances knowledge sharing. In other words, human resources are imperative not only to the JP but also to the success of KMP. Along the same lines, Hurmelinna et al. (2016) opined that organizations generally take up KMP for retaining expertise, improving customer satisfaction and profits, supporting e-business initiatives, and shortening product development cycles. The importance of expertise retention is considered the most crucial reason to adopt KMP practices. Human capital is the most crucial asset for any kind of organization, and in turn, the organization's success hinges on the ability of management to capture and retain knowledge and skills from its employees for the future. Additionally, KMP serves as a competitive advantage and enhances operations in the service industry as well as develops and reuses knowledge through formal and informal procedures and includes this knowledge in various organizational processes. Moreover, duplicate information can be avoided which leads to operational effectiveness .

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Many studies have tried to establish a link between HRM and KMP practices. Altarwneh (2019) examined the relationship between HRM and KMP practices in 300 Malaysian organizations among the studies in a similar study. The study examined, in particular, the relation between the five KMP sectors, i.e., the acquisition of information, application of knowledge, development of knowledge, knowledge documentation, and transfer of knowledge, including preparation, performance evaluation, compensation, and decision-making. The results showed that the HRM process is strongly correlated with KMP. The relationship between HRM and KMP practices throughout 146 companies in Taiwan was studied by Tehseen et al. (2020) in another way. In the study, five dimensions of the HRM practice were discussed which included training, involvement, staffing, compensation, and performance evaluation.

Theoretical Review

The strategic concept of contingency theory is concerned with how HRM operations relate to future external contingencies. Based on this notion, there is no one optimal method of leading a group. What constitutes effective leadership in any given circumstance will vary depending on a wide variety of factors, both internal and external. Theorist Fred Fiedler, whose Contingency Trait Theory was the forerunner to his Contingency Management Theory, postulated that employee engagement and organizational success were inextricably linked.
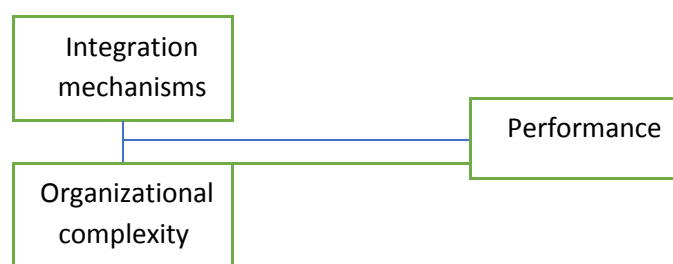

Figure 1 Contingency Theory (Cheng, Y. 2020).

3.   METHODOLOGY

Research Design

The research design of this topic is based on Kothari & Patel (2021) which states that the research project forms a strategy for data collection, calculation, and analysis and has a great impact on the reliability of the result achieved. Njue (2011) indicated

that research design is the research process' strategy and structure, offering a roadmap of milestones to ensure that the researcher is in the right direction. Furthermore, Mitchell & Jolley (2010) define a research design as a master plan which specifies the methods and procedures necessary for information collection and analysis.

To achieve the study goals, a descriptive research design has been used. Descriptive research defines the characteristics of goals, individuals, communities, organizations, and environments. Descriptive inquiries rely on the research of a survey. A survey design was ideal for this study, as it makes it possible to collect information using questionnaires for both independent and dependent variables. This design helps the researcher to use quantitative approaches to research. The quantitative approaches give numeric descriptions, not verbal descriptions (Siedlecki, 2020). In this research, the researcher relied on the quantitative method.

This topic adopts a systematic random sampling to randomly select HR staff departments as a unit of analysis (Cooper and Schindler, 2011). The sample size is critical in statistical analysis. Luck and Rubin (1987) explained that the more complex the analysis the bigger the sample size required. According Sekaran & Bougie (2016). the sample size of this study consists of a total of 245 participants or 46.56 % out of 670 HR staff departments of the selected university in Malaysia, assuming an average of 10 HR staff at each university as maximum, so the researcher has covered all the district in Malaysia where the universities are located, the number of HR staff departments has been classified in terms of selected academic university HR staff departments and location.

Population And Sampling

Population

In this topic, the population of the study chosen the selected universities in Malaysia and the total number of universities is 67 universities with a total population of 670 HR employees (MOHE, 2021).

Sample Size

This topic adopts a systematic random sampling to randomly select HR staff departments as a unit of analysis (Cooper and Schindler, 2011). The sample size is critical in statistical analysis. Luck and Rubin (1987) explained that the more complex

the analysis the bigger the sample size required. According Sekaran & Bougie (2016). the sample size of this study consists of a total of 245 participants or 46.56 % out of 670 HR staff departments of the selected university in Malaysia, assuming an average of 10 HR staff at each university as maximum, so the researcher has covered all the district in Malaysia where the universities are located, the number of HR staff departments has been classified in terms of selected academic university HR staff departments and location.

Table 1 Population and Sample

Population	Sampling Frame	Respondent's Basis of Selection
670 HR employees	245 HR employee	67 universities

Data Collection Procedure and Scale Development

In this topic, a survey the survey questionnaire was used and applied to get responses from sampling. For this analysis, a standardized questionnaire was developed. The questionnaire was written in simple English with specific responses. Questionnaires are commonly employed in quantitative marketing research and social research. By asking a group of people a series of questions about a subject, researchers can collect data with sufficient statistical significance to conclude. When done right, questionnaires can provide useful insights into groups, individuals, and even entire communities. They are a reliable method of collecting information from a large pool of people (the "respondents"). The effectiveness of a sample depends on how well the questionnaire was designed. The value of the survey lies in its ability to faithfully represent the thoughts and opinions of its participants; hence it is important to ask the right questions, in the right order, using the right scales, or follow some other logical questionnaire style.

The questionnaire is the instrument used and distributed to respondents to gather their opinions regarding each item in the questionnaire. While the scale used for this study is the Likert scale (5) strongly agree, (4) agree, (3) natural, (2) disagree, (1) strongly disagree, which is characterized by simplicity, requiring the respondent evaluative judgment.

4.   DATA ANALYSIS

Profile of Respondent

The first part of the instrument gathered information concerning the respondent's background profile, which included gender, marital status, age, job position, and experience level. The following sections represent the frequencies and percentages of the demographical variables after removing outliers (231 valid questioners)

Gender Profile

Table 2 represents the frequencies and percentages of the Gender Profile.

Table 2 Gender Profile

Group	Frequency	Percentage %
Male	82	35%
Female	149	65%

Table 2 shows that the female percentage is more than the male percentage, since the frequencies of the males reached (82) frequency by (35%) of the total respondents, and the female frequencies reach (149) by (65%).

Marital status Profile

Table 3 represents the frequencies and percentages of the Marital Status Profile.

Table 3 Marital Status Profile

Group	Frequency	Percentage %
Single	84	36%
Married	147	64%

Table 3 shows that the highest percentage of the sample marital status was (Married) of the total number of 147 respondents, with a percentage (of 64%) and the Lowest percentage (Single) with a percentage (36%) of the total respondents.

Age Profile

Table 4 represents the frequencies and percentages of the Age Profile.

Table 3 Age Profile

Group	Frequency	Percentage %
21-30	139	60%
31-40	36	16%
41-50	32	14%
Above 50	24	10%

Table 4 shows that the highest percentage of the sample age was (21-30 years) of the total number of 139 respondents, with a percentage (of 60%) and the Lowest percentage aged (Above 50 years) with a percentage (10%) of the total respondents.

Job Position

Table 5 represents the frequencies and percentages of the Job Position Profile.

Table 5 Job Position

Group	Frequency	Percentage %

HR Officer	213	92%
HOD	18	8%

Table 5 shows that the highest percentage was for the HR Officer at a rate of (92%) and the lowest percentage for the HOD at (8%).

Years of Experience

Table 6 represents the frequencies and percentages of the Years of Experience Profile.

Table 6 Years of Experience

Group	Frequency	Percentage %
Less than 2 years	36	16%
2-5 years	158	68%
6-10 years	26	11%
Above 10 years	11	5%

Table 6 shows that the highest percentage of the sample was (2-5 years) of the total number of respondents, with a percentage (of 68%). In addition, the lowest percentage was aged (above 10 years) with a percentage (5%) of the total respondents.

Construct Measures

The main building steps were based on instruments already developed. Table 7 states the measurement items of the research variables and the latent constructs.

