

Implications of the Human Resources in the Knowledge Management

Ana TRUȚĂ

Al. I. Cuza University, Iassy, ROMANIA

Key words: *knowledge, human resources, knowledge management*

Abstract: The economic and social life includes changes regarding the strategic resources: the information item and the human capital. The role of the human factor is to use and transform efficiently the information item – as an element of knowledge.

The scientific revolution gave the opportunity – in the current context of transformations – for the scientific knowledge to become a continuous process based on innovation. In modern economy there is an interdependence relation between the information revolution and the revolution of knowledge, through the transition from the economy based on physical resources to the economy based on knowledge.

The changes at the level of human resources have effects in the learning, training and continuous education processes.

The management becomes knowledge-based management. As a science, the knowledge management is a continuous process within an organization, being reflected through:

- the importance of knowledge in the functioning and performance of the organization that learns;- the use of new information and communication technologies in the organizational processes;
- the exploitation of the knowledge of the human resources in the optimum adaptation to the current social-economic requirements.

As an evolutionary process, the knowledge-based management emphasizes the decisive role of the human factor and involves a multidisciplinary approach.

The economic science, as a component of the science in general, contributes to the efficient organization of the social production and to the enhancement of the technical and scientific creativity of the human factor. It also endows people with the knowledge of the laws and contradictions of the social reproduction and the knowledge necessary for the human action to the purpose of the development of the human and material production.

Starting from these elements specific to the economy of the contemporary world we distinguish the relevance of the involvement of the human capital in the modeling and adaptation of the nature of the social purposes and needs. As a synthesis between the natural component and the social one, the man is in the middle of the challenges of

science by using knowledge in order to create a balance between the needs of nature and the need of the society.

Through a continuous technological process and the development of an economy based on knowledge and information technology, the concept of human capital reflects different significations. On the one hand, the human capital reflects the investment in education and the development of professional skills, and on the other hand, it represents the source of innovation and renewal.

In a society of knowledge, the world of new ideas becomes a priority in comparison with the world of tangible objects. Knowledge can be turned into value. Thus they become an essential economic factor. Among the opinions of different specialists, we mention the following: the existence of cognitive knowledge, of superior skills, of systems for the superior comprehension of things and self-motivated activity.

The management of knowledge as a process generating added values for the intellectual capital of the organization combines a variety of practices in order to identify, create, gather and distribute knowledge.

Through a new perspective, knowledge integrates theoretical aspects as well as practical ones, being the connection bridge between the rational and the non-rational, abstract and concrete. The new economy develops the idea of using some efficient instruments in order to assess the intangible resources in an organization.

The economy based on knowledge influences the manifestation of management at all levels and knowledge represents the main resource and objects of a new type of management.

More and more authors identify the existence of the human capital, besides the organization and relational capital, as components of the intellectual capital.

The coordination of the human, information, physical and financial resources with a view to achieving the purposes of the organization offers the multidisciplinary character of management in general.

The visions on management are multiple. The knowledge management may be approached from various points of view:

- the importance of management based on knowledge depending on the information technology (Lester's approach);
- the promotion of the creation and use of the intellectual capital (Abel and Oxbrow's conception);
- the involvement of the organizations in the development of production and the flow of knowledge for the creation of value (Clarke and Rollo);
- the focus of management on functionality, efficacy and profitability in exploiting knowledge (Ferguson' demarche) etc.

According to the American and West-European perspective, the organizations own in general individualist values, which leads to the dissemination and use of knowledge. According to the Japanese vision, the production of knowledge is the essential element, the dissemination being present as regards the group values.

From the theoretical point of view, the management based on knowledge reflects the study of managerial processes and relations based on knowledge, by turning it to good account; without the theoretic basis, knowledge-based management risks to remain a trend that will not last (Roberts Nelson).

As a practice, knowledge-based management consists in producing and using knowledge through different methods, techniques and means.

The prevailing characteristics of knowledge management are influenced by the human factor. At world level, there are tendencies of promoting high-performance managerial practices and of theoretizing them. Directions of knowledge-based management:

- treating, approaching and using knowledge in their multivariate and multidimensionality;

- using information techniques in managerial processes;
- the increase in the role of the human factor in managerial practice;
- superior turning of knowledge to good account and protecting it.

Through economic globalization, the “information revolution” or the “knowledge revolution” became definitive in the world economic growth. The new economy takes shape through the development of intensive-knowledge industries, digitalization, Internet, robotizing of production systems, the computerization of the transport services and the virtualization of currency-financial flows. The next society will be a knowledge society, Peter Drucker said. Two decades ago, Knowledge workers (cogniticians) were managers that knew how to use knowledge with a view to increase productivity.

From the knowledge point of view, we distinguish the existence of three different stages:

- the rush for knowledge;
- the discovery of technology through the organization and systematization of knowledge;
- the use of organized work (Frederick Winslow Taylor).

Contradictions regarding knowledge economy and knowledge society have not ceased to appear during the recent years.

Concepts such as: data, information, knowledge, comprehension, wisdom, management denote the importance of the human capital in a developing society, in which the intellectual material is used in order to produce value.

From certain points of view, the data are assemblies of symbols that exist under any form; they do not have any significance on their own. The information are processed data, endowed with certain significance, which provide us answers to questions such as who, what, where, when.

The information is data organized which will constitute the base for decisions. As a matter of fact, knowledge as assemblies of information are useful in the knowledge process.

Understanding, according to Ackoff, appears as a probabilistic and interpolation, cognitive and analytical process, through which the knowledge turns into new knowledge. We distinguish the importance of wisdom as a non-determinist, non-probabilistic and extrapolation process that leans on the other levels of the human knowledge. Through the appeal to philosophy we describe wisdom as essential in demonstration. In comparison to the other levels, wisdom poses problems for which there is no answer (or the answer is very difficult to find). Through wisdom we may discern, reason good and bad, correctness and error. Where is the wisdom we have lost in knowledge? Where is the knowledge we have lost in information? (Eliot, T.S.)

Among other approaches, we notice the hierarchy evoked by Barabba and Zaltman, which includes: data (numbers, words), information (sentences), intelligence (rules), knowledge (the combination of the previous levels) and wisdom (bases of combined knowledge).

Davenport and Prusak present the existence of a value chain on three data-information-knowledge item lines. Gene Bellinger considers as essential: information, knowledge and wisdom.

The development of informational society of knowledge is influenced by the existence of intelligent organizations through the evolution of the existent ones or the creation of some new ones in order to reach the proposed purpose. The organizations based on knowledge involve:

- strategic orientation and managerial ingenuity in combining information facilities of intelligent aid with organizational practices (through innovation, learning and partner interactivity);

- promoting value, ethics, morality in society, with the purpose of fulfilling the requirements of optimum adaptation to the requests of the external environment.

Through the definition of its multidisciplinary character, the management of organization, the integration of some categories and sociological, mathematical, psychological, statistical, legal methods etc. is identified.

The only thing that makes an organization competitive – the only valid thing – is knowledge, the manner in which we use it and the time in which we can learn something new! (Laurence Prusak). We distinguish as factors of the knowledge-based management the demand and the offer.

Their necessity defines the importance of the human resources at the level of the increase in the production, transmission, use and amplification of knowledge.

At the organizational level, the human capital has the role to increase the managerial systems and instruments through the access to data, information and knowledge. Therefore, at the international level we contoured the management principles based on knowledge, for reflecting the human capital involvement in accomplishing them.

The following elements are taken into consideration:

- the managerial techniques and the human abilities (Frankie Keong, Roger Willez and Kim Yap);
- the influence of the political aspect on the management based on knowledge and the necessity to share the knowledge for making their use efficient (Thomas Davenport);

Investing in people and achieving an economy based on knowledge will become the main directions for obtaining the economic competitiveness based on science.

Through the dynamism and flexibility of a new economy, the human resources will contribute to the continuous, durable and sustainable increase. The value of intellectual property will become primordial and the knowledge will be identified in all the economy components.

Reducing the importance of knowledge can generate negative effects on the human resources through the professional insufficiency.

In direct relation with the theory of intellectual capital theory, the knowledge management can be regarded as a component of the human resources management.

For this reason, the human resources of an organization influence the management oriented towards exploiting the knowledge by:

- promoting an organizational culture and an appropriate working climate;
- transmitting the knowledge within the groups, motivating and attracting the personnel;
- using the accumulated knowledge for obtaining the performance at the managerial level;

Knowledge becomes dominant in the future professional orientation and in the efficiency of using the human resource. As a factor forming the human resources, for achieving the economic-social progress, education represents one of the factors developing the society.

The progresses registered in the plan of human knowledge have consequences on the fields of social life, on today and tomorrow's man that the society needs.

Bibliography

1. Barabba, V., Zaltman, G., *Hearing the Voice of the Market*, 1990, Harvard Business School Press;
2. Burduș, Eugen, *Tratat de management*, , 2005, București, Editura Economică;
3. Quin, J.B., Anderson, Ph., Finkelstein, S., 1996, *Managing Professional Intellect: Making the Most of the Best*, Harvard Business Review;
4. Nicolescu, O., Nicolescu L., 2005, *Economia, firma și managementul bazat pe cunoștințe*, București, Editura Economică;
5. Nicolescu, O., Verboncu, I., 2007, *Managementul organizației*, București, Editura Economică;

6. Drucker, Peter, 1999, *Societatea postcapitalistă*, Editura Image, București;
7. Lissack, M., *Knowledge Management: Organization, Competence and Methodology*, Wurzburg, Germany, J.F. Schreinenmakers.