

The Impact of Human Resources Management on Knowledge Management at the Jordanian Universities

By

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Abstract

This current study spots the light over the impact of human resources management on knowledge management at the Jordanian Universities, whereas the study sample consisted of (662) respondents by utilizing the quantitative approach, and a questionnaire was designed to perform the collecting data process. Additionally, the questionnaire included the two main scales of the study: Human resources management strategies, and Knowledge management, also the sample distribution was based on the following variables: (Gender, Experience, Academic position, and College). Indeed, the results showed that all the following areas: (Planning, Performance effectiveness & Quality, Training & development, Bounties & compensations, and Evaluation) for human resources management strategies came in a high degree, similarly, the results showed that all the following areas: (Obtaining & developing knowledge, Organize & save knowledge, Transfer & publish knowledge, and Applying knowledge) for knowledge management came in a high degree. Finally, the results indicated there are a statistically significant effect at the level (0.05) for human resources management on knowledge management in the Jordanian universities.

Key words: human resources management, knowledge management, Jordanian universities.

Introduction

Human element to be considered among the most important ones affecting on the performance quality, which made the attention for managing people, uplifting the level of human resources management, and directing resources as well as modern technology to serve; among the organizations' priorities.

Human resources nowadays considered an essential source of sustainable-competitive- advantage of organizations, as the late three decades witnessed an approach calling for thinking about the phenomenon of cognitive investment for workers, and developing the highly qualified as well as empowered human resources with the intent of owning cognitive and intellectual capital (Dumay, 2016). The human resources job become among the most important jobs responsible for achieving the competitive positions upon the local and sectorial levels in addition to guaranteeing growth, expansion, creativity, and costumer services (Alsaadi, 2018). Indeed, these repercussions formed elements of pressure upon the human resources management and its operational practices; which necessitated upon the last to adapt its strategies in all of its work fields alongside with its basic functions with these aspects (Bratton & Gold, 2017).

Human resources management; as an organizational unit; practices a role in formulating and implementing the polices of human resources management at both public

and private institutions. Furthermore, according to the importance of human resources and its management at the educational institutions in general and at the higher education institutions in particular, and what come upon their lead of scientific, managerial, and functional responsibilities, which necessitated the urgent need to a management that works on the optimal exploitation of human resources (Alaraimy, 2017). Institutions including higher education ones such as (Universities); work continuously on achieving success, marinating it, and survival, which make these institutions seek continuously on evolving and enhancing their strategies, besides benefiting from its renewed knowledge developed by customers and knowledge circles continuously, and these efforts lead towards finding new opportunities, achieving continuous progress and development, and increasing the innovative performance rates (Al-bashabshe, 2008). Universities compete via their productive knowledge as a base of outclassing, also universities work on attracting and gaining knowledge from their internal sources such as search and experiments from working individuals or their renewed knowledge, or from their external sources via training, courses, and seminars (Bdiar, 2010).

Applying the knowledge management approach in universities provides them new capabilities as well as competitive, distinguished, and vast potentials from information technology and information management, and provides them a precise system in management, practice, and various functional operations. Furthermore, applying the aforementioned also considered a complementary of management philosophy, beliefs, culture, entrances, and orientations in practicing and managing business, consequently this affects in one way or another on raising the performance efficiency at the university (Alqatarneh, 2011).

The Study Problem

Universities in Jordan confront varying degrees in the consequences of the change taking place in the surrounding environment, whether economic, social, or technological, in addition to the competition and the instructions of the Ministry of Higher Education and the Accreditation Commission. Hence, among the biggest challenges confronting universities is the extent of their ability to adapt to the previous changes, as the human element is considered one of the most important keystones of adaptation and guaranteeing the survival and development of universities, accordingly, in order to benefit this human resource; the necessity of activating the human resources management role arises as an effective and contributing tool in creating a competitive advantage, yet, this is cannot be done without knowledge and checking its approved sources based on accredited scientific basics.

The Study Questions

The current study attempts to answer the main question, which is: (What is the role of human resources management) via answering the following questions:

1. What is the level of practicing human resources management in the Government Universities?
2. What id the level of knowledge management in the Government Universities?
3. What id the impact of human resources management practices upon knowledge management in the Jordanian Universities?

Importance of the Study

The study importance comes from two aspects:

First: Theoretical Importance

The theoretical importance of the current study manifests throughout the cognitive

addition which may contribute in; via tracing the theoretical literature and previous studies of the following main variables: Human resource management practices and knowledge management, in a form that is a comprehensive conceptual framework about these concepts and their study methodology, likewise, the study will contain digital indicators based on the statistical analyzes results.

Second: Practical Importance

The current study draws its importance in attempting to present a clear perception for the Jordanian universities about the human resource management practices, its functions, and its importance extent, in addition to its impact on knowledge management. Hence, universities have been interested in building programs for the development and employment of knowledge to achieve the constant enhancement in the main processes and activities which they support, also thus study seeks to manifest the importance of analyzing the actual reality of Jordanian universities realization about knowledge management concept in terms of: (Innovate, gain, organize, and utilize knowledge) and the extent to which they affected by human resource management practices.

Study Objectives

This current study aims to identify the following:

- Level of practicing human resources management in the Government Universities.
- Level of knowledge management in the Government Universities.
- Impact of human resources management practices upon knowledge management in the Jordanian Universities

Study Terminologies

Human resources management practices: A group of mixed factors represent practices, policies, and systems affect in the individuals' behaviors, orientations, and performances towards the organization positively (Alwahshi, 2020).

Knowledge Management: A process in which accordingly the intellectual capital concerning the organization is extracted and invested, in order to conclude decisions characterized with efficiency, effectiveness, and innovation; in order to acquire the organization with a competitive feature as well as obtaining the loyalty and commitment of costumers (Shwaiteer, 2015).

The Study Limitations

- ***Time Limits:*** Represents in applying this study in the academic year 2021.
- ***Spatial Limits:*** Represents in applying this study upon workers in the Jordanian Universities.
- ***Objective Limits:*** Represents in identifying the impact of human resources management practices upon knowledge management in the Jordanian Universities.

Theoretical Framework

Human Resources Management Practices

Human resources management represents in the main core within the process of organizing the relationship between the organization and staff, pointing to achieve the goals of both; throughout work power able to achieve the university strategic goals. Consequently, human resources management in the university is nothing but a group of tasks associated with bringing, training, developing, organizing and maintaining individuals (Alshan'an & Alaba'aj, 2014). Human resources are considered to be the most valuable source of the institution and

the most influential in productivity, so accordingly the human resources management attempts to boost organizational capability and enable the organization to attract and qualify the required competencies to stand up to challenges. Additionally, human resources considered to be the most important in any organizational sector (Al-Hawary & Alajmi, 2017).

Human resource management is defined as: Planning, organizing, developing, leading, motivating, enticement and other administrative activities that lead to lifting and evolving the organizational performance of workers, bringing them to maximum level of productivity, achieving the organization goals, and considering as well as addressing the workers' problems (Al-Karkhi, 2014). Human Resources Management aims at selecting qualified individuals capable on achieving the institution objectives, affects and motivates the staff, increases their engagement into work, elevating the staff loyalty level towards the institution, working on developing the human resource in the institution via training courses, creates a work environment that corresponds with the staff, and award them for their achievements (Mazouz, 2016).

Human resource management practices have its important for being the most essential sources to achieve the organization goals, also the quality of other administrative functions relies hugely upon the human resource management quality in the institution. Additionally, human resource management considered to be featured a vital responsibility and essential for each manager in the institution, besides it contributes in the organizational success then in the societal success (Opatha, 2016). Human resource management practices can be classified into the following: Specialized practices; which are the ones practiced by the human resources management in the organization, whether this organization is attached to the state sector or the private sector, and these practices number differs from one organization to another. Then, the administrative practices; which are the ones needed by the human resources management by accomplishing its specialized work and functions. Finally, the investment practices represented in providing guidance for staff and all public managements in the organization, whether legally or technically, in addition to proposing improvements and developing instructions as well as regulations related to the whole staff in terms of wages, bounties, and others (Al-Gzawi & Jawad, 2010).

The functions and tasks of the human resources management are represented in human resources planning, attracting, selection, training, human resources development, evaluating the performance of employees, designing the wages, bounties, and rewards system in a way that achieves job and material security and safety for employees, contributing on lifting their organizational performance and job commitment, switching and promotion, and designing as well as implementing the human maintenance programs. Consequently, the previous aim at developing and improving the work environment, throughout creating material, social, health, or psychological conditions to enhance the quality of the staff life, and to provide security and protection requirements for the whole staff (Al-Qahtani, 2015). The human resources department encountered multiple difficulties, related to the problems of declining productivity, qualified labor slipping out of the institution, difficulties in designing the wages and bounties system, the procedures for attracting and hiring new workers, as well as hardships in harmonizing between the requirements of the human resources management strategy and the tendencies of the institution staff. In addition to problems regarding evaluating the performance of staff fairly, difficulties in placing an effective evaluation of the staff, and problems of work, insurance, security and safety (Al-Karkhi, 2014).

Knowledge Management

Knowledge is classified as an important economic commodity for the sake of developing the state economic aspect, and without any doubt; that development and prosperity are gained for the most knowledgeable and most able to possess and employ knowledge (Al-Barashdi, 2014).

Knowledge itself obtained a huge importance as an essential source, particularly in the organizational path, which considered useful in determining the organization success and creating a sustainable competitive feature among changes (Fahimeh & Kermani, 2011). Knowledge itself is the relevant and applicable contextual information, or information that can be utilized, which is a status of knowledge that forming facts, concepts, principles, laws, causal relationships, ideas, rules, hunch and feelings. Moreover, knowledge has different kinds, among of which explicit and implicit, general and specific organizational routine and procedural knowledge, rather than individual and organizational knowledge (Ahmad & Daghfous, 2010). In addition to the previous, knowledge management indicates to the organization strategic efforts to achieve the competitive feature by taking advantage of the intellectual assets carried by the staff and customers, as well as benefiting from lessons (Boukhari, 2020). According to the aforementioned, Knowledge is also the processes that assists the institution to generate knowledge, organize, utilize, and publish, alongside with transferring important information and experiences possessed by the institution, which considered necessary for the different managerial activities and making decisions, solving problems, learning, and strategic planning (Boukedjane, et. Al, 2021).

Knowledge management possess its position as an intellectual development in universities for the realization of organizations, yet, knowledge without the management action has no use; because knowledge is mostly implicit and needs to be revealed, diagnosed, planned, organized, and published, also needs control procedures, evaluation, and following-up knowledge management processes and then to be utilized by applying it and reused multiple times (Al-A'agha & Abu-Alkhair, 2012).

Knowledge generates from various sources that can be limited to: Internal sources, which represented in the accumulated experiences of the organizations' individuals about various topics and their ability to benefit from the learning of individuals, groups, and organization as a whole, its processes, and intentional technology. From another side: External sources, which represented in the sources that appear in the surrounding environment of the organization, which relies upon the relationship type with other leading institutions in the field or enrollment within gatherings that facilitate the process of knowledge replication (Ali, 2013).

The goal of knowledge management is to capture knowledge itself from its sources, saving, and reusing it, attracting intellectual capital to set up solutions for the problems which confronting the institution, creating an organizational environment that encourages every individual in the organization to share knowledge in order to lift the knowledge level upon others. Furthermore, determining the essence knowledge and how to obtain and protect it, reusing and magnify knowledge, and building learning capabilities, spreading knowledge culture, stimulating development, compete throughout human intelligence; so that institutions transfer from the traditional economy to the new global one (Bin-Shtoh, 2019). The study of (Omotayo, 2015), indicates that the basic rules of knowledge management can be summarized to a strategy relies upon knowledge itself, knowledge-sharing-culture, the keystones of the technical support, and searches as well as analyzing businesses.

Elements of knowledge management include data in a set of unrelated objective facts

that highlighted and presented without any previous judgments. Indeed, information in a matter of a fact are data guarantee the credibility feature and resented for a specific purpose. Nevertheless, ability in knowledge alongside with information needs a power on making information from the obtained data; to transfer into useable information that can be benefited from, in addition to the orientations that awake the motivation of individuals in thinking, analyzing, and taking actions (Bkhosh, 2014). Knowledge management processes can be defined as the means by which the value is added to the raw knowledge represented in the inputs, in order to create a processed knowledge represented in the outputs, hence, knowledge management processes can be classified into four basic ones that occur in an integrated framework form (Hamshari, 2013), which are: Determining knowledge, gaining knowledge (Ebrahim, 2021). Nonetheless, post knowledge gaining; it will be saved (El-Shanty & Elshareef, 2019). Furthermore, transferring knowledge to be considered the third circle in knowledge management, and relies upon the presence of an official and unofficial mechanisms and ways (Ala'ashi, 2020). At last, applying knowledge, which considered the basic goal of knowledge management process (Dliami, 2016).

Knowledge management encounters a set of obstacles or issues that may confront during or pre the application, among important of which is the ambiguity in the separating lines between explicit knowledge and implicit knowledge, and the difficulty of measuring the success extent of knowledge management program as well as determining information and acquaintances which are necessitated to be included in the knowledge management program. In Addition to isolation, meaning by; the executers of the knowledge management system or program may work far from their colleagues; causing them the feel of isolation, and the lack of totally qualified human staff and the required infrastructure (Gonzalez & Martins, 2017).

