NEW ROLES AND CHALLENGES FOR HUMAN RESOURCE MANAGEMENT IN KNOWLEDGE BASED ORGANIZATIONS

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ABSTRACT
People have always been central to organizations, but their strategic importance is growing in today’s knowledge-based organizations. An organization’s success increasingly depends on the knowledge, skills, and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. When employees talents are valuable, rare, difficult to imitate and organized, an organization can achieve a sustained competitive advantage through people.

In this paper we proposed to approach issues of relationship and interdependence of human resources and management based on knowledge. We presented during the paper the new type of human resource management and new challenges which are noted in the current economic conjuncture and their influences on human resource management. We focused also on the modalities how influence the management of human resources the management based on knowledge materialized in: the organization employee involvement, connection of management based on knowledge and the human resource management on the firm strategy.

KEYWORDS: knowledge, knowledge based organization (KBO), human resource management (HRM)

1. Introduction

In the recent years, the concept of knowledge based organization has been the object of much research. In addition, other concepts like: knowledge management, knowledge measurement, organizational learning, and knowledge types have seen an increased of researchers’ focus. Various papers present the criteria for identifying if an organization is or isn’t based on knowledge.

In addition, information technology has influenced HRM through human resources information systems (HRIS) that streamline the processing of data and make employee information more readily available to managers. Both proactive and reactive change initiatives require HR managers to work with line managers.
and executives to create a vision for the future, establish an architecture that enables change, and communicate with employees about the processes of change.

The issues related to economics, business and management based on knowledge illustrate that human resources are becoming more important and complex than in previous economic systems. Therefore, increases also the importance of human resource management, with substantial alteration of its contents. Such as the most valuable company resource - knowledge – belong to the employees, any immediate activity of employees affect the management based on knowledge [8]. Nature itself and the ways to obtain the competitive advantage are changing. „The new competitive advantage and the new barrier for organizations of the XXI century is represented by the knowledge of human resources” [1].

Knowledge, intellectual capital and time have become the most relevant resources. People being the only source possessing the ability to think and implement new ideas, are occupying the central position in the formulation of relevant productivity strategies”[9].

In this context it has produced major changes in employment places to the following levels of:
- knowledge, creativity and innovation, becoming the core work of processes at all levels of organization;
- partnership and dialogue, determining the preconditions of employment environment in which production and innovation are the property distributed and shared widely;
- place of persons which are conducting work processes and procedures for exercising them, in addition to classical arrangements appearing new forms of work (home, on line-work, etc.);
- work team, which becomes the main characteristic of work processes, both for the routine and the creative phase, of development.

2. Knowledge based organization. Concept and characteristics.

Knowledge Based Organizations – are the society collective actors and play a big role in its assertion as a knowledge based society; belonging to the contemporary reality in their environmental quality, professional and managerial, as well as the object of scientific research and strategic project, it marks the convergence of two phenomena that define human nature - that of knowledge and that of organization – in a social construction for the ideas of emblematic collective competence, intelligent action and sustainable performance.

The concept of knowledge based organization has its origins in the years 1984-1988 and recorded, since then, successive stages of crystallization. Thus, Huber [4] put himself explicitly issues on concerning the nature and design of „post industrial” organizations appreciating the need for a new type of its own organizational model that succeeds the industrial society.
From the positions of developers of information technology, Holsapple and Whinston [3] define knowledge based organization as a “community of workers with work design, interconnected by a computer infrastructure”, the authors consider that the existence of such an organization, equipped with local support workstations stations, communication channels and distributed collections of knowledge, requires an explicit approach to design and implementation, the nature of advanced computerization, with applications of artificial intelligence.

From the positions of the other approaches, the managerial one, Drucker [2] treats company based on information as the organizational model of the twenty first century and he projected its main characteristics: composition dominated by professionals, the small number of intermediate levels of management hierarchy, ensuring coordination by means of non-authoritarian invoice (standards, norms, rules of cooperation, etc.).

The last decade of the twentieth century marked the production and the technological convergence between managerial perspective, by the coupling between the organizations needs of solutions of computer assistance [7].

After 1995 appeared the first significant results in the creation and functioning of knowledge-based organizations.

Knowledge based organization have nowadays became widely an important research topic. Most researches are focused on one or some of aspects such as: types of knowledge, organizational learning and organizational knowledge, knowledge assets and their specific processes which allow knowledge to be acquired, used, stored, transferred and organizational strategies in order to support and/or improve the knowledge use inside and outside organization. Several studies are discussing about the fact that knowledge is the primary resource in the organizations of the 21st century. Further more, knowledge flows are becoming more important than financial flows, employees are revenue creators, the organizational hierarchical structure has fewer levels and so on. Managers are becoming leaders and they are focused on employee’s career development and on supporting the organizational learning and continuum innovation.


