

The Effect of Human Resource Management Practice on Sharing Tacit Knowledge of Managers an Applied Study on Misan Center for Cardiac Diseases and Surgery

Soulaf Abdalqadir Hameed Alsady

Research Scholar Department of Nursing, College of Nursing, Misan University, Iraq

Abstract

The aim of the research is to identify the impact of human resource management practices used on the exchange of tacit knowledge, which were represented in each of (the practice of recruitment, selection and appointment, training practice, and the practice of motivation). The management of human resources is an effectiveness on which the future strategy of the organization depends, since previous decades, strong companies were those companies that possessed machines, technology and materials where the human element was insignificant and was treated as machines without taking into account its potential, feelings, development and capabilities, witnessing the economic market An accelerated daily development, and through this, the important role played by the human resources department in raising the performance of employees is evident, as it provides the specialized and efficient human element that affects the organization and its performance. The main objective of this research is to indicate the effect of human resource management practices on the sharing of implicit knowledge of managers, as well as to explain the importance of implicit knowledge in employee formation in reaching executive positions in a business organization. The topic of knowledge management has received great attention all over the world by academics, including writers, researchers, and executives from managers and officials, due to the economic and competitive advantages this practice achieves, bearing in mind that the most important goal of this research revolves around the business organization. It is one of the most important keys to the success of the organization, and thus it is a source of competitive advantage and its importance is widely accepted at the present time. Therefore, many individuals in executive positions acknowledge that knowledge creation has an important role in their companies. The trend towards knowledge management began in the 1990s, when companies are now being urged to consider knowledge creation as a source of success, because the tremendous benefit that knowledge management promises is innovation.

Keywords: *Human Resource, Management Practice, Knowledge, Business Organization*

Introduction

We live today in an era in which crises abound as a result of changes and openness to the world and thus the employees and managers of institutions in the contemporary environment have no choice but to think and act in a strategic way ¹. Numerous at the global and Arab level, and the practice of human resource management is one of the most important management concepts that have gained attention and spread in recent years. Knowledge management processes are

of great importance in business organizations and the health sector by providing competitive advantages, but most organizations face challenges in managing and developing tacit knowledge and converting it into explicit, tacit knowledge refers to knowledge stored in the human mind, such as good things, skills and ideas, and represents an urgent necessity to ensure the success of organizations and individuals in general and tacit knowledge represents one of the types of knowledge in addition to explicit knowledge ².

Research problem

The health sector - like other aspects of human activity - is witnessing an unprecedented stage of change, as it has become difficult to predict the future, and human resource management practices have become an effective means of honesty and maintaining movement in the right direction. It is an ongoing process. Based on the above, it becomes clear that the impact of the human resource management practice on the exchange of tacit knowledge, in order to achieve the desired development, and to face the successive societal changes such as globalization, communications revolution, technological revolution, and for this reason the research problem can be crystallized in the following questions:

- 1- What is the concept of human resource management practices, and what is the terminology associated with it?
- 2- Implicit knowledge and its dimensions?
- 3- Dimensions of human resource management practices?
- 4- The concept of tacit knowledge?

Research objectives:

The research seeks to achieve the following objectives:

- 1- Understand the concept of human resource management practices, and what terminology is associated with it?
- 2- Clarify the reality of applying human resource management practices in the health sector.
- 3- Standing on the dimensions of implicit knowledge.
- 4- Determine the importance of human resources.

5- Determine the justification for the introduction of human resources in the health sector.

6- Applying a questionnaire on the impact of human resource management practices on the sharing of implicit knowledge of managers.

Research hypothesis

The first main hypothesis: This states that there is a moral correlation between the practice of human resource management and the tacit knowledge.

H: There is no significant correlation between HRM practice and tacit knowledge.

H1: There is a significant correlation between the human resource management practice and the tacit knowledge.

The second main hypothesis: which states that there is a significant moral effect between the practice of human resource management and the tacit knowledge?

H0: There is no effect between HRM practice and tacit knowledge.

H1: There is an effect between the practice of human resource management and the tacit knowledge.

The importance of research

The importance of this research stems from the importance of human resources, which is the main and important resource capable of achieving the goals of the organization, especially in light of the intensification of competition and the rapid environmental changes that are imposed on organizations to keep pace with them constantly³. The importance of this research is evident in identifying the impact of the practice of human resource management on the exchange of knowledge implicit in managers. Nor does it show the role of tacit knowledge present in the minds of experts and its role in developing procedures for

securing facilities, and that it represents an important source and reference for building future plans, and a key factor in developing procedures for securing the health sector, and this is based on feedback and using it in filling gaps and addressing errors that were exploited in previous operations.

The importance of the current research is crystallized in:

Ø The current research may open new vistas in the field of human resource management; As it is considered an extension of previous studies in the field of human resource management practices in the health sector, and at the same time it is a prelude to other new studies.

Ø The current research may benefit both the competent authorities in the health sector and its institutions, and those responsible for its administration; as it contributes to crystallizing the concept of human resource and its importance ... etc.

Research community and sample

The research sample is represented by the Misan Center for Cardiac Diseases and Surgery, and since the aim of the current research is to know the relationship and effect of the practice of human resources management on the implicit knowledge of managers,

so the research is directed to the community being represented by everyone who occupies administrative positions (general manager, assistant director, head of department Division director, unit official, lounge official, ward official, counseling officials, pharmacy officials) who have the authority to make decisions, as the study population reached (177).

Research variables

The search variables are as follows:

1. The independent variable: the human resource management practice that includes the dimensions (recruitment and selection, training and development, incentives, compensation).
2. Dependent variable: Tacit knowledge

The theoretical model for research

The research is based on a theoretical framework indicating the nature of the objective of the current research, which is to determine the effect of the human resource management practice on the exchange of implicit knowledge of managers at Misan Center for Cardiac Diseases and Surgery, and to test the influential relationships between the practice of human resources as an independent variable on the implicit knowledge as a dependent variable, as illustrated by it. The following figure:

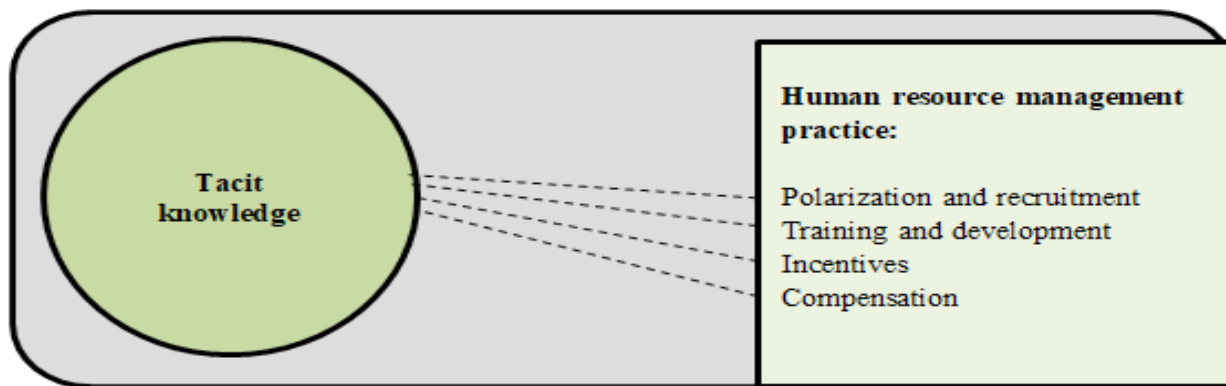


Figure (1) Hypothesis research outline (prepared by the researcher)

Methodology

Human Resources Management Practices

It is a group of activities that would put human resources strategies into practice and are directed towards improving performance. Human resource management practice is the process of attracting, motivating and retaining employees to ensure the survival of the organization. Human resource management practices are designed and implemented in a way in which employee performance plays an important role in achieving the goals of the organization, and the proper use of human resource management practices positively affects the level of commitment of the employer and the employee. Human resource management practices such as training, development and performance evaluation encourage employees to work better in order to achieve organizational performance⁴. The practices selected for this research depend on the impact of human resource management practices on the sharing of implicit knowledge of managers. Human resource management (HRM) is a managerial function concerned with recruiting, motivating and maintaining people in an organization, focusing on people in organizations, policies and practices involved in implementing “people” or human aspects of resources for a management position, including recruitment, screening, training, and reward from the Human Resources Department. In short, human resource management (HRM) can be defined as the art of purchasing, developing and maintaining an efficient workforce to achieve the goals of the organization in an effective manner. The Human Resources Department works to direct all activities and events in the organization to achieve optimal use of the human resources in the organization and contribute to achieving the organization’s goals such as attracting, selecting, appointing, wages and incentives to meet its needs of human resources in terms of quantity and quality.

The importance of practicing human resource management

Behind the success of every successful organization stands a successful human resource management in its programs, whether these programs are within the framework of selecting individuals, training them, evaluating their performance, maintaining and retaining them, or through good programs for rewards and incentives, so there is a strong correlation between the success of the organization and its programs human resources.

Dimensions of the practice of human resources management

Recruitment and selection

The recruitment process is one of the most important jobs that the human resources department in the organization must accomplish. Success in that determines the course of career activities in the organization. The essence of the recruitment process is related to attracting the largest possible number of qualified individuals and encouraging them to submit job applications in companies to allow the company to choose and appoint the most efficient individuals. Polarization can be defined as the discovery of potential applicants to fill actual or anticipated organizational vacancies, and the sources of polarization have been identified with two main sources (internal polarization and external polarization⁵).

Training and Development

Training is defined as that organized and continuous process that aims to provide and acquire the individual with new knowledge, capabilities and skills, and training is an investment in the human assets of the organization, so training is a useful means with the changes that are sponsored by technological innovations, as training and development constitute three main activities. Training, Education, and

Development. Training and development in general refers to the organized efforts that contribute to teaching job-related knowledge, skills and employee behavior, and it is also a knowledge system for human resources in the organization and developing their current skills.

Incentives

The existence of an effective incentive system applied in the organization is considered one of the most important components of a successful and effective work environment, and the importance of an effective incentive system is highlighted in that it mainly contributes to raising the morale of workers, developing their loyalty to the facility and making them feel stable and secure, and incentives were defined as the process of activating the reality of working individuals in ways Positive or negative, with the aim of increasing production rates and improving performance, and satisfying their material and moral needs.

Compensation

Compensation relates to compensation of the employee with all kinds of wages or returns that he obtains in connection with working a certain job, and these compensation include two basic elements, namely, direct financial payments, which may take the form of wages, salaries, incentives, and indirect financial payments, which take the form of financial benefits such as insurances and paid leave (2007). As the information resulting from the job analysis process allows estimating the size and quality of compensation that is commensurate with the characteristics of each job and helps in assessing the relative importance of this compensation for all jobs in the organization ⁶.

Tacit knowledge

It is knowledge acquired through the accumulation of previous experiences and it is present in the minds

of individuals, and it is often of a personal nature, which is difficult to obtain despite its great value because it is stored within the mind of the owner of knowledge. (Coakes) believes that tacit knowledge contains important cognitive dimensions such as (mental models, beliefs, and intuition), and therefore this type of knowledge is generated through the use of past experience in new contexts ⁷.

The knowledge implicit in consists of:

- 1- Hard facts, data, and mental patterns.
- 2- Views, shapes, images and concepts.
- 3- Judgments, expectations, general assumptions and beliefs.
- 4- Thinking strategies, and theological approaches.

Tacit knowledge is subjective and circumstantial and its implementation requires overlap and coordination, and thus the more implicit knowledge is, the more difficult it is to transfer and share and knowledge possesses an important implicit dimension, which makes the processes of studying about it, obtaining, transferring, storing and exchanging it difficult and sometimes impossible to achieve. There are controversial relations between the two types of explicit and implicit knowledge, as much of the implicit knowledge is affected by what is available to its owners of explicit knowledge, and the latter is due in its origins to the tacit knowledge that its owners decided to release and declare, as it is also a partial product of that knowledge ⁸. The first (implicit), when declared, contributes to forming the second (explicit). Tell can we than more know we” This phrase sheds light on the fact that many human knowledge and skills remain implicit and unregistered until the owner takes them out, so they do not appear and cannot be employed or defined except through dialogue and discussion, and this is what is considered the greatest

challenge in Knowledge management applications for modern organizations that strive towards excellence.

Dimensions of tacit knowledge

The dimensions of tacit knowledge are represented by experience, thinking and skill, in a way that gives a clear meaning to the tacit knowledge that relates to people and their intellectual perceptions rather than acquiring the knowledge they need⁹.

Expertise- is the accumulated knowledge over time and experience with all facts, rules and procedures in a specific field of work. The experience is due to the technical dimension of knowledge, which is knowing how, which is the knowledge accumulated over the course of a person's life that he has acquired through his exposure to many situations and his learning from them. There are two approaches to interpreting the experience. During his work in a specific field, the second is seen as a feature of individuals and is a result of the human capacity for widespread adaptation in the physical and social environment¹⁰.

Thinking - Thinking is defined as the ability to conceive of various alternatives to deal with the problem. It is also a series of mental processes that the brain performs when it is exposed to a stimulus that is received through one of the five senses.

Skill - Skill is the level of personal merit in accomplishing tasks from the point of view, while sees it as the tacit knowledge that is embodied in multiple forms. If the organization embraces this skill, it will generate a logical feeling for decision-making¹¹.

Attributes or characteristics of implicit knowledge (Al-Otaibi is a source previously mentioned)

- 1- Composition and accumulation complex.
- 2- It cannot be shared, shared or stored.
- 3- Self-configuring.

- 4- You can direct the behavior individually only.

Nonaka and Takushi SECI model

The cycle of knowledge developed by Nonaka and his colleagues, known for short as the (SECI) cycle, and this model assumes that individuals create their knowledge through the interaction between explicit knowledge and their tacit knowledge¹².

Knowledge passes through the process of its quantitative and qualitative expansion through four stages, namely:

- 1- The stage of socialization - the process that takes place through the creation of tacit knowledge through the exchange of experiences, ideas and skills among individuals.

- 2- The externalization stage - meaning the transformation of tacit knowledge into explicit knowledge, in a form that is easy to share with others.

- 3- The combination phase - which is the process of converting explicit knowledge into a more complex form.

- 4- The internalization phase - is the stage that individuals give to knowledge

The explicit and transforming it into tacit knowledge through practice or learning by doing, and it is done through self-education¹³.

The role of learning in developing tacit knowledge of human resources

Education, both formal and informal, contributes to the development of tacit knowledge of human resources by enriching all components of its dimensions. However, informal education has some peculiarities that are available in it and are not available in formal education (training), as follows:

- 1- In the field of friction with competencies:

Individuals interact with each other according to team spirit, and they learn from each other some necessary knowledge, skills and behaviors. Therefore, the institution's management is responsible for providing the appropriate climate for its members in order to guarantee them learning (direct or indirect) through Good selection of team members and taking into account the balance between them in knowledge levels ¹⁴.

2- The field of ability to transfer implicit knowledge: Nonaka and Takeshi presented a model for knowledge transfer within the organization, and the various processes related to tacit knowledge are manifested in:

Input: transferring explicit to implicit knowledge, by means of learning by doing.

Output: transferring knowledge from implicit to explicit by modeling or codifying that knowledge.

Sublimation: transferring knowledge from implicit to implicit through social interaction and discussions between individuals.

3- In the area of skill: The skill is known by some as synonymous with tacit knowledge, as the contact of individuals with varying levels of skills would contribute to the transfer of skills from an efficient person to an incompetent person.

4- In the field of knowledge application: The culture that encourages human resources, which is embodied in the evaluation of what the individual has learned inside and outside the work of implicit knowledge related to work.

A practical framework for research

First: Description of the study sample

Study sample:

The sample of the study included an applied study

on the Misan Center for Cardiology and Cardiac Surgery, where (180) questionnaires were distributed to an employee, and (177) questionnaires were retrieved.

Sample collection method:

The researcher used the simple random sample method in distributing the questionnaire forms to employees on the assumption that the community is homogeneous. Therefore, the researcher used the simple random sample, and then the appropriate sample was drawn, as the sample size reached (177) employees, which represented the study population ¹⁵.

Statistical indicators:

In the statistical analysis, the researcher relied on the data and information obtained from the research according to the Likert five-point scale, and the researcher used the most important statistical indicators to fit the research hypotheses and questions related to it, which are as follows:

1- Frequencies and percentages: to find out the number and percentage of respondents within the research sample.

2- The weighted arithmetic mean: It is used to find out the degree of agreement of the questioned sample to the questions.

3- Standard deviation: It is used to find out the extent of dispersion of the answers of the researched sample from the degree of approval.

4- Person correlation coefficient: It is used to measure the extent to which the research variables are related to each other and to determine the type of relationship whether it is positive (positive) or opposite (negative).

5- F test: It is used to find out the presence of an effect of the independent variables in the search on the dependent variable.

6- Regression equation: It is used to find out the effect of the independent variable on the dependent variable.

Notice

The significance value (sig.) was adopted in testing the research hypotheses instead of the tabular

values for the accuracy of the results calculated from the significant value (sig.). It should be noted here that all these indicators were calculated by the Statistical Package for Social Sciences (SPSS V26) program ¹⁶.

Second: The demographic variables of the research: It shows a description of the demographic variables of the individuals of the research sample

Table No. (1) Frequencies and percentages of demographic variables for the research

Duration of job experience on the job			
Valid	Less than 3 years	55	31.0
	3- 6 years	64	36.0
	More than 6 years	58	33.0
	Total	177	100
education level			
Valid	Middle Certification	33	19.0
	Above average qualification	45	26.0
	bachelor’s degree	51	28.0
	Postgraduate qualification	48	27.0
	Total	177	100
Employment			
Valid	Employee	37	21.0
	Supervisor	40	23.0
	Head of the Department	44	25.0
	Director	56	31.0
	Total	177	100

We note in Table (1) the following:

With regard to the period of job experience in research, where the frequency of the category (3-6) years was the highest, reaching (64) with a rate of (36%). With regard to the level of education in the research, the highest frequency of university qualification was (51) by (28%). With regard to the field of work in research, the frequency of the highest was in the field of director, reaching (56) by (31%)¹⁷.

Third: Description and diagnosis of research variables

This paragraph includes a description of the main study variables and their diagnosis represented by the practice of human resources management as an independent axis and tacit knowledge as an approved focus in the research. To achieve this, appropriate statistical analyzes were used¹⁸.

Arithmetic means and standard deviations of the sample responses for human resource management practice

Table No. (2) Below describes the research variables for the practice of human resources management

deviation Standard	the middle Arithmetic likely	Human resource management practice	No
1.07381	4.1000	Interviews and testing are used upon appointment	1
0.96890	4.0000	Human resource offices are used to fill vacancies	2
0.90351	4.0000	Selection of employees based on criteria commensurate with the work	3
0.30534	4.4500	There is a variety of training types	4
1.17038	4.2400	A budget is allocated for training and development	5
0.69985	4.2000	There are programs for training and development	6
1.08496	4.0800	There are many positive incentives	7
0.81541	4.2200	The incentive system in place contributes to improving employee performance	8
0.78895	4.1000	Emphasis is placed on the material incentives of the employees	9
0.98582	4.2600	The educational qualification is taken into consideration in determining the remuneration	10
0.74751	4.1800	I feel satisfied with the monthly salary compared to the career ladder	11
0.92390	4.0000	Remuneration is granted on the basis of time regardless of the amount of completion	12
0.872362	4.1525	The overall average	

The results of table No. (2) Indicate that the practice of human resources management has obtained a general arithmetic mean of (4.1525) and a standard deviation (0.872362), and this indicates the homogeneity of the sample answers about the value of the arithmetic mean. This axis, which is (there is a diversity in the types of training), is the most

homogeneous, as it obtained an average (4.4500) and a standard deviation of (0.30534) and that the direction of this paragraph is (agree), and the general trend in the practice of human resources management is (agree) ¹⁹.

The arithmetic mean and standard deviations of the sample responses for implicit knowledge

Table No. (3) Below describes the variables of the special research implicit knowledge

deviation Standard	the middle Arithmetic likely	Tacit knowledge	No
0.95298	4.3000	Initiate the transmission of available tacit knowledge to individuals	1
0.85714	4.4000	The worker can devise solutions around the problems	2
1.49571	3.7400	The ability to identify problems	3
1.22291	3.8800	Enhancing the supportive environment for the exchange of knowledge in ideas among all employees	4
1.07457	4.3200	Providing systems and technologies that allow workers to share their knowledge	5
0.80026	4.1800	Easy access for employees to the available knowledge bases owned by the bank	6
1.13641	3.8800	Providing information about those with expertise in the bank	7
1.28158	3.4800	Evaluating the performance level of employees according to knowledge sharing systems	8
1.160973	3.8359	The overall average	

The results of Table No (2) indicate that the implicit knowledge has obtained a general arithmetic mean of (3.8359) and a standard deviation (1.160973), and this indicates the homogeneity of the sample answers about the value of the arithmetic mean, and as for the paragraphs level, paragraph No. (5) Came in this dimension. Which is (the provision of systems and technologies that allow workers to share what knowledge they possess) is the most homogeneous, as it obtained an average (4.3200) and a standard

deviation of (1.07457), and the direction of this paragraph is (agree), and the general trend of implicit knowledge is (agree) ²⁰.

Third: Testing the hypotheses

The first main hypothesis test: which states that there is a significant correlation between the practice of human resource management and the tacit knowledge?

H0: There is no significant correlation between

HRM practice and tacit knowledge.

H1: There is a significant correlation between the human resource management practice and the tacit knowledge.

Table (4) represents the correlation relationship

Correlations		
		Tacit knowledge
Human resource management practice	Pearson Correlation	0.720 **
	Sig. (2-tailed)	0.000
	N	177
**. Correlation is significant at the 0.01 level (2-tailed).		

Table No. (4) Indicates the existence of a significant correlation between the practice of human resources management and the knowledge implicit in the research, where the value of the Pearson correlation coefficient was significant and equal to (0.720), because the significant value is sig. It is equal to (0.001) and it is less than 0.01 with 99% confidence. This means that the first main hypothesis is fulfilled, meaning there is a significant correlation between the human resource management practice and the implicit knowledge.

The second main hypothesis test: This states that there is a significant effect between the practice of human resources management and the tacit knowledge.

H0: There is no effect between HRM practice and tacit knowledge.

H1: There is an effect between human resource management practice and tacit knowledge ²¹.

Table No. (5) Represents a schedule for analysis of variance

ANOVA b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,122	1	9,133	37,622	0,000
	Residual	12.345	175	0.112		
	Total	25.455	176			
a. Predictors: (Constant), Human resource management practice						
b. Dependent Variable: Tacit knowledge						

The results of the F test indicate the presence of the impact of the human resource management practice and the tacit knowledge shown in Table (4) that the calculated F value reached (37,622) at a significant level (0.05) where the P-value was equal to (0.000),

which is less than 0.05 this means rejecting the null hypothesis and accepting the alternative hypothesis, and this means that there is an impact of human resource management practice and tacit knowledge²².

Table No. (5) Represents the impact of human resource management practice and implicit knowledge

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²
		B	Std. Error	Beta			
1	(Constant)	0.996	0.577		1.728	0.090	0.437
	Human resource management practice	0.890	0.225	0.670	5.624	0.000	
a. Dependent Variable Tacit knowledge							

Table No. (5) Indicates that the value of R2 is equal to (0.437). This means that the practice of human resources management has explained (43.7%) of the changes that occur in the implicit knowledge, and the values of B = (0.670) that is, the increase in the variable of the resource management practice Humanity one unit of standard deviations will increase the implicit knowledge by 67% of the standard deviation unit²³.

Conclusions and Recommendations

Conclusions:

1- There is a lot of confusion between information and implicit knowledge management, which causes confusion.

2- In order to raise the efficiency of workers in the management of human resources, it is necessary

to create what helps them in the completion of their work.

3- Job experience is the highest in the research community, and the level of education comes second after it²⁴.

Recommendations

1- Urging the spread and learning of tacit knowledge, its empowerment and action.

2- Creating activities in Misan Center for Cardiac Surgery and Diseases related to public relations in order to coordinate work and ideas to enable knowledge.

3- The need for health institutions to realize the importance of the role that human resources management plays and to work on developing it

through developing the capabilities and capabilities of workers.

4- Motivation of human resources, taking into account the difference in individual skills and abilities, as material stimulation will be an important incentive for better performance.

5- There is a close correlation between the practice of human resources management in all its dimensions as a practice of human resources strategy and the implicit knowledge.

6- Conducting a study on human resource management practices and their role in achieving institutional excellence ²⁵.

Ethical Clearance: People identified as potential research participants because of their status as relatives or carers of patient's research participants by virtue of their professional role in the university and departments.

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