

Knowledge-based human resource management and its role in enhancing organizational excellence

An analytical study of the opinions of a sample of workers in private banks in the province of Najaf

Researcher

Assistant Professor .Amer abed Kareem Althabhawee
Administrative Technical College / Kufa,
Al-Furat Al-Wasat Technical University, Republic of Iraq
ak.amer@atu.edu.iq

Researcher

Zahraa Mohammed Hussein Saeed
Al-Furat Al-Awsat Technical University, Republic of Iraq.
zahraa.saeed@student.atu.edu.iq

Abstract

The research aims to reveal the relationship and influence between knowledge-based human resource management through its dimensions (Recruitment and selection based on knowledge, training and development based on knowledge, performance evaluation based on knowledge, compensation based on knowledge) and organizational excellence through its dimensions (excellence in leadership, excellence in service, excellence in knowledge). The research problem was identified in several questions centered on the nature of the influence relationship and the correlation between the research variables, and for that a hypothetical scheme was developed for the research that expresses two main hypotheses, and in order to ensure the validity of the hypotheses, all of them were subjected to multiple tests, and the research used the questionnaire as a means to obtain data, and used The research used the descriptive analytical approach as a method for research, and the research community was (173) leaders and individuals working in (14) private banks in the province of Najaf, and the research applied the random sample in selecting (120) individuals who work in these schools, where the sample represented a ratio of (69.3). % of the total research community. The data was analyzed using a set of statistical methods using the computer program (SPSS v.26 & AMOS v.24). The research reached a set of conclusions, the most important of which was that the researched organizations follow studied stages and steps and draw a clear plan for managing human resources that is based on a knowledge base that stems from its reality, the nature of its business and activities, and the specificity of the dynamic business environment that can achieve organizational excellence through its workforce. The recommendations are the necessity of directing the researched organizations to knowledge-based human resource management in a formal and scientific way to apply the systems in order to achieve organizational excellence.

Keywords: knowledge-based human resource management, organizational excellence, private banks.

The first topic **Scientific methodology for research**

This section has been devoted to presenting the research paths as follows:

First: the research problem

Knowledge-based human resource management is the central mind in various business organizations, where the organizational environment based on expertise, high skills, and knowledge is what governs the organized work environment, and in light of the increasing excessive competition and the growing sense of insufficient skills and knowledge, the concept of human resource management emerged. Knowledge-based, which is characterized by being high-performance, and for the purpose of enhancing organizational excellence, here comes the role of human resource management based on knowledge, which uses selection, recruitment, training, development, evaluation and compensation based on knowledge. Achieving organizational goals in order to achieve organizational excellence. Here, a set of questions can be raised that summarize the research problem:

1. What is the status of knowledge-based human resource management in the private banks currently being researched?
2. Do the private banks, the research sample, rely on a scientific and systematic method that helps them in adopting knowledge-based human resource management in order to be able to support their organizational excellence?
3. What is the nature of the relationship between human resources management based on knowledge and the dimensions of organizational excellence in private banks, the research sample?
4. What is the role of knowledge-based human resources management in reaching organizational excellence in private banks, the research sample?
5. What are the intellectual and cognitive classifications of the dimensions of knowledge-based human resource management and justifications for adopting them in the field work environment?

Second: Research objectives

The current research seeks to achieve the following objectives:

1. Determining the level of adoption of the researched private banks for knowledge-based human resources management and determining the levels of organizational excellence.
2. Identifying the availability of indicators of organizational excellence.
3. Testing the relationship between knowledge-based human resource management and organizational excellence.

Third: the justification for the research

The research justifications are embodied in several points that can be clarified as follows:

1. What encouraged the researchers to conduct the current research is the novelty of the concept of human resources management based on knowledge and the great and deep belief that organizational excellence is the key to the success of business organizations, and that all activities and transactions that take place enhance the organizational excellence of private banks, the research sample.
2. The limited scientific contribution in the field of realizing the implications of knowledge-based human resource management in business organizations, as the two researchers could not find very rare studies, whether Iraqi or Arab, that shed light on the knowledge-based human resource management variable.
3. The current research seeks to consolidate the awareness of private banks of the need to adopt the concept of organizational excellence as a critical variable in the success of private banks and improve their ability to provide banking services with high quality and reflect the actual needs of customers and to advance the reality of banking services that they provide by benefiting from the concept of human resource management Knowledge-based.

Fourth: the importance of research

The importance of the research can be summarized through the following indicators:

1. Expanding the study of the dimensions of meta-cognitive thinking and not missing opportunities for the private schools surveyed to benefit from them in facing the challenges that stand in front of the planning, monitoring and evaluation processes adopted by the researched organization in a manner that qualifies them to enhance soft skills.
2. Arousing the interest of the field of research to deal with such modern and vital topics with study and analysis in order to benefit from them in reaching soft skills.
3. The importance of meta-cognitive thinking and the positive role it can play in relation to the individual's self-monitoring and how to use his thinking in the organizational work environment.
4. Studying the possibility of enhancing organizational excellence in private banks, the research sample when practicing and applying the concept of knowledge-based human resource management.

Fifth: research hypotheses

In order to obtain the logical answer to the research questions and to achieve its objectives, there are two main hypotheses that explain the nature of the relationship between the research variables, which are the hypotheses of the relationship of influence and correlation, as follows:

Correlation hypotheses:

The first main hypothesis: Knowledge-based human resource management is associated with a significant positive correlation in organizational excellence.

Three sub-hypotheses emerge from this hypothesis:

- A. Employment and selection based on knowledge is associated with a statistically significant positive correlation with organizational excellence.

- B. Training and development based on knowledge is associated with a statistically significant positive correlation with organizational excellence.
- C. Performance evaluation based on knowledge is positively and statistically significant with organizational excellence.
- D. Compensation based on knowledge is associated with a statistically significant positive correlation with organizational excellence.

Hypotheses of influence relationships:

The second main hypothesis: Knowledge-based human resources has a significant positive effect on organizational excellence.

Three sub-hypotheses emerge from this hypothesis:

- A. Recruitment and selection based on knowledge has a statistically significant positive impact on organizational excellence.
- B. Training and development based on knowledge has a statistically significant positive impact on organizational excellence.
- C. Performance evaluation based on knowledge has a statistically significant positive impact on organizational excellence.
- D. Compensation based on knowledge has a statistically significant positive effect on organizational excellence.

Sixth: the research plan

The research scheme was designed as a hypothetical scheme. According to the research hypotheses, the two researchers synthesized a hypothetical research scheme that embodies a scheme of the relationship between knowledge-based human resource management and organizational excellence and the trends of their influence, see Figure (1). Knowledge-based human resource management is measured based on the model (Sheng et al., 2019: 3-4) in defining the dimensions of knowledge-based human resource management, and organizational excellence will be measured through its dimensions based on the model (Aldalimy et al., 2019 :5).

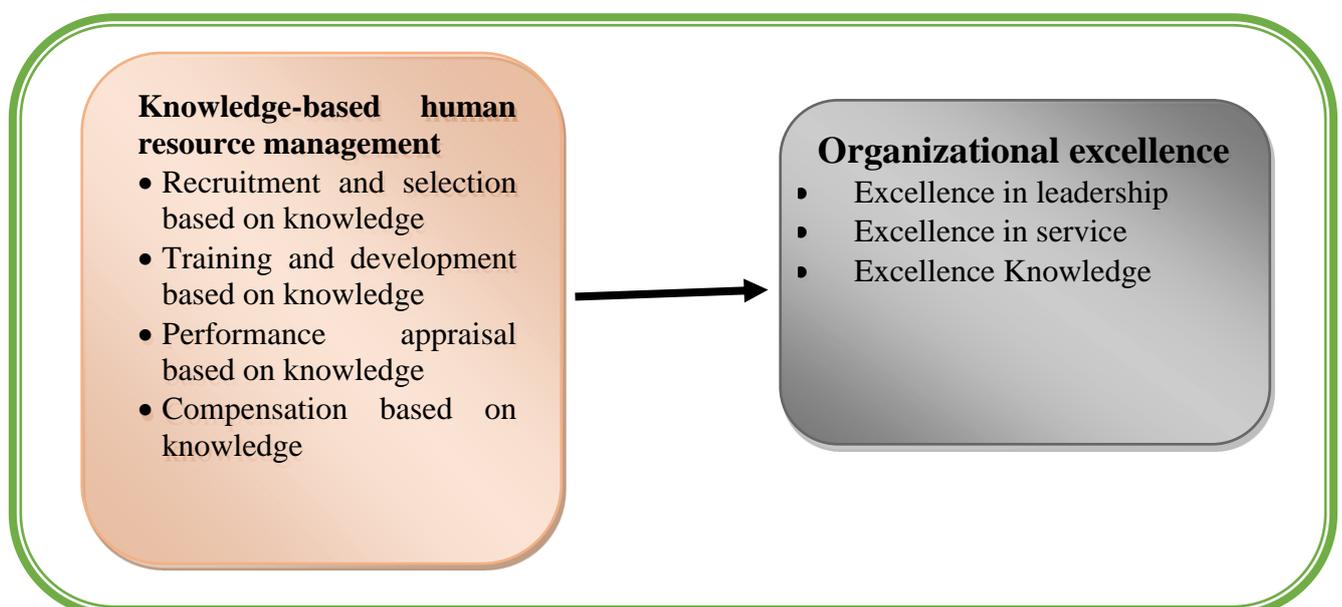


Figure (1) Scheme of the hypothetical research

Source: prepared by the two researchers based on the sources mentioned in the development of the measurement tool

Seventh: the research community, its sample, and its limits

A number of private banks were selected in the holy city of Najaf to conduct the research in a sample of (14) banks, all of which were private, in which the total community consisted of (173) people from the leaders and individuals working in private banks, where they were chosen randomly, and they were distributed (145) A questionnaire, (120) of which were retrieved and subjected to statistical analysis, and they constitute (69%) of the researched community.

Table (1) private banks (research sample)

T	Bank name	The total number of employees
1	Bank of Baghdad	10
2	Sumer Commercial Bank	13
3	Union Bank of Iraq	12
4	National Bank of Iraq 1	10
5	International Development Bank	15
6	Parsian Bank of Iran	11
7	International Islamic Bank	15
8	Iraqi Middle East Investment Bank	14
9	Islamic Consultant Bank	10
10	Al Khaleej Commercial Bank	15
11	Al Mansour Bank	12
12	South Islamic Bank	13
13	National Islamic Bank	13
14	National Bank of Iraq 2	9
15	Total	173

Source: Prepared by the two researchers

The second topic

Theoretical framework for research variables

Human resource management based on knowledge and organizational excellence

This topic presents a theoretical presentation of the knowledge-based human resources management variable as an independent variable and organizational excellence as a dependent variable as follows:

First: Knowledge-based human resources management

1. Knowledge-based human resource management concept

(Lugar & Novičević, 2021: 3) He believes that knowledge is a flexible combination of framed experiences, values, contextual information, and expert insights that provide a framework for evaluating and integrating new experiences and information, and that

knowledge is created and applied in the minds of scholars. Human resource management and knowledge management are closely related. Moreover, human resources management and knowledge management share common activities and goals when establishing work units, teams, and cross-functional cooperation in addition to communication flows and networks within and across the organization, where knowledge-based human resource management is achieved by creating an organizational environment supportive of knowledge and innovation and creating a climate of knowledge sharing among employees (Svetlik & Stavrou- Costea, 2007: 201). And that the concept of knowledge-based human resource management contributes to the acquisition of knowledge and skills and the use of human resources to create an environment in which knowledge and resources are used efficiently and effectively, and human resource management acquires knowledge, shares it and uses it to build human and organizational capacities (Unctad, 2012: 1). Most of the knowledge available in the organization is closely related to the mental models, perceptions, and experiences of the employees and therefore cannot be easily written down and shared (Caputo et al., 2019:1317).

2. The importance of knowledge-based human resources management

The implementation of knowledge-based human resources management is one of the most important factors that contribute to increasing employee satisfaction and achieving job commitment, which in turn leads to improving the organization's performance as well as improving the well-being and knowledge development of employees (Alsafadi & Altahat, 2021:520). Knowledge-based human resource management remains with the organization when employees leave, and it also leads to an increase in the stock of organizational knowledge, standardized experience, and knowledge processes, all of which lead to the development of an “organizational memory” for the organization (Kianto et al., 2017:5). Knowledge-based human resource management has to deal with the question of how to make employees more creative and how to motivate them to apply their knowledge and ideas to develop new products and processes (Donate et al., 2015:3). Therefore, knowledge-based human resource management must play its role in determining where the tacit knowledge resides and how it can be best used in order to achieve the objectives of the organization. Besides, human resource management plays a major role in assessing employee knowledge and determining whether it brings any significant benefits to the organization (i.e. identifying the benefits of knowledge management efforts) (Sivagiri, 2019:478).

3. Dimensions of knowledge-based human resource management

Organizations that implement knowledge-based human resource management practices such as the development, training, selection, appointment and compensation system are able to achieve goals and develop strategies effectively and flexibly and are also able to implement policies within the organization, and knowledge-based human resource management practices are applied to ensure the contribution of human resources to the organization In achieving the goals of the organization (Alsafadi & Altahat, 2021:520). The researchers dealt with the most frequently used dimensions, as (Lampthey, 2021: 12-15),

(Sheng et al., 2019: 3-4), and (Kianto et al., 2017: 12-14) agreed that the dimensions of human resource management Knowledge-based are:

1. **Recruitment and selection based on knowledge:** Selection refers to the task of predicting which applicant will be most successful in meeting job requirements or will be the best fit with the work group and culture of the organization.” These activities influence knowledge formation because they determine the knowledge that is brought into the organization, and recruiters must Selecting employees based on their potential rather than their existing knowledge, skills, or experience, as high-potential individuals are more likely to be able to learn the knowledge needed to innovate (Kianto et al., 2017:12). In order to attract potential employees i.e. “human capital”, it is important for recruiters to select employees not only based on their current skills, knowledge or experience but also based on the employees’ potential (Al-Tal & Emeagwali, 2019:8).
2. **Training and development based on knowledge:** (Leppänen, 2016:28) believes that encouraging employees to acquire education outside work and pursuing a higher educational level is reflected in increasing the amount of knowledge and the use of knowledge in the work of the organization. Organized training and development programs help bridge the gaps between the current and future required groups of competencies in terms of creative capabilities and experience in job roles, and they also help specially designed training units in creating and disseminating knowledge and thus creating an educational organization, so the whole process of training and development opens up knowledge-based ways To create human resources (Noopur & Dhar, 2019:44).
3. **Performance appraisal based on knowledge:** Performance management systems are another mechanism for evaluating and directing employee behavior through continuous motivation, as this process must be developmental in nature and based on knowledge management capabilities, i.e. acquiring, transferring and implementing knowledge. The performance appraisal cycle also helps with feedback. employees in addressing gaps for both current job roles and career growth and thus motivating employees to work innovatively (Noopur & Dhar, 2019:44).
4. **Knowledge-based compensation:** Incentive and compensation systems are important mechanisms for motivating employees to take the time necessary to share knowledge and generate new ideas, and knowledge-based compensation rewards employees according to their contributions to the main knowledge processes for sharing, creating, and applying knowledge (Kianto et al., 2017:13). And that in order for employees to be able to share and apply knowledge and create new ideas, incentive systems must be put in place to encourage the sharing of knowledge, creativity, and application among employees (Al-Tal & Emeagwali, 2019:8).