Practices of Human Resources Management & Knowledge Management

The human source to be considered among of the important and required elements for the success of applying knowledge management, which requires the university to create the organizational atmosphere helpful in motivating the human element on their enrollment in changing and development, as the employee participation in bearing responsibility acquiring him a new knowledge and the sense of accomplishment (Al-Jazi, 2011). Accordingly, it is one of the managerial means to motivate the human element, whereas it relies upon enabling the human source and making it able to bear responsibilities and making decisions related to work without any need of direction by Heads in a way that assists on achieving the university vision, strategy, and goals (Jalal, 2011).

Multiple of studies indicated that the human resource management practices affect in the acquaintances and capabilities of the whole staff, which known as gaining knowledge in the knowledge management processes, also the effective communication among the working staff leads to interpret and generate information, which is known for knowledge generating. Additionally, the human resource management practices based on knowledge mean the processes designed in order to boost acquiring, generating, sharing, and applying knowledge (Donate & Pablo, 2015). Indeed, the human resource management practices and knowledge management are considered to be valuable, authentic, and basic elements inside the institution, upon which the institution ability on achieving competitive features depend on, particularly in terms of creativity and innovation (Gope, et. Al, 2018).

Human resource management can participate in finding and creating knowledge within the institution you work in throughout training, development, and flexible nutrition of the evaluation systems of performance, selecting, and others. Hence, via attracting qualified and skilled competencies to work in the firm; it can be said that human resource management

supports the presence of distinguished intellectual capital of experts, creators, and others to work in firms, also human resource management contributes in building the firm culture, which in turn contributes easily in knowledge transfer and flow (Najim, 2017).

Previous Studies

(Ebrahim, 2021) conducted a study that aimed at determining the indirect relationship kind between human resource management practices and organizational agility at Menoufia University via knowledge management processes as an intermediate variable, also a survey list was developed to collect required data from the sample, which its volume was determined as (377) items and consisted of (295) analyzable list. Moreover, the study concluded a group of results, the most important of which the presence of a strong, indirect, and statistically significant relationship between human resource management practices and organizational agility in Menoufia University via knowledge management processes as an intermediate variable. (Ala'ashi, 2020) conducted a study aimed at identifying the reality of human resources information systems and its role in enhancing knowledge management processes at the Ministry of Higher Education in Gaza strip. Additionally, the researcher utilized the "Analytical-Descriptive approach" and relied upon questionnaire as a study instrument, also the study sample consisted of (200) of administrators and technicians. Therefore, the study concluded that the Ministry cares about knowledge management processes in general with some observations, and there is a strong statistically significant relationship between human resources information system with all its areas (Wigs and bounties, selecting, attracting, training, staff evaluation, communication, and feedback) and between knowledge management. Moreover, the study clarified that human resources information systems contribute in enhancing knowledge management processes and that there is statistically significant effect of human resources information system in knowledge management processes with all its dimensions, as well as there are divergences between human resources information systems role in enhancing knowledge management processes attributed to gender variable, whereas no differences between the sample responses about human resources information systems role in enhancing knowledge management processes attributed to (Job nature, academic qualification, and years of experience) variables. The study of (Lsour, 2017), aimed at demonstrating a correlation and affect relationship between human resources management as an independent variable upon knowledge management as interactive variable, and total quality management as a dependent variable. Hence, the study included senior and middle managements in sixteen Yemeni companies working in petroleum industries field, and the analytical-descriptive approach was adopted, also the field study was conducted via a questionnaire designed for this purpose. Accordingly, a set of results were concluded, the most important of which: The companies exercise human resources management and knowledge management in a well manner, also results show a relatively strong correlation relationships between the practices of human resources management, knowledge management, and total quality management, also the results show a varying effect relationship among the previous variables, and the presence of an effect relationship between human resources management practices, knowledge management gathered, and between the senior management, the continuous enhancement, and the staff empowerment as a cores for total quality management. (Joudah, 2016) study aims at identifying the administrators staff orientations at University Sulaimani Polytechnic about the impact of human resources management practices on the level of University Sulaimani Polytechnic and examining the difference in these various orientations according on their personal and functional characteristics. Furthermore, the study included a comprehensive inventory of (299) employees working at the university, yet, the results showed a presence of statistically

significant relationship between human resources management practices and the institutional performance. In addition to that, the results indicated a statistically significant effect of human resources management practices upon the institutional performance; as well as the independent variables (Attraction, hiring, training, development, performance evaluation, compensations, occupational health and safety) subordinating the human resources management practices all affect the dependent variable represented in the university performance.

(Gope, et. Al, 2018) conducted a study aimed at identifying the impact of human resources management upon the knowledge management ability, and the study adopted the qualitative approach for suiting the study nature. Additionally, results demonstrated the presence of an effect for human resources management practices on boosting the individual learning, motivation, and maintaining the staff for knowledge acquisition and sharing within a strategic perspective to enhance the organizational performance. The study of (Figueiredo, et. Al, 2016) conducted for the aim of identifying the impact of human resources management upon knowledge management in the Portuguese banking sector, also this study is an experimental one which adopted the quantitative approach. Moreover, the study sample consisted of (5306) respondent from (634) Portuguese banks, as the results concluded to the presence of a strong direct relationship between human resources management practices regarding knowledge management processes, and it is obvious that the practices of the individual's management adopted from an organ and valued perspective; possess a particular and special ability to predict and affect positively on knowledge management processes. (Al-Hawary & Alajmi, 2017), conducted a study that aims at exploring the impact of human resources management practices upon organizational commitment of the Ports Security Affairs in the State of Kuwait, and managerial employees working at the Ports Security Affairs in the State of Kuwait were included in the study sample. In addition to the previous, a questionnaire-based survey was utilized to collect data, as the results showed a moderate level of adopting the human resources management practices, also there is a significant impact of human resources management practices (Human resource planning, hiring and selecting, rewards and bounties, and performance evaluation) upon the organizational commitment. Both (Bruning & Ogunyomi, 2016) conducted a study that aimed at demonstrating the relationship between human resources management practices and the organizational performance represented in the (Financial) and (Non-Financial/NONFIN) performances of small and medium-sized enterprises in Nigeria. Indeed, the study sample consisted of (236) respondents, and utilized the survey approach, yet, the Multiple Regression results showed that the human capital development and occupational health and safety had a direct relationship with the non-financial performance (NONFIN), management of the staff performance, and non-financial (NONFIN) upon the firm financial performance. Furthermore, Human resources management practices represent as a group (16%) of variance in the (NONFIN) and (12%) in the financial performance, besides that, this study support partially a model for positive relationships between some of human resources management practices and the firm's organizational performance.

(Vivares, et. Al, 2016) conducted a study which aimed at investigating the impact of human resources management on performance in competitive priorities, also this research was conducted via surveying a sample of medium and large manufacturing firms in the Colombian coffee region. Moreover, the three following groups of variables were examined: (Performance in competitive priorities practices, human resources management, factors related to the employees, also the study concluded that no significant relationship was found between human resources management practices and the performance in competitive

priorities. Additionally, in regard with factors-related-to-employees, there were two important results: First: When the firms included features about the individuals during the decision-making process in the operation system (Motivations, personal goals, and abilities); a better performance can be noticed in the competitive priorities, second: The more employees reach a higher level of satisfaction and job performance, the more performance in competitive priorities will improve.

This study was distinguished from others by aiming to reveal the impact of human resources management practices upon knowledge management in the Jordanian Universities

The Study Methodology

This study relies upon the quantitative approach, due being the one that utilizes huge samples and gives the opportunity to view the bigger picture as well as generalization over a larger number of the study population.

The Study Sample

This study sample consisted of (662) respondents, and table (1) clarifies the distribution of the sample according to the personal and occupational variables.

Table (1): Distribution of study sample according to sample according to the personal and occupational variables

Variables	Category	Frequency	Percentage
Gender	Male	326	49.2
	Female	336	50.8
	Total	662	100.0
Experience	From 3 – 6 years	280	42.3
	From 7 – 10 years	278	42.0
	10 years and more	104	15.7
	Total	662	100.0
Academic Positions	Teacher	323	48.8
	Assistant Professor	196	29.6
	Associate Professor	99	15
	Professor	44	6.6
	Total	662	100.0
College	Scientific	405	61.2
	Humanitarian	257	38.8
	Total	662	100.0

Table (1) shows the following:

- For **Gender** variable: it can be noticed that (Female) are the highest frequency which reached (336) with percentage (50.8%), while (Male) are the lowest frequency which amounted (326) with percentage (49.2%).
- For **Experience** variable: it can be noticed that (From 3 – 6 years) are the highest frequency which reached (280) with percentage (42.3%), while (From 10 years and more) are the lowest frequency which amounted (104) with percentage (15.7%).
- For **Academic positions** variable: it can be noticed that (Teacher) are the highest frequency which reached (323) with percentage (48.8%), while (Professor) are the lowest frequency which amounted (44) with percentage (6.6%).
- For **College** variable: it can be noticed that (Scientific) are the highest frequency

which reached (405) with percentage (61.2%), while (Humanitarian) are the lowest frequency which amounted (257) with percentage (38.8%).

Reliability of the Study Instrument

In order to extract the reliability of study instrument; the (Cronbach's Alpha) equation was applied upon all study areas and instrument as a whole for pilot sample of (25) respondents, and table (2) clarifies the aforementioned.

Table (2): (Cronbach's Alpha) coefficients of the study and instrument areas as a whole

Number	Area	Items Number	Reliability coefficient
1	Planning	7	0.90
2	Performance effectiveness & quality	7	0.87
3	Training & development	15	0.91
4	Bounties & compensations	7	0.88
5	Evaluation	8	0.88
	Scale of human resources management strategies as a whole	44	0.97
1	Obtaining & developing knowledge	11	0.89
2	Organize & save knowledge	11	0.91
3	Transfer & publish knowledge	10	0.88
4	Applying knowledge	10	0.87
	Scale of knowledge management as a whole	42	0.97
	All the questionnaire items	86	0.98

Table (2) shows the following:

(Cronbach's Alpha) coefficients for the first scale areas (Strategies of human resources management) ranged between (0.87 – 0.91), the highest was for (Training & development) area, and the lowest (Performance effectiveness & quality), also the (Cronbach's Alpha) coefficient reached (0.97) for the scale of human resources management strategies as a whole.

(Cronbach's Alpha) coefficients for the second scale areas (knowledge management) ranged between (0.87 – 0.91), the highest was for (Organize & save knowledge) area, and the lowest (Applying knowledge), also the (Cronbach's Alpha) coefficient reached (0.97) for the scale of knowledge management as a whole, as well as (Cronbach's Alpha) coefficient reached (0.98), hence, all reliability coefficients were high and accepted for the study purposes.

The Scale Correctness

The questionnaire consisted in its final form of (86) items, where the researcher utilized the (Likert Scale) in order to measure the opinions of the study sample based on the following order: Very high (5), High (4), Moderate (3), Low (2), Very low (1) by placing the sign (√) next the answer that reflects their agreement, also the following classification was adopted to judge the Means as follows: Less than (2.33) low. From (2.34 – 3.66) moderate. From (3.67 – 5.00) high.

Statistical Processing

In order to answer the study questions, the following statistical processors were utilized via Statistical Package for Social Sciences (SPSS): Frequencies and percentages of occupational and personal variables of the study sample. Means and Standard Deviations of the study sample answers for all the study instrument areas. Multiple Regression analysis to

examine the study hypotheses.

Presentation & Discussion of the Results

First Scale: Human resources management strategies

Table (3): Means and Standard Deviations for all areas with the scale as a whole (N=662)

Number	Item	Means	SD	Rank	Degree
1	Planning	3.84	0.62	1	High
2	Performance effectiveness & quality	3.78	0.60	3	High
3	Training & development	3.73	0.56	5	High
4	Bounties & compensations	3.82	0.61	2	High
5	Evaluation	3.78	0.60	3	High
	Scale as a whole	3.78	0.55	-	High

Table (3) demonstrates that Means ranged between (3.73 – 3.84), where (Planning) area came at first rank with Means of (3.84) and high degree, and in the last rank came (Training & development) area with Means of (3.73) and high degree, also Means for the scale as a whole reached (3.78) with high degree. The researcher attributed this result to the awareness of that human resources management among the most important managerial business in the higher education institution, possessing technological and physical capabilities, highly qualified competencies, activating the quality role in in this area by what corresponds with the work nature. Constantly, this result agreed with the one of (Lsour, 2017) study, which revealed that firms exercise human resources management in a very well manner, while it disagreed with the result of (Al-Hawary & Alajami, 2017) study which revealed that there is an intermediate level to adopt the practices of human resources management. The researcher attributed this result to the fact that university hires the members with qualified competencies which capable on setting up an examined and successful plan that correspond with weakness and strengths, also by taking it into consideration in presenting priorities during active processes.

Additionally, university includes features about individuals in the decision-making process at the operation system, as when the employees reach the highest level of satisfaction and operational performance; then a better performance can be noticed accordingly. From one hand, this result agreed with the result of (Bruning & Ogunyomi, 2016) study; which showed that the development of human capital as well as occupational health and safety have a direct relationship with financial performance, management of the staff performance, and non-financial performance. From the other hand, this result disagreed with the one of (Vivares, et. Al, 2016) study which concluded that no significant relationship was found between human resources management practices and performance regarding employees-related-factors. Universities follow an effective system in training and development in corresponds with their occupational needs, as well as pragmas characterized with effectiveness, and seek assistance of external scientific and professional competencies to qualify the workers, which increases the number of qualified and experienced members, rather than the presence of a clear wages and bounties system based on clear standards, and is characterized by motivating the working human resources.

Moreover, universities are keen on evaluating performance for being a mean that motivates the administrative bodies to work dynamically and actively, whereas it makes the Heads follow up on the duties and responsibilities of their managers continuously and pushes the managers to work effectively.

Second Scale: Knowledge management

Table (4): Means and Standard Deviations for all areas with the scale as a whole (N=662)

Number	Item	Means	SD	Rank	Degree
1	Obtaining & developing knowledge	3.71	0.58	4	High
2	Organize & save knowledge	3.82	0.58	1	High
3	Transfer & publish knowledge	3.72	0.57	3	High
4	Applying knowledge	3.76	0.57	2	High
	Scale as a whole	3.75	0.54	-	High

Table (4) demonstrates that Means ranged between (3.71 – 3.82), where (Organize & save knowledge) area came at first rank with Means of (3.82) and high degree, and in the last rank came (Obtaining & developing knowledge) area with Means of (3.71) and high degree, also Means for the scale as a whole reached (3.75) with high degree.

The researcher attributed this result to the effectiveness of measuring the success extent of the knowledge management program, and the ease of determining information and acquaintances in knowledge management program and their suitability qualitatively and quantitatively due to the modern technology that the Ministry of Higher Education is keen to utilize. In addition to provide the qualified human cadres sufficiently to conduct tasks of the knowledge management system and the required infrastructure. Eventually, this result disagreed with (Ala'ashi, 2020) study, which concluded that the Ministry is concerned with knowledge management processes in general, with some notes.

The researcher attributed this result to that universities are interested in the process of acquiring and developing knowledge, also it relies upon the internal experiences for the worker, as well as following an effective method from the internal workshops and attending conferences. Moreover, identifying and monitoring precisely the external knowledge sources represented in the surrounding cognitive environment at universities according to the interests of higher education, and attempting to connect it regularly. Additionally, universities keenness on organizing and safe knowledge, utilize effective modern techniques and tools such as central computers which facilitate the process of knowledge recovery and benefit from at the time of need, as well as relying on saving knowledge in written documents and records.

Universities also keen on knowledge transferring process to workers via the internal information network, the provided database in computers, and archiving system. Furthermore, in the transferring process; it relies upon documents, brochures, and the internal information network, in addition to the presence of formal mechanisms and methods such as conferences and internal seminars of the organization from one hand, and other informal ones such as personal relationships that connect employees to each other and work teams from the other hand.

It should be noted that workers are aware of the information they possess and are able to benefit from, also universities are keen on removing obstacles that prevent the access of required knowledge for individuals and administrative units. Furthermore, it works on training their employees continuously by specialized experts internally and externally, and to the fact that universities have specialized managers of knowledge who motivate the sound application for.

Hypotheses Testing

The study main hypothesis: There is no statistically significant effect at the indication

level (0.05) for human resources management upon knowledge management in the Jordanian universities.

****** Matrix of correlation coefficients

Table (5): Matrix of correlation coefficients between independent & dependent variables (N=662)

Independent variables	Obtaining & developing knowledge		Organize & save knowledge		Transfer & publish knowledge		Applying knowledge		Knowledge management scale as a whole	
	Cor.	Sig.	Cor.	Sig.	Cor.	Sig.	Cor.	Sig.	Cor.	Sig.
Planning	**0.563	0.000	**0.746	0.000	**0.611	0.000	**0.633	0.000	**0.677	0.000
Performance effectiveness & quality	**0.657	0.000	**0.761	0.000	**0.780	0.000	**0.653	0.000	**0.755	0.000
Training & development	**0.800	0.000	**0.680	0.000	**0.755	0.000	**0.767	0.000	**0.795	0.000
Bounties & compensations	**0.637	0.000	**0.802	0.000	**0.689	0.000	**0.677	0.000	**0.744	0.000
Evaluation	**0.660	0.000	**0.757	0.000	**0.802	0.000	**0.656	0.000	**0.761	0.000
Human resource management scale as a whole	**0.730	0.000	**0.788	0.000	**0.782	0.000	**0.730	0.000	**0.800	0.000

Table (5) demonstrates the following:

- Correlation coefficients between independent variables and (Obtaining and developing knowledge) ranged between (0.563 – 0.800), the highest was (Training and developing) and the lowest was (Planning), as the scale for human resources management as a whole reached (0.730).
- Correlation coefficients between independent variables and (Organizing and saving knowledge) ranged between (0.680 – 0.802), the highest was (Bounties & compensations) and the lowest was (Training & development), as the scale for human resources management as a whole reached (0.788).
- Correlation coefficients between independent variables and (Transferring & publishing knowledge) ranged between (0.611 – 0.802), the highest was (Evaluation) and the lowest was (Planning), as the scale for human resources management as a whole reached (0.782).
- Correlation coefficients between independent variables and (Applying knowledge) ranged between (0.633 – 0.767), the highest was (Training & development) and the lowest was (Planning), as the scale for human resources management as a whole reached (0.730).

reached (0.737).