Table 7 Constructs Items

Construct	Number of Items (42)
Human Resource Management (HRM)	10
Knowledge Management Practices (KMP)	10

Reliability Test

Each reliability scale score for the study is measured and checked by the reliability test. As a result, the next step is to use Cronbach's alpha to confirm each factor's internal coherence, deletions that result in a reduced rise, as indicated by Nunnally and Bernstein (1994), were not carried out, even if the elimination of any items increased the reliability of the scale. An iterative procedure is used to calculate the scales' reliability, according to (Hair et al., 2014). Because the alpha values for all variables in table 4.8 are more than 0.7, the less than 0.7 factor is removed from this analysis.

Table 8 Reliability Test

Group	Cronbach's Alpha	No. of items
Human Resource Management (HRM)	0.908	10
Knowledge Management Practices (KMP)	0.881	10

Many successive reliability-testing treatments were performed on the two factors employed in this study. The statistical data for two variables indicate that the alpha score of Cronbach is at least 0.881 which implies that the whole system is considered reasonably dependable.

HYPOTHESES TESTING – CORRELATION

This research proposed hypotheses in an attempt to examine the relationships among the factors of the proposed model. Here, the mean values of the variables are determined within the factors or constructs. The values obtained were then evaluated for correlation. All hypothesis tests show that there is a positive relationship between structures. A positive correlation ranging from zero and satisfying the above minimum criteria thus supports both the hypothesis and the relationship. We seek to test a hypothesis (H1: There is a positive relationship between Human Resource Management and Knowledge Management Practices). To check this hypothesis, linear regression coefficients were extracted and the following table shows these results:

Table 9 Standardized Indirect Effects - Two-Tailed Significance

Sample	Non-standard transactions		B	T value	Statistical significance	R	R2	F value	significance
	Reg.	S. E							
Fixed	1.587	0.136		14.122	.000	0.859	0.823	688.421	.000*
	0.498	.0.022	0.850	21.615	.000*				

Table 9 shows the regression coefficients that showed that the variables (Human Resource Management) explain (82.3%) of the variance in (Knowledge Management Practices), this interpretation is statistically significant at the level (0.05), and the table shows that the values of the regression coefficients were positive and statistically significant on the Human Resource Management independence variable. ($\beta = 0.850$; t = 21.615; p = 0.000); The square of the overall correlation coefficient R2 between performance appraisal and job performance with Knowledge Management Practices as mediator was (0.823). Thus, we accept the (H1: There is a positive relationship between Human Resource Management and Knowledge Management Practices).

5. IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS

Implications Of the Study

The researchers studied first, the factors that the researcher used as a basis for evaluating HRM in some selected universities in Malaysia, using a new model for evaluating Knowledge Management Practices as a dependent variable and important and effective component in the model, which is considered one of the most important theoretical implications of knowledge. The results of the research will help in creating a new evaluation model for workers in the education sector in general and HR employees working in the universities in Malaysia in particular. The results of the research will contribute to the development of a new model that takes into account the important elements of HRM, which have the most prominent role in showing the Knowledge Management Practices of HR employees working in the universities in Malaysia. Theoretically, this study seeks to determine the impact of HRM on Knowledge Management Practices (KMP) and thus achieving advanced levels of Knowledge Management Practices as a basic need for employees.

Recommendation Of the Study

The researcher recommends conducting more future research on Knowledge Management Practices, by studying new factors and theories, in addition to examining these factors in different settings. Given limits, and some proposals for more research on Knowledge Management Practices, it must be noted that another method of collecting information is needed, researchers should then develop the contents and types of questions according to their research aims. The interviewees' feedback and responses will help represent the reality of the relationship. In future research, longitudinal research may be used to study the relations. Future Research should address policy formulation in the educational field to improve the employee's quality of life and satisfaction with the job, characteristics of the teachers' impact, and the level of their satisfaction. Future research should address recruitment and promotion policies. In addition, future research should focus on providing training courses to increase Knowledge among employees.

CONCLUSION

Based on the results of the research and the objectives of the study, it can be inferred that HRM practices is one of the most important basic elements to motivate employees to increase their knowledge. The interest of different departments in the

concept of Knowledge Management Practices in addition to the concept of motivation is very important. Most researchers and scholars agree that the development of human resources is more important than capital or material resources, as a result, HRM practices have become a very important concept because of their contribution to increasing Knowledge Management Practices, and acceleration learning of the new skills. In many empirical studies, HRM practices have been related to Knowledge Management Practices. The importance of HRM practices emerges from that HRM practices and Knowledge Management Practices represent basic results that should be achieved through the individuals at their workplace, and in the absence of one of them, will lead to the institution's failure to achieve the required standards for the success of the institution.

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