Second: organizational excellence

1. The concept of organizational excellence

An outstanding organization is one that consistently outperforms global best practices in accomplishing its work, and communicates with its customers with interaction and support

relationships (Malkawi, 2018:150). (Al-Dhaafri & Alosani, 2020: 1) believes that organizational excellence is created to understand organizational capabilities, achieve quality, superior performance, quality awareness, and excellent performance in a competitive framework, in addition to that total quality management practices such as human resource management can help organizations improve excellence. organizational. Organizational excellence is an ideal model for the growth and improvement of organizations by identifying strengths and identifying opportunities for improvement, and excellent organizations refer to organizations that seek to adapt themselves more and more to the excellence model and the step towards organizational excellence (Anthony & Bhattacharyya, 2010:5). Organizational excellence basically means the ability of the organization to excel or achieve superior performance by focusing on the basic pillars that constitute the main components of business excellence (Lasrado & Kassem, 2020:5).

2. The importance of organizational excellence

The importance of organizational excellence lies in its ability to find and invest opportunities to encourage the organizational climate, as well as effectively confront various problems at work, in the sense that organizational excellence is the ability of organizations to provide growth, development and investment opportunities and create conditions that stimulate the discovery of performance problems, correct them and confront them effectively (Mohammed & Al-Zeidi, 2022:113). One of the importance of organizational excellence is that the organization has reached a high degree of development, and this is reflected in several indicators such as competitiveness, product quality, low costs, customer satisfaction, cost reduction, and other indicators of excellence (Al-Lozi et al., 2017:17). The importance of organizational excellence focuses on two main activities (Sadiq & Mahmood, 2014: 206):

- ✚ Stakeholder satisfaction (individuals, teams and organizations).
- ✚ Sustaining future stakeholder satisfaction through continuous improvements.

3. Dimensions of organizational excellence

(Aldalimy et al., 2019: 5) referred to a number of dimensions:

1. **Excellence in Leadership:** Leadership is a complex process in which leaders influence other individuals to accomplish a mission or goal and direct the organization in a way that makes it more cohesive. Therefore, leadership excellence is one of the most important pillars on which modern management is based, as it requires a high ability of the leader to be able to keep pace with developments. And the changes imposed by the knowledge age on all positions that may have the opportunity to increase competition and may push them towards excellence (Aldalimy et al., 2019:5).
2. **Excellence in Service:** Under excellence management, customers' orientation to competing organizations is an indication of an error in the method of providing service in the organization. This requires the organization to develop an action plan to correct these errors or deficiencies in service provision, which makes it possible to move towards continuous improvement. Excellence in service is developing it with

unique specifications that may give the organization an opportunity to set exceptional prices (Al Shobaki & Abu-Naser, 2016:70).

- 3. Excellence in knowledge:** The rapid changes in the business environment dictate the organization's readiness to respond to new challenges or opportunities, and therefore it must empower its employees through training and continuous development to the level where it can rely on their skills and abilities to adapt to new changes in the business environment. Knowledge management (KM) has become a very important issue in business organizations, as it leads to the ability to collect information, analyze it, convert it into knowledge, apply it, and enhance it within the organization. Knowledge has become a strategic and essential resource for prosperity and competition, and knowledge, creativity, and innovation are essential elements of competitive advantage (Aldalimy et al., 2019:5).

The third topic

The applied side of research

First: the confirmatory factor analysis of the items of the scale and the stability of its dimensions

The confirmatory factor analysis aims to determine the degree of consistency in the responses to the items of the questionnaire, i.e. revealing the lack of discrepancy in the items of their answers and excluding them, and if there is consistency in the responses, this means that they were clear in relation to the response of the respondent and the items are part of the goal to be measured, as well as the choice It depends on the saturation rate for each paragraph and whether the acceptance or rejection criterion depends on the level of significance for each paragraph, and if the significant percentage of saturation is less than (0.05), the percentage of saturation is accepted and vice versa, that is, in the case of rejection, it will be removed from the regression analysis, as for the stability of the scale, the Cronbach alpha coefficient measure that will show the extent of the stability of the dimension during a certain period, that is, if the vertebrae are redistributed to the same sample after a specified period of time the results are almost identical, and the standard ratio is according to its use in research (68%). Other tests and factor analyzes in addition to the reliability factor measure the quality of the scale for each variable so that each variable is tested separately as follows (Wagner H.H. 2013):

- A. Knowledge-based human resource management and measurement of the stability of its dimensions:** The independent variable (knowledge-based human resource management (X)) consists of four dimensions, namely (recruitment and selection based on knowledge (X1) and includes (5) paragraphs, training and

development based on knowledge (X2) consisted of (5) items, performance assessment based on knowledge (X3) included (5) items, compensation based on knowledge (X4) included (5) items, and the statistical program (AMOS V.24) will be used to extract The results of the confirmatory factor analysis are as shown in Figure (2) and Table (2). As for the stability test of the (knowledge-based human resources management) scale, its results will be shown in Figure (3), which are as follows:

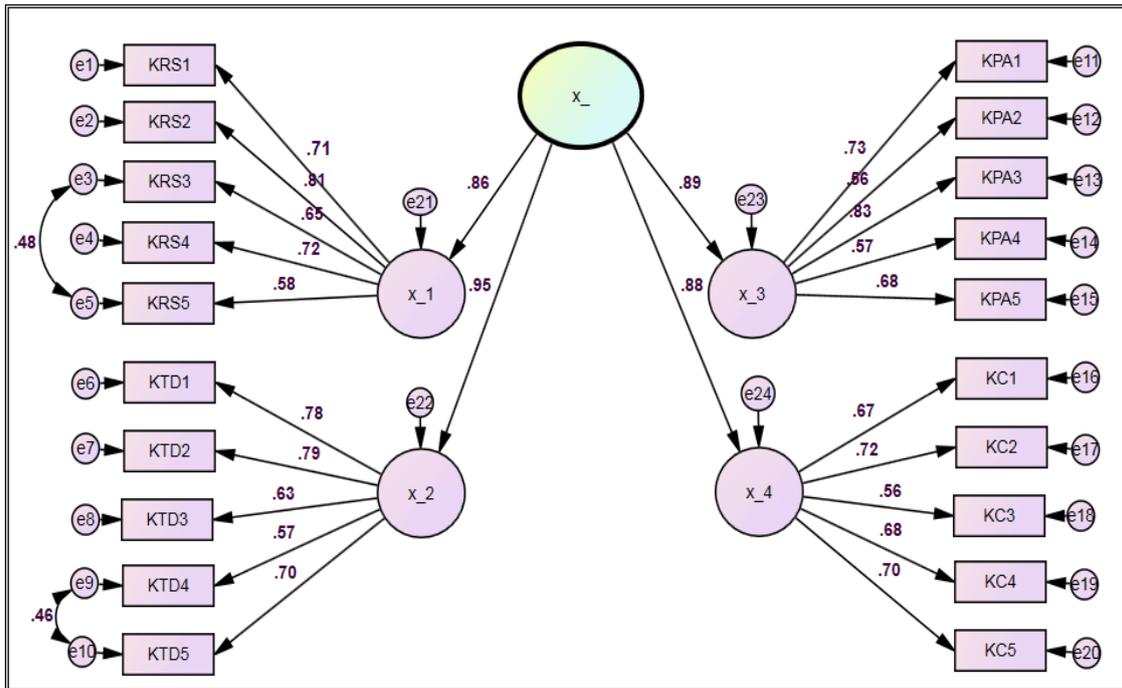


Figure 2: Saturation rates for knowledge-based human resources management items

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS. 24).

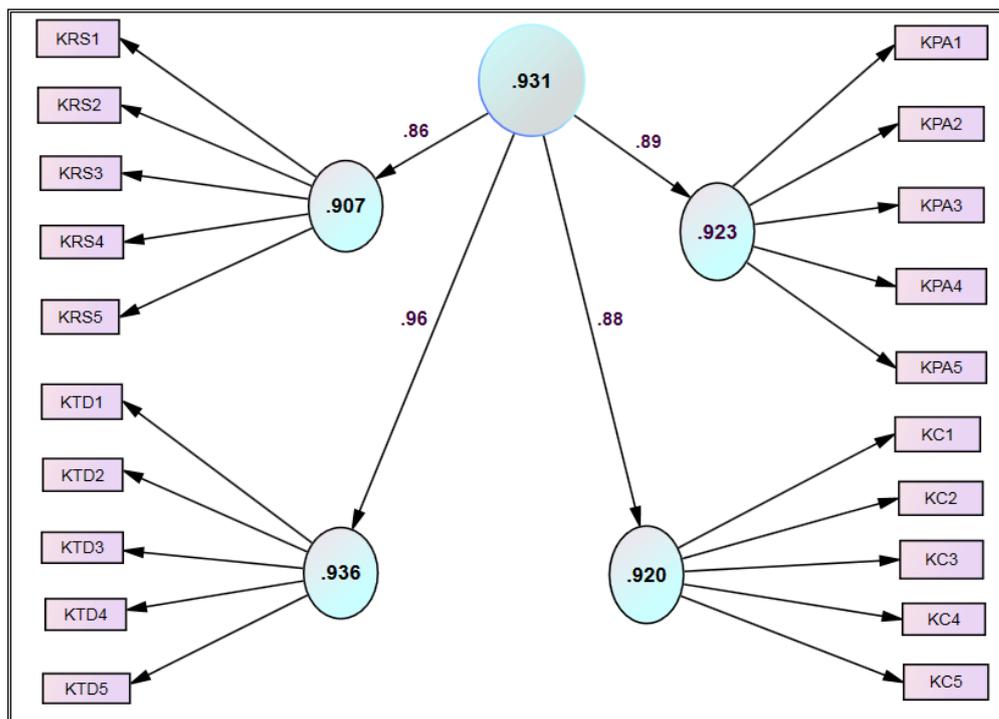


Figure (3) The stability coefficient test for the dimensions of knowledge-based human resource management

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS.24) and (SPSS V.26).

Table (2) statistics of the factor analysis of knowledge-based human resources

			Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KPA2	<---	x_3	.567	.057	9.94	.000
KPA3	<---	x_3	.826	.053	15.58	.000
KPA4	<---	x_3	.562	.051	11.01	.000
KPA5	<---	x_3	.680	.049	13.87	.000
KRS5	<---	x_1	.584	.077	7.584	.000
KRS4	<---	x_1	.720	.063	11.42	.000
KRS3	<---	x_1	.652	.058	11.24	.000
KRS2	<---	x_1	.815	.054	15.09	.000
KRS1	<---	x_1	.713	.088	8.10	.000
KPA1	<---	x_3	.730	.043	16.97	.000
KC1	<---	x_4	.670	.062	10.80	.000
KC2	<---	x_4	.720	.077	9.35	.000
KC3	<---	x_4	.566	.055	10.29	.000
KC4	<---	x_4	.682	.059	11.55	.000
KC5	<---	x_4	.670	.065	10.30	.000
KTD1	<---	x_2	.780	.055	14.18	.000
KTD2	<---	x_2	.790	.047	16.80	.000
KTD3	<---	x_2	.631	.053	11.90	.000
KTD4	<---	x_2	.574	.050	11.48	.000
KTD5	<---	x_2	.701	.051	13.74	.000

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS. 24).

According to the results obtained in Figure (3) and Table (2), it was found that all items (Knowledge-Based Human Resources Management) were distinct and acceptable, which means that they scored consistent percentages in all the answers, meaning that they were within the permissible limits, which are less than (0.05). Therefore, the measure of the variable is considered to be constant in the responses received. It also reflects the adequacy of the sample size and its good selection. As for the stability of the scale, the results of Cronbach's alpha test showed higher percentages (68%). This means that the variable in its dimensions were fixed, and if the scale was redistributed again on the same sample, the results would have been almost identical.

B. Factorial analysis of items of organizational excellence and measuring the stability of its dimensions: The dependent variable of organizational excellence (y) consists of three dimensions, which are (excellence in leadership (y₁) and it includes (5) items, excellence in service (y₂) and it includes (5) items, excellence Knowledge (y₃) includes (5) paragraphs, as shown in Figure (4) and Table (3). As for the stability test of the (organizational excellence) scale, its results will be shown in Figure (5), which are as follows:

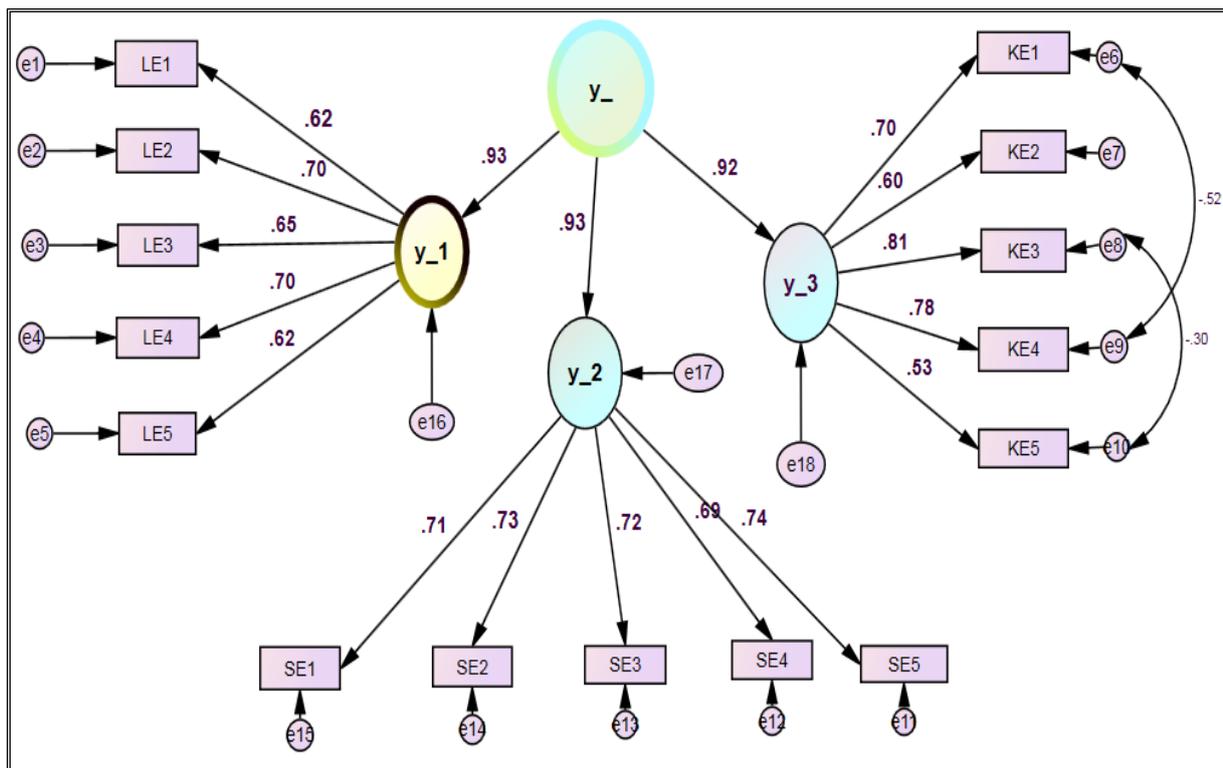
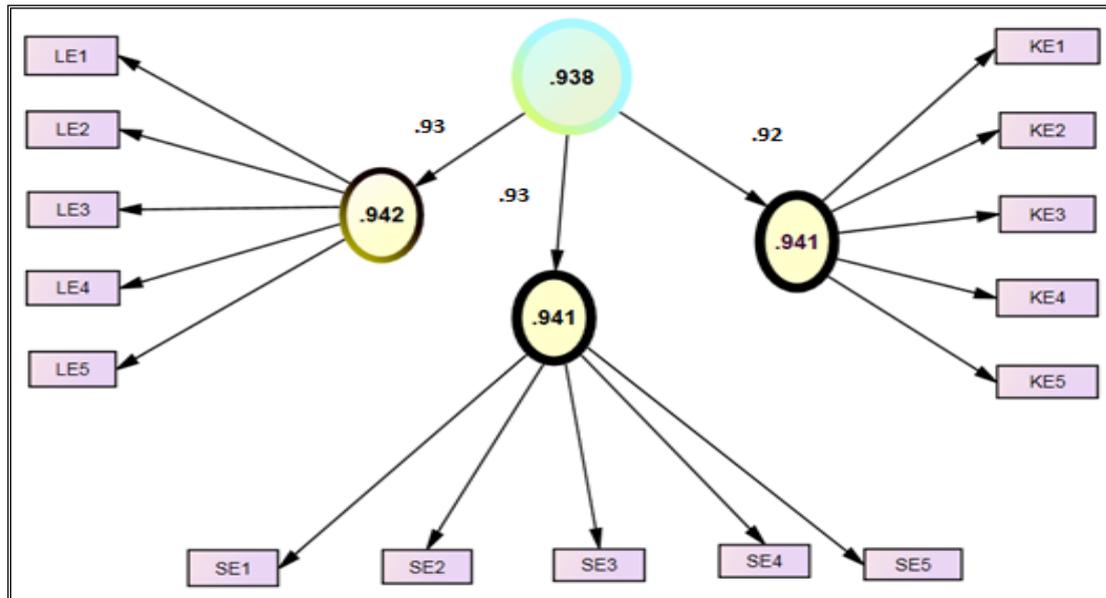