- Correlation coefficients between independent variables and (Scale of knowledge management as a whole) ranged between (0.677 – 0.795), the highest was (Training & development) and the lowest was (Planning), as the scale for human resources management as a whole reached (0.805).

*** To examine this hypothesis, the Multiple Regression analysis was utilized to reveal the impact of human resources management represented in the following: (Planning, Performance effectiveness & quality, Training & development, Bounties & compensations, and Evaluation) upon knowledge management, table (6) down below clarifies that.

Table (6): Results of (Multiple Regression) analysis to reveal the impact of human resources management upon knowledge management in the Jordanian Universities (N=662)

Independent variable	t value	statistical significance of "t"	Beta value	R value	R² value	F value	Sig "F"
Planning	-6.027	0.000	-0.381	0.829	0.687	287.336	0.000
Performance effectiveness & quality	-0.135	0.893	-0.011				
Training & development	11.576	0.000	0.548				
Bounties & compensations	6.722	0.000	0.482				
Evaluation	2.597	0.010	0.208				

Dependent Variable: Knowledge Management.

The results of the (Multiple Regression) analysis show a presence of a statistically significant effect at the indication level (0.05) of human resources management, represented in (Planning, Performance effectiveness & quality, Training & development, Bounties & compensations, and Evaluation) upon knowledge management. The value of (R) was (0.829), and the value of (R²) (0.687), which represents the impact ratio of human resources management represented in (Planning, Performance effectiveness & quality, Training & development, Bounties & compensations, and Evaluation) upon the dependent variable which is knowledge management.

The value of (F) was (287.336) and with a statistical significance (0.000), which expresses the impact of all the human resource management areas gathered upon knowledge management. Moreover, the most prominent areas of human resources management which affect upon knowledge management was (Training and development) as the value of (t) amounted (11.576) with a statistical significance (0.000), and (Performance effectiveness & quality) ranked at last, as the value of (t) (-0.135) with a statistical significance (0.893).

Accordingly, the basic hypothesis of the study is refused and accepts the alternative one; to become as the following: "There is a statically significant effect at the indication level (0.05) of the human resources management upon knowledge management". Nevertheless, the researcher attributed this result to that the human resources management practices which adopted by the Ministry of Higher Education; is based on knowledge and it is designed to boost knowledge acquiring, sharing, and applying. Furthermore, this is attributed also to training, development, flexible nutrition of performance and selecting evaluation systems, and etc., and attracting special as well as qualified competencies to work; whereas it supports the presence of distinguished intellectual capital of experts, creators, and others to work within the firm. Indeed, human resources management contributes in creating the firm culture which in turn contributes in the transfer and flow of knowledge easily.

This result agreed with the one of (Ebrahim, 2021) study, that demonstrated the presence of a relationship between human resources management practices and organizational agility at Menoufia University via knowledge management processes as an intermediate variable. Additionally, this result also agreed with the one of (Ala'ashi, 2020) study, that there is a statistically significant effect of human resources management systems in knowledge management processes with all its dimensions. Moreover, it agreed with results of (Gope, et. Al, 2018) study which demonstrated the presence of an effect for the human resources management practices on boosting the individual learning, motivation, and maintaining the staff for knowledge acquisition and sharing. Furthermore, The results of (Figueiredo, et. Al, 2016) study concluded to the presence of a strong direct relationship between human resources management practices regarding knowledge management processes, and clarified that the practices of the individual's management adopted from an organ and valued perspective; possess a particular and special ability to predict and affect positively on knowledge management processes, yet, this result did not disagree with any of the previous studies.

Recommendations

Under the concluded results by the researcher in this study, the following recommendations can be presented:

- The necessity of utilizing the human resources management practices upon knowledge management in the Jordanian Universities.
- Conducting similar studies of the current one that addresses the subject of human resources management practices upon other variables; such as enhancing the educational process as well as its impact on the students, and including demographic variables.
- The necessity of Higher Education institutions to have an interest in activating knowledge management skills in Jordanian universities.

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