As a knowledge facilitator, HRM must ensure alignment among an organization's mission, statement of ethics, and policies. These should all be directed toward creating an environment of sharing and using knowledge with full understanding of the competitive consequences. Furthermore, HRM must nourish a culture that embraces getting the right information to the right people at the right time. HRM must integrate effectively knowledge sharing and usage into daily life. That is, knowledge sharing must be expected, recognized, and rewarded. For many individuals and organizations, this reverses the conventional relationship between knowledge and power. Often, the common pattern was to hoard knowledge because it made the individual more valuable and more difficult to replace.
Effective knowledge management requires this trend to be overturned and requires those with information to become teachers and mentors who ensure that others in the firm know what they know. Teaching must become part of everyone's job. *HRM should also create the "ultimate employee experience."* That is, by transforming tacit knowledge into explicit knowledge through education, organizations must build employee skills, competencies, and careers, creating "bench strength." This combines the traditional training and development responsibilities of HRM with the new responsibilities of human capital steward: using all of the organization's resources to create strategic capability. Disney's new staff orientation, which emphasizes the firm's mission, values, and history within a context of the "magic kingdom" experience, is an example of this process of making tacit knowledge more visible. *HRM must take a strategic approach* to helping firms manage email, instant messenger, internet surfing, and similar uses of technology. Clearly, the Internet has a role in generating and disseminating knowledge, and therefore is an integral part of knowledge management.

The new type of human resource management, outlined in knowledge-based businesses presents more characters that distinguish by the classical management of human resources:

- focus on approaching the human resources from the perspective of amplify and efficiency the knowledge treatment;

- inclusion in the scope of coverage not only employees but also the other main stakeholder of the organization;

- intense differentiation of approaches, decisions, actions and behavior specialists in the field of human resource management, in order to be able to take into account the heterogeneity of effective human resources involved in the organization, characteristics, motivations and their expectations;

- drawing in a participatory manner, in the meaning of direct and intense involvement of professionals rely on knowledge in conducting human resource activities that concern them, starting from their design careers;

- an expression of intense creativity in all the management processes of human resources, in order to be able to devise appropriate solutions to the many new elements, involving in the effective and efficient human resources use;

- design and operation of human resources activity in a flexible manner, constantly changing the content and functions, corresponding to endogenous and exogenous developments of organization;

- retention in the company of professionals rely on knowledge, of their elite, becomes a central function of management based on knowledge, which largely depends the functionality and performance of the enterprise;

- the subordination of all actions in human resources in order to achieve competitive economic performance and ensure business sustainability;

The defining features mentioned are reflected in all the processes that constitute the human resource management, leading for some of them to spectacular changes.
It notes in the current economic conjuncture a new approach to management in general and human resource management in particular, in order to be able to cope with several types of challenges related [6] to:
- the individual, on request of opportunities to acquire and develop new skills associated with new forms of work;
- managers, entrepreneurs and employees, which must accept the inevitability, uncertainty and confusion associated to changes, which involves considerable effort on learning and experimentation, but can be achieved in a "win-win" conditions for those involved;
- the employees and employers unions, extending their roles in ensuring the richest sources of knowledge and proactive in supporting and upgrading working processes;
- organizations and intermediary organizations such as universities, regional development agencies, organizations can support economic development
  - the creation of capabilities and expertise in the forms of work organization, are involved in the distribution of knowledge, determination and resources for new construction networks of relationships based on knowledge.

There is remarkable therefore the complexity of content management of human resources in an economy where information is an element of strategic development of an organization.

4. Influence of human resources management on the knowledge based management

The specialists [1] after the studies have identified the main modalities on which the human resources management influences the firm and the knowledge based management.

Tabel no. 1
Modalities to influence the human resources on the knowledge based management

<table>
<thead>
<tr>
<th>No. Crt.</th>
<th>Practices of human resources</th>
<th>Impacts of human resources management</th>
<th>Results (effects) in knowledge management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strong involvement of management in carrying out activities</td>
<td>Involvement of organizational employees</td>
<td>Positive responses to initiatives of management based on knowledge</td>
</tr>
<tr>
<td>2</td>
<td>Adapting human resources management to specific of employees based on knowledge</td>
<td>Strong motivation and retention of employees in the firm based on knowledge</td>
<td>Increase the employees performance based on knowledge</td>
</tr>
<tr>
<td></td>
<td>Harmonization of internal and external practices of human resources</td>
<td>Connection of management based on knowledge and human resource management to the strategy of firm</td>
<td>Codification and personalization of firm strategy</td>
</tr>
<tr>
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<td>---------------------------------------------------------------------------------</td>
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<tr>
<td>3</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

4 Connecting human resources management practices in developing social capital and human capital  

<table>
<thead>
<tr>
<th></th>
<th>Development of employee capabilities and intellectual capital</th>
<th>Give to company the flexibility and innovation of a long-term strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Development and support processes of learning in the organization</th>
<th>Creating and maintaining learning practices widely used in business</th>
<th>Improving &quot;sharing&quot; the processes of learning and tactical knowledge across the organizational</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td></td>
<td></td>
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</tbody>
</table>


As result from the examination of the elements incorporated in the table, there are multiple and intense connection between human resources and management based on knowledge. In fact, without management of human resources can not build or operate the knowledge based management. Implementing a knowledge-based management, which incorporates a substantial module of human resource management, is subject to construction, operation and competitive of knowledge-based company. Also no "management based on knowledge can not function independently - he enters into interaction with various elements of the organization" [8].

5. Romanian context

For Romania, the relevance of the concept of knowledge-based organization derives from engaging in the development of the country to the information society - knowledge society, sustainable development and condition of its European integration and Euro-Atlantic structures. Would be risky to assume that, given the gaps from advanced countries, knowledge based organizations, will create on national plan, only a problem for the future, or that it would be an undue sophistication and therefore dispensable computerization effort in course.

About the phenomenological aspect, Romanian organizational environment could not make an exception to the global trend of contemporary orientation to knowledge, but in the absence of strategic option, it happened unsystematic, locating especially in the informal plan; informational interpersonal mediation,
informal transactions of knowledge within and between organizations, professional assistance. Large companies and institutions are strongly attached to the configuration and functionality of hierarchical organization, even if the transition to computer assistance. Instead, the category of private companies and non-small government, but with external exposure, managerial and professional practice knowledge are already present, but still experimental forms reversible.

Creating knowledge-based organizations remain an imperative for national development, for a knowledge based economy, it is absolutely necessary for the assertion on top levels, Romanian creativity as the main competitiveness source and identity in an international environment with clear trends of globalization.

Ensuring feasibility of development projects of knowledge based organizations in the Romanian context involves the strategic effort of computerization with educational support and proper management.

In this way, in addition to their own solutions to the general typology presented above, also appear as a national priority: (1) training professionals required in knowledge and management domains, (2) official recognition of new professions and occupations specific to knowledge-based organizations (3) training of trainers for these skills profiles.

To examine closely the issue of knowledge management implementation within organizations and to observe the way the organization staff know and appreciate these practices, I conducted a questionnaire-based analysis on a total of 30 companies in Sibiu. The questionnaire includes 15 questions with the following response choice: Yes, No, I do not know. I selected five of the questions raised, the representative of the topic addressed and the answers to these questions are represented graphically in figure no. 1-5.

<table>
<thead>
<tr>
<th>No. Crt</th>
<th>Question</th>
<th>YES Answers</th>
<th>NO Answers</th>
<th>Don’t know Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Do you know the characteristics of knowledge management?</td>
<td>14</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>2.</td>
<td>Consider the implementation of knowledge management within the company in which activity is a competitive advantage?</td>
<td>15</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>Consider an asset that belongs to an organization based on knowledge?</td>
<td>17</td>
<td>10</td>
<td>3</td>
</tr>
</tbody>
</table>
4. If your organization is not based on knowledge, want to implement such a management?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>

5. Consider the implementation of knowledge management is an important step for the future of the company you are in?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>

Question no. 1

![Pie chart showing 47% Yes, 30% Don't know, and 23% No]

Question no. 2

![Bar chart showing 5 Yes, 10 No, and 5 Don't know]
Question no. 3
CONCLUSIONS

1. Development of information society as a knowledge society is conditioned decisively in Romania and internationally, the presence of intelligent organizations with advanced capabilities for managing their collective skills as sources of performance.

2. Foundation of the knowledge of contemporary organizations is inevitable, resulting in a systemic level of complexity that goes beyond traditional rigid hierarchies and involves the appearance of configurations and non-hierarchical organizational practices, in strict inertial developments, the nature of self-organization, can result at best, island solutions, possibly articulated ad hoc, in turn, getting integrated, sustainable intervention involves transforming the existing organizations or create new dedicated purpose.

3. Projects to achieve the organizations strategic knowledge requires commitment and ingenuity in combining computer facilities management assistance smart consolidated organizational practices related to innovation, learning and interactive
partnership.
4. Organizations are likely knowledge that, by virtue of their specific culture, to promote the company value as a source of influence conceptual relevance and legitimacy of ethics and responsible behavior relations social actors.

REFERENCES