Figure 4: Saturation ratios for paragraphs of organizational excellence

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS. 24).



(5) Testing the stability coefficient to measure organizational excellence

Source: prepared by the researchers based on the outputs of the statistical program (AMOS.24) and (SPSS V.26).

Table (3) statistics of the factor analysis of organizational excellence

			Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
KE2	<---	y_3	.605	.051	11.86	.000
KE3	<---	y_3	.810	.045	18.00	.000
KE4	<---	y_3	.781	.037	21.10	.000
KE5	<---	y_3	.529	.053	9.98	.000
LE5	<---	y_1	.617	.068	9.073	.000
LE4	<---	y_1	.700	.050	14.00	.000
LE3	<---	y_1	.655	.068	9.63	.000
LE2	<---	y_1	.702	.054	13.00	.000
LE1	<---	y_1	.615	.070	8.78	.000
KE1	<---	y_3	.699	.047	14.87	.000
SE1	<---	y_2	.710	.047	15.10	.000
SE2	<---	y_2	.729	.079	9.22	.000
SE3	<---	y_2	.725	.076	9.53	.000
SE4	<---	y_2	.689	.047	14.65	.000
SE5	<---	y_2	.740	.035	21.14	.000

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS. 24).

According to the results obtained in Figure (5) and Table (3), it was found that all paragraphs of (organizational excellence) were distinct and acceptable, which means that they recorded consistent percentages in all the answers, that is, they were within the permissible limits, which are less than (0.05).). Therefore, the measure of the variable is considered to be constant in the responses received. It also reflects the adequacy of the

sample size and its good selection. As for the stability of the scale, the results of Cronbach's alpha test showed higher percentages (68%). This means that the variable with its dimensions were fixed, and if the scale was redistributed again on the same sample, the results would have been almost identical.

Second: descriptive statistical analysis

The descriptive statistical analysis relies on providing a summary of the response of the researched sample to the main and sub-study variables based on descriptive statistical indicators, as the descriptive analysis represents an important aspect of quantitative data analysis, as it describes the approved data by describing the behavior of the studied sample, i.e. the sample that was adopted in data collection, which gives The researchers visualize and understand the nature of the analyzed data, and they can rely on tables, graphs, or discussions to make the picture clearer to the reader (Triola, 2012:4).

Therefore, this paragraph will focus on identifying the response level of the researched sample and its diagnosis on the axes of the questionnaire (variables and sub-dimensions) to conduct a descriptive analysis, in order to reveal the nature of the respondents' attitudes and their awareness of the variables researched in their organization. Which requires relying on a set of descriptive indicators represented by (the arithmetic mean), which shows the sample's response to the researched variables, and the standard deviation, which diagnoses the deviation of the values from their arithmetic mean. In addition to determining the relative importance of each dimension and paragraph or through which the variables were measured, knowing that the value of the hypothetical mean was adopted within the limits of (3), meaning that the achieved arithmetic mean value that is equal to or greater than the value of the hypothetical mean is considered an acceptable value, i.e. (there is a response) and otherwise it is considered Rejected i.e. (no response) based on a five-rank Likert scale (fully agree, agree, neutral, disagree, strongly disagree). According to the following:

Knowledge-based human resources management variable: This variable consists of four sub-dimensions as follows:

1. Recruitment and selection based on knowledge

Table (4) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the dimension (employment and selection based on knowledge). This means that the researched sample has a clear understanding of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.739), while the percentage was (0.746), and at the level of the paragraphs through which the dimension was measured, the values of all statistical indicators were high and at similar rates. As the paragraph (that the senior management in the bank cares greatly when hiring workers with their ability to learn and develop) achieved the highest response among the other paragraphs with an arithmetic mean (3.82), while the paragraph achieved (that the senior management in the bank pays special attention to the experiences and skills related to work tasks When hiring.) the least response with a mean (3.54).

Recruitment and selection based on knowledge
Table (4) the values of the descriptive statistics indicators for the dimension

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
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1	The senior management of the bank pays special attention to the experiences and skills related to work tasks when hiring.	3.54	1.068	0.708	5
2	The bank's senior management is keen to develop training programs for all employees that are based on modern and advanced knowledge.	3.76	.9170	0.752	3
3	The senior management of the bank takes great care when hiring employees with their ability to learn and develop.	3.82	.8790	0.764	1
4	When hiring, the bank's senior management focuses on evaluating the candidate's ability to collaborate and work in diverse networks.	3.75	.9190	0.75	4
5	The bank's senior management believes in the principle of selecting talents and advanced knowledge capabilities in the recruitment process.	3.79	.9690	0.758	2
Overall average of the knowledge-based recruitment and selection dimension		3.73	.7390	0.746	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

Training and development based on knowledge

Table (5) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the dimension (training and development based on knowledge), as it is clear that the mentioned dimension has achieved a high response with an arithmetic mean (3.81), i. This means that the researched sample has a clear understanding of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.863), while the percentage was (0.762), and at the level of the paragraphs through which the dimension was measured, the values of all statistical indicators were high and at similar rates. , as the paragraph (the senior management in the bank gives its employees the opportunity to develop their competencies through training tailored to their needs that are commensurate with their job duties) achieved the highest response among the other paragraphs with an arithmetic mean (3.91), while the paragraph (the senior management in the bank works to make its training programs (based on modern cognitive programs) is less responsive with an arithmetic mean (3.80).

Table (5) values of the descriptive statistics indicators of the knowledge-based training and development dimension

T	paragraphs	Arithmetic mean	standard deviation	Percentage	arrangement
1	The bank's senior management is keen to provide training	3.838	0.6540	0.7676	3

	opportunities for employees to enhance their skills and expand their expertise.				
2	The bank's senior management works to ensure that its training programs are based on modern cognitive programs.	3.80	0.922	0.76	5
3	The bank's senior management gives its employees the opportunity to develop their competencies through training tailored to their needs that are commensurate with their job duties.	3.91	0.860	0.782	1
4	The senior management of the bank emphasizes on discussing the needs of developing the competencies of its employees with the competent authorities on a regular basis.	3.85	0.795	0.77	2
5	The bank's senior management is keen to ensure that its training programs are comprehensive for all employees, without discrimination.	3.83	0.774	0.766	4
	The general rate of the training and development dimension based on knowledge	3.81	0.863	0.762	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

3. Performance appraisal based on knowledge

Table (6) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the dimension (performance assessment based on knowledge). This means that the researched sample has a clear understanding of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.786), while the percentage was (0.754), and at the level of the paragraphs through which the dimension was measured, the values of all statistical indicators were high and at similar rates. As the paragraph (the bank's senior management emphasizes the adoption of the strengths enjoyed by the employees in evaluating their performance.) achieved the highest response among the other paragraphs with an arithmetic mean (0.983), while the paragraph achieved (that the individuals working in the bank are willing to receive supportive directives to their work tasks from the higher job levels) less response with arithmetic mean.(3.48)

Table (6) the values of the descriptive statistics indicators of the knowledge-based performance appraisal dimension

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
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1	Knowledge sharing is one of the criteria adopted by senior management in the bank to evaluate the performance of employees.	3.712	0.6002	0.7424	3
2	The bank's management encourages the creation of new knowledge and considers it one of the criteria for evaluating work performance.	3.63	0.768	0.726	4
3	The ability to apply the knowledge gained from others is one of the criteria adopted by the bank's management to evaluate the performance of the work.	3.72	0.780	0.744	2
4	The individuals working in the bank are ready to receive directives supporting their work tasks from the higher job levels.	3.48	0.943	0.696	5
5	The senior management of the bank emphasizes on adopting the strengths of the employees in evaluating their performance.	3.98	0.739	0.796	1
The general rate of the performance appraisal dimension based on knowledge		3.77	0.786	0.754	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

4. Compensation based on knowledge

Table (7) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the (knowledge-based compensation) dimension. It means that the researched sample has a clear awareness of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.908), while the percentage was (0.726), and at the level of the paragraphs through which the dimension was measured, the values of the statistical indicators were all high and at different rates. What, as the paragraph (the senior management in the bank rewards working individuals who contribute to the creation of new knowledge that enhances their job skills) achieved the highest response among the other paragraphs with an arithmetic mean (72.3), while the paragraph achieved (the senior management in the bank emphasizes the application of tacit knowledge (distinguished by working individuals) is the least response with an arithmetic mean (3.57).

Table (7) the values of the descriptive statistics indicators of the knowledge-based compensation dimension

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
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1	The bank's senior management supports individuals with skills and competencies to share knowledge with co-workers.	3.657	0.6581	0.7314	4
2	The bank's senior management rewards working individuals who contribute to creating new knowledge that enhances their functional skills.	3.72	0.862	0.744	1
3	The senior management of the bank emphasizes the application of the distinguished tacit knowledge of the employees.	3.57	1.019	0.714	5
4	The senior management of the bank has a great interest in supporting knowledge-based human resources.	3.69	0.765	0.738	2
5	The senior management of the bank supports and rewards programs that cross-pollinate ideas and knowledge between the boss and the subordinate based on communication and exchange of positive ideas.	3.68	0.860	0.736	3
The general rate of the compensation dimension based on knowledge		3.63	0.908	0.726	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

Based on the foregoing, the response of the researched sample can be summarized on the variable (knowledge-based human resources management) as shown in Table (8), as it is clear that the four dimensions through which the mentioned variable was measured achieved a high response with an arithmetic mean (3.734), i.e. higher From the hypothetical mean and with a standard deviation (.5730), with a relative importance level of (0.736), and therefore the leadership of the researched organization must maintain knowledge-based human resources management, and at the level of dimensions, the dimension (training and development based on knowledge) achieved the first place among the dimensions the other, with an arithmetic mean of (3.838), while the dimension (compensation based on knowledge) achieved the last ranking, with a response rate of (3.657), which is higher than the value of the hypothetical mean.

Table (8) a summary of the statistical indicators at the level of the sub-dimensions of the knowledge-based human resources management variable

T	stages	Arithmetic mean	standard deviation	percentage	arrangement
1	Recruitment and selection	3.732	0.7395	0.7464	2

	based on knowledge				
2	Training and development based on knowledge	3.838	0.6540	0.7676	1
3	Performance appraisal based on knowledge	3.712	0.6002	0.7424	3
4	Compensation based on knowledge	3.657	0.6581	0.7314	4
Total knowledge-based human resource management		3.734	0.573	0.736	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

Organizational Excellence Variable: This variable consists of three sub-dimensions as follows:

1. Excellence in leadership

Table (9) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the (Excellence in Leadership) dimension. The researched sample has a clear understanding of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.614), while the percentage was (0.744), and at the level of the paragraphs through which the dimension was measured, the values of the statistical indicators were all high and at varying rates somewhat. The paragraph (the senior management of the bank is keen to solve the problems it faces quickly and with high accuracy) achieved the highest response among the other paragraphs with an arithmetic mean (3.80), while the paragraph (the senior management in the bank is committed to developing good competitive programs) achieved the least response and an arithmetic mean. (3.67).

Table (9) the values of the descriptive statistics indicators of the leadership excellence dimension

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
1	The bank's senior management emphasizes commitment to the contents of the learning organization	3.68	0.890	0.736	4
2	The bank's senior management sets goals based on the needs and requests of customers or beneficiaries.	3.68	0.840	0.736	3
3	The senior management of the bank is committed to developing good competitive programs.	3.67	0.901	0.734	5
4	The senior management of the bank is keen to solve the	3.80	0.805	0.76	1

	problems it faces quickly and with high accuracy.				
5	The bank's senior management is keen to motivate co-workers towards common goals.	3.78	0.727	0.756	2
	The overall rate of excellence in leadership	3.72	0.6149	0.744	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

2. Excellence in service

Table (10) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the (excellence in service) dimension, as it is clear that the mentioned dimension has achieved a high response with an arithmetic mean (3.933), i.e. exceeding the value of the hypothetical mean, which means The researched sample has a clear understanding of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.628), while the percentage was (0.786), and at the level of the paragraphs through which the dimension was measured, the values of the statistical indicators were all high and at somewhat varying rates. As the paragraph (the senior management in the bank supports the speedy completion of procedures for providing banking services.) achieved the highest response among the other paragraphs with an arithmetic mean (4.00), while the paragraph (the senior management in the bank responds to suggestions and complaints submitted by the customer) achieved the least response and an arithmetic mean (3.82).

Table (10) values of the descriptive statistics indicators of the service excellence dimension

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
1	The senior management of the bank responds to the suggestions and complaints submitted by the customer.	3.82	0.850	0.764	5
2	The senior management of the bank is committed to social responsibility in providing its banking services.	3.92	0.729	0.784	4
3	The senior management of the bank adopts modern technologies to provide banking services.	3.99	0.794	0.798	2
4	The senior management of the bank supports the speedy completion of procedures for providing banking services.	4.00	0.820	0.8	1
5	The senior management of the bank provides services that are compatible with the needs of the beneficiaries.	3.94	0.823	0.788	3

The overall rate for the service excellence dimension	3.933	0.628	0.786	
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Source: Prepared by the two researchers based on the outputs of SPSS V.262.

3. Knowledge excellence

Table (11) shows the values of the achieved statistical indicators represented by (arithmetic mean, standard deviation, percentage) for the (cognitive excellence) dimension, as it is clear that the aforementioned dimension has achieved a high response with an arithmetic mean (3.682), i.e. exceeding the value of the hypothetical mean, which means that The researched sample has a clear understanding of the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (.685), while the percentage was (0.736), and at the level of the paragraphs through which the dimension was measured, the values of the statistical indicators were all high and at somewhat varying rates. The paragraph (the bank's management is keen to use electronic programs to support the performance of functional work tasks.) achieved the highest response among the other paragraphs with an arithmetic mean (3.91), while the paragraph (the bank's senior management is keen to hold discussion circles among employees to invest their energies in intellectual fields and cognitive (permanently) are less responsive, with a mean of (3.51).

Table (11) the values of the descriptive statistics indicators of the knowledge excellence dimension

T	paragraphs	Arithmetic mean	standard deviation	percentage	arrangement
1	The bank's senior management is keen to hold discussion circles among employees to invest their energies in the intellectual and knowledge fields on a permanent basis.	3.51	1.012	0.702	5
2	The senior management of the bank issues monthly bulletins to disseminate knowledge applications in the work environment.	3.67	0.938	0.734	3
3	The bank's senior management has extensive and practical knowledge of the market requirements in terms of specializations.	3.73	0.914	0.746	2
4	The bank's management is keen to use electronic programs to support the performance of job duties.	3.91	0.733	0.782	1
5	The bank's management works to support talented employees to complete their postgraduate studies.	3.59	1.017	0.718	4

The general rate of the knowledge excellence dimension	3.682	0.6857	0.7364	
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Source: Prepared by the two researchers based on the outputs of SPSS V.262.

Based on the foregoing, the response of the researched sample can be summarized on the variable (organizational excellence) as shown in Table (12), as it is clear that the three dimensions through which the aforementioned variable was measured achieved a high response with an arithmetic mean (3.778), i.e. higher than the hypothetical mean and with a deviation Normative (0.576), with a level of relative importance amounted to (0.755), and therefore the management of the researched organization must maintain high levels of organizational excellence, and at the level of dimensions, the dimension (Service excellence) achieved the first place among other dimensions with an arithmetic mean of (3.93), while The dimension (Knowledge Excellence) achieved the last ranking with a response rate of (3.68), which is higher than the hypothetical mean value.

Table (12) summary of statistical indicators at the level of the sub-dimensions of the organizational excellence variable

T	stages	Arithmetic mean	standard deviation	percentage	arrangement
1	Excellence in leadership	3.720	0.6149	0.744	2
2	Service excellence	3.933	0.6284	0.786	1
3	Knowledge Excellence	3.682	0.6857	0.736	3
Total organizational excellence		3.778	0.576	0.755	

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

Third: Testing correlation and influence relationships

After it has been confirmed that the study data is distributed normally, in addition to ensuring the internal consistency of the data through factor analysis, and the results have proven that all dimensions of the study are fixed, so the correlations will be tested and the strength and direction of the relationship between the dimensions and variables of the study will be tested, and estimates will be identified The effect between the dimensions and variables of the study, and two main hypotheses and a number of sub-hypotheses emanating from them were hypothesized, which is the lack of a correlation and effect relationship between knowledge-based human resource management and organizational excellence, and the statistical program (SSPS V.26) (AMOS V.24) will be used in the analysis Simple and multiple regression, path analysis, extracting the effect coefficient (B), correlation, coefficient of determination, level of significance, and some statistics that confirm the results, which are as follows

First: The first main hypothesis: the absence of a positive and significant correlation and influence relationship for knowledge-based human resources in organizational excellence, and this means that organizational excellence is an unreal function of knowledge-based human resources, and that any increase in knowledge-based human resources will lead to Corresponding to no corresponding change in organizational excellence. The statistical program (AMOS V.24) will be used to extract the results of the correlation and influence relationships in Figure (6), which will show the effect coefficient (Beta) and its level of significance. As for Table (13), the statistical program (SPSS V.26) was used, which showed the results of the relationships Correlation and effect as well as the coefficient of determination (R²). The results were as follows:

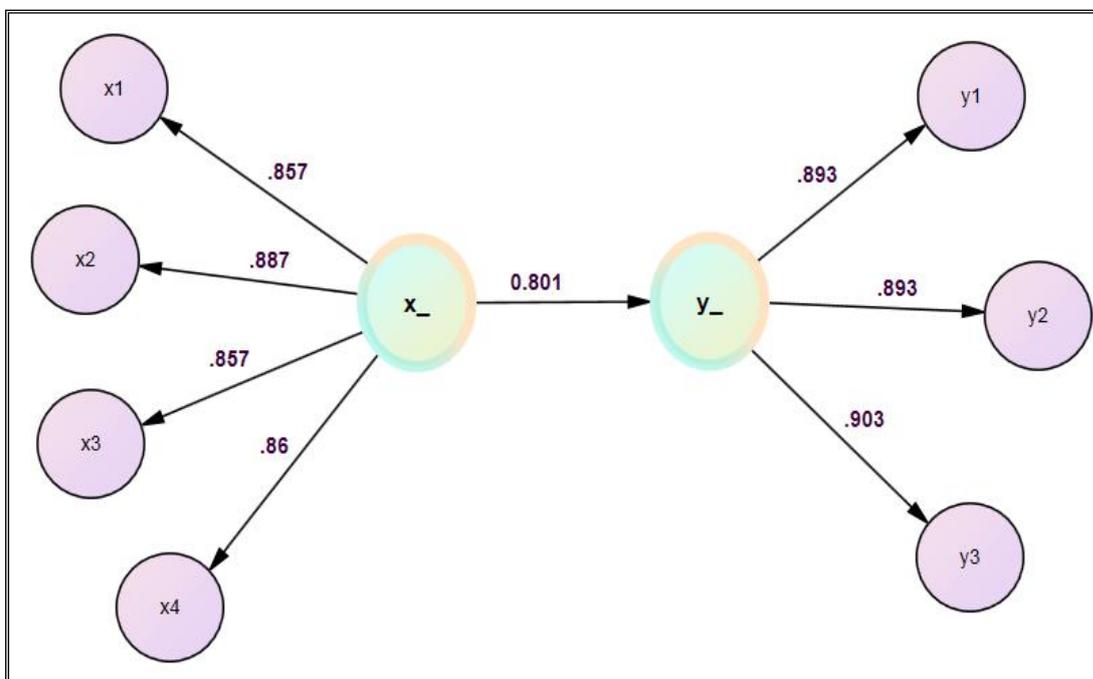


Figure (6) Impact coefficient of knowledge-based human resources on organizational excellence and the level of morale

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS. 24).

Table (13) statistics of the results of the correlation and influence of knowledge-based human resources on organizational excellence

	Original Sample (O)	R	R Square	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Knowledge-based Human Resources -> Organizational Excellence	0.801	0.81	0.641	0.055	14.56	0.000

Source: From the numbers of the researchers based on (SPSS V.26)

According to the results of Figure (6) and Table (13), the results show that the coefficient of determination (R^2) has been recorded (0.64), meaning that human resources based on knowledge reveal an amount of (0.64) from the variation in organizational excellence, and the remainder is due to factors other than human resources based to knowledge. As for the correlation coefficient, it reached (0.81), which means that there is a positive correlation between knowledge-based human resources and organizational excellence, which is significant at the level of (0.05). The results also showed that the effect relationship of knowledge-based human resources on organizational excellence amounted to (0.80), and it is positive, that is, the greater the knowledge-based human resources, the more organizational excellence increases with it by (0.80), and it is significant at the moral level (0.05). According to these results, the null hypothesis is rejected and the alternative hypothesis is accepted at the level of this study.

Testing sub-hypotheses: the absence of a positive and significant correlation and effect of the dimensions of knowledge-based human resources (recruitment and selection based on knowledge (X1), training and development based on knowledge (X2), performance evaluation based on knowledge (X3), compensation based on Knowledge (X4) in organizational excellence, and this means that organizational excellence is an unreal function of the dimensions of knowledge-based human resources, and any increase in the dimensions of knowledge-based human resources will, in turn, lead to a lack of corresponding change in organizational excellence. As in Figure (7) Which will show the influence coefficient (Beta) and its level of significance. Table (14) will show the results of the correlation and influence relationships as well as the coefficient of determination (R^2). The results are as follows:

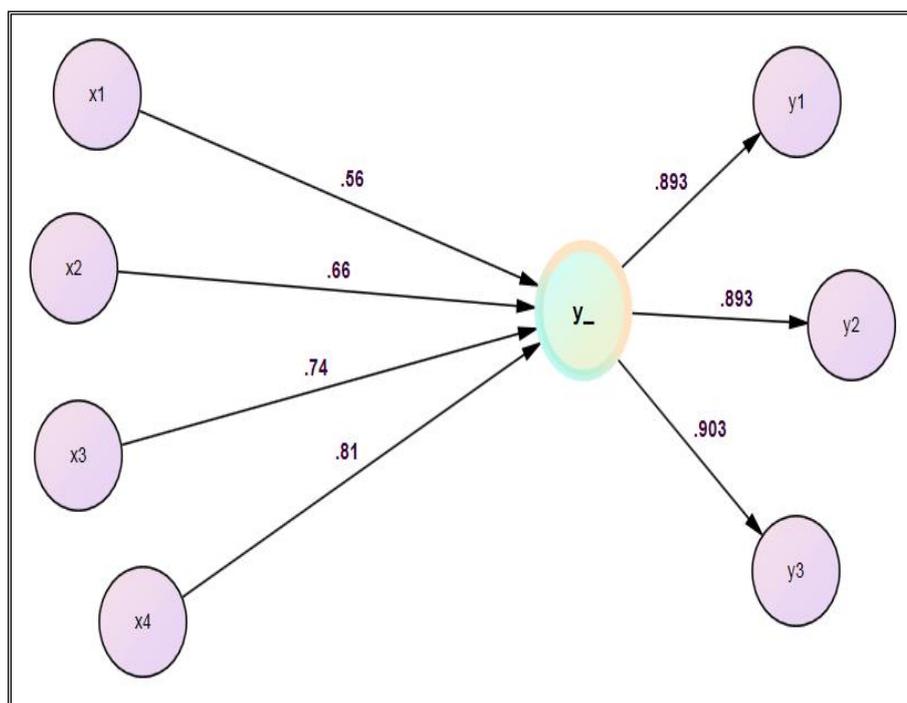


Figure (7) Impact coefficient of knowledge-based human resource dimensions on organizational excellence

Source: prepared by the two researchers based on the outputs of the statistical program (AMOS. 24).

Table (14) Statistics of the results of the correlation and influence of the knowledge-based human resources dimensions in organizational excellence

	Original Sample (O)	R	R Square	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> y	0.56	0.570	0.786	0.059	9.482	.000
X2 -> y	0.66	0.671	0.444	0.061	10.81	.000
X3 -> y	0.741	0.751	0.549	0.059	12.55	.000
X4 -> y	0.81	0.823	0.670	0.046	12.7	.000

Source: Prepared by the two researchers based on the outputs of SPSS V.262.

According to the results of Figure (7) and Table (14), the results show that the coefficient of determination (R²) has recorded (0.64), meaning that the dimensions of human resources based on knowledge reveal an amount of (0.64) from the variation in organizational excellence, and the remainder is due to factors other than resources knowledge-based human. The hypotheses will be tested as follows:

The first sub-hypothesis: the absence of a positive and significant correlation and influence relationship for employment and selection based on knowledge in organizational excellence. According to the results of the table, it was found that the correlation coefficient was (0.57), which means that there is a positive correlation between recruitment and selection based on knowledge and organizational excellence, which is significant at the level of (0.05). The results also showed that the effect relationship of recruitment and selection based on knowledge on organizational excellence amounted to (0.56), and it is positive, meaning that the greater the recruitment and selection on the basis of knowledge, the organizational excellence increased with it by (0.56), and it is significant at the level of significance (0.05). According to these results, the null hypothesis is rejected and the alternative hypothesis is accepted at the level of this study.

The second sub-hypothesis: the absence of a positive correlation and influence of significant significance on training and development based on knowledge in organizational excellence. According to the results of the table, it was found that the correlation coefficient was (0.67), which means that there is a positive correlation between training and development based on knowledge and organizational excellence, which is significant at the level of (0.05). The results also showed that the effect relationship of training and development based on knowledge on organizational excellence amounted to (0.66), and it is positive, that is, the greater the recruitment and selection on the basis of knowledge, the organizational excellence increased with it by (0.66), and it is significant at the level of significance (0.05). According to these

results, the null hypothesis is rejected and the alternative hypothesis is accepted at the level of this study.

The third sub-hypothesis: the absence of a positive correlation and influence relationship with significant significance for performance evaluation based on knowledge in organizational excellence. According to the results of the table, it was found that the correlation coefficient was (0.75), which means that there is a positive correlation between performance evaluation based on knowledge and organizational excellence, which is significant at the level of (0.05). The results also showed that the effect relationship of performance evaluation on the basis of knowledge in organizational excellence amounted to (0.74), and it is positive, that is, the greater the recruitment and selection on the basis of knowledge, the organizational excellence increased with it by (0.74), and it is significant at the level of significance (0.05). According to these results, the null hypothesis is rejected and the alternative hypothesis is accepted at the level of this study.

The fourth sub-hypothesis: the absence of a positive correlation and influence relationship with significant moral compensation based on knowledge in organizational excellence. According to the results of the table, it was found that the correlation coefficient was (0.82), which means that there is a positive correlation between compensation based on knowledge and organizational excellence, which is significant at the level of (0.05). The results also showed that the effect relationship of knowledge-based compensation on organizational excellence amounted to (0.81), and it is positive, that is, the greater the recruitment and selection on the basis of knowledge, the organizational excellence increased with it by (0.81), and it is significant at the moral level (0.05). According to these results, the null hypothesis is rejected and the alternative hypothesis is accepted at the level of this study.

The fourth topic

Conclusions and recommendations

First: conclusions

In this paragraph, the most important conclusions reached by the research, based on the results of statistical analyses, are discussed as follows:

1. The private banks, the research sample, show a large gap in their practice of human resource management based on knowledge and the current practical reality of it.
2. Despite the novelty of the concept of knowledge-based human resources management, it is a clear concept among the research sample members, even if it is not in the scientific sense of it, which was reflected in the strength of the research sample members' answers.
3. The strength of the private banks' adoption of the research sample for knowledge-based human resources management comes because of the emergence of great challenges in

- front of the leaders of private banks, which requires them to take quick decisions in enhancing their internal work environment.
4. Through the results, it was found that the researched organizations maintain knowledge-based human resource management, and at the level of dimensions, the (knowledge-based training and development) dimension achieved the first rank among the other dimensions, while the (knowledge-based compensation) dimension achieved the last rank.
 5. The results of the research showed that it requires senior managements in the surveyed organizations to maintain high levels of organizational excellence, and at the level of dimensions, the (knowledge excellence) dimension achieved the first rank among the other dimensions, while the (leadership excellence) dimension achieved the last rank.
 6. The results of the normal distribution test for the variables of the study (knowledge-based human resources management and organizational excellence) showed that the approved data were distributed normally, and this in turn contributes to determining the statistical means that are appropriate for testing hypotheses.
 7. The internal organization environment in the researched organizations helps the working individuals to develop self-development, creativity and increase knowledge, which contributes to achieving organizational excellence.

Second: Recommendations

Based on the above conclusions, we make the following recommendations:

1. The need for senior management in the surveyed organizations to encourage working individuals to work in a team style because of its direct impact on the development of expertise and skills, cross-fertilization of ideas and exchange of knowledge, especially for those who have talents in the career field.
2. Senior management in the surveyed organizations should increase interest in knowledge-based human resource management practices represented by its dimensions by linking the organizations' work in advanced technology methods to enhance organizational excellence.
3. Choosing the appropriate working individuals to work in private banks (research sample) who praise other individuals for their abilities, skills, and willingness to keep pace with developments in the dynamic environment.
4. Senior management in the surveyed organizations should increase interest in human resource management practices based on knowledge represented by its dimensions by linking the work of organizations in advanced technology methods to enhance organizational excellence.
5. The management of the surveyed organizations should put in place appropriate mechanisms to compensate the working individuals, and the purpose of that is to increase skills, keep pace with technological developments, and give them sufficient powers to accomplish the tasks entrusted to them.

6. Adopting a fair knowledge-based compensation system within the researched organization, as this motivates the working individuals to share knowledge, make redoubled efforts, and provide the best services towards customers.
7. Encouraging individuals working in the surveyed organizations to participate and interact among individuals through contribution, participation and communication in sharing knowledge and transferring it between different job levels.

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