

THE ROLE OF THE KNOWLEDGE MANAGEMENT PROCESS CAPABILITIES IN THE STRUCTURAL EMPOWERMENT OF HUMAN RESOURCES (CIHAN UNIVERSITY-ERBIL)

Kh. Khudhur

*PhD student, St. Petersburg Peter the Great Polytechnic University, Saint Petersburg,
Russian Federation, e-mail: khajjoki@gmail.com*

Supervisor: A. A. Timofeeva

*PhD in economics, associate professor, St. Petersburg Peter the Great Polytechnic
University, Saint Petersburg, Russian Federation, e-mail: anna_ti@mail.ru*

Today, the importance of human resources as the most obvious factor of competitive advantage is not hidden from anyone. On the other hand, changing the nature of organizations' activities to knowledge work has increased the importance of using knowledge management in organizations. The data for this research was collected through a questionnaire sent to 78 professors and employees of Cihan University – Erbil. Data analysis was also done using the structural equation modeling method based on partial least squares (PLS). Among other research innovations, we can mention the innovation of the method and the use of the PLS method, which requires less data than other covariance-based structural equation modeling methods and can be applied to non-normal data. The research results indicate a positive and significant effect of knowledge management on the empowerment of human resources. Meanwhile, the application of knowledge affects the structural empowerment of human resources more than other capabilities.

Keywords: knowledge management; empowerment; competitive advantage; modelling; structural equation.

РОЛЬ ПРОЦЕССА УПРАВЛЕНИЯ ЗНАНИЯМИ В СТРУКТУРНОМ РАСШИРЕНИИ ПРАВ И ВОЗМОЖНОСТЕЙ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ (УНИВЕРСИТЕТ ДЖИХАНА-ЭРБИЛЬ)

Х. Худур

*аспирант, Санкт-Петербургский политехнический университет Петра Великого,
г. Санкт-Петербург, Российская Федерация, e-mail: khajjoki@gmail.com*

Научный руководитель: А. А. Тимофеева

*кандидат экономических наук, доцент, Санкт-Петербургский политехнический
университет Петра Великого, г. Санкт-Петербург, Российская Федерация,
e-mail: anna_ti@mail.ru*

Важность человеческих ресурсов как фактора конкурентного преимущества нельзя переоценить. Изменение характера деятельности организаций и ориентация на интеллектуальную работу повысило важность управления знаниями в организациях.

Данные для этого исследования были собраны с помощью анкеты, разосланной 78 профессорам и сотрудникам Университета Джихан в Эрбиле. Анализ данных проводился с использованием метода моделирования структурных уравнений, основанного на методе частично наименьших квадратов (PLS). Использование метода PLS требует меньше данных, чем другие методы моделирования структурных уравнений на основе ковариаций. Результаты исследования указывают на положительное и значительное влияние управления знаниями на расширение прав и возможностей человеческих ресурсов.

Ключевые слова: управление знаниями; расширение прав и возможностей; конкурентное преимущество; моделирование; структурные уравнения.

Introduction. Nowadays not only managers should have leadership skills, but also employees should learn ways to move towards self-management [4]. In other words, in the new era, man is an endless capital. Because managers of organizations have well understood that the reduction of human capital leads to the reduction of productivity and production, in order to achieve these characteristics, organizations must empower their most important resource and competitive tool, human capital [1].

Considering the importance of applying the process capabilities of knowledge management in order to achieve organizational goals as well as the structural empowerment of human resources for the development of the organization, in this research we are looking to investigate whether the process capabilities of knowledge management based on the study of Shabani et al. (2022) and the dimensions of the structural empowerment of human resources based on the dimensions extracted from the subject literature and localized have an effect on the studied organization or not.

Theoretical foundations. Today, empowerment is considered one of the most useful tools for improving the quality of employees and increasing organizational effectiveness. To achieve success in today's changing business environment, organizations need the knowledge, energy, and creativity of all employees [2]. Therefore, searching for ways to increase efficiency and use the maximum abilities of employees in order to achieve organizational goals is one of the constant issues and concerns of managers and management experts, to the extent that in recent years the word «empowerment» has become a part of the everyday language of management. On the other hand, knowledge management plays a key role in ensuring business success or a competitive advantage through the acquisition and sharing of experiences and information [3].

Ravon Pikar et al. (2013) conducted research titled «Investigating the Relationship Between Knowledge Management and Organizational Learning and Employee Empowerment in the North National Oil Company». Their research method is a descriptive type of correlation, and their statistical

population is 400 employees of Refah Oil Services Company. The results of this research showed that there is a significant relationship between knowledge management and organizational learning, employee empowerment and knowledge management, and between organizational learning and employee empowerment. The results of multiple regression showed that the dependent variable is influenced by the independent variables and can determine 66 % of employee empowerment.

Materials and methods. The research is based on the objective of the applied type.

In terms of the method of obtaining data, it is a descriptive-correlation type, since a survey with people involved in the problem (teachers and employees of Cihan University-Erbil) have been used to prove the research hypotheses. The cause-and-effect relationship between research variables has been analyzed using the structural equation modeling method. In the research, the variables of acquisition, transformation, sharing, and application of knowledge were examined from the cluster of knowledge management process capabilities, and the variables of assigning authority to share, service compensation system information, human resources training, leadership style of organizational culture, organizational structure, succession, and performance evaluation were examined from the cluster of structural dimensions of resource empowerment. Humanity has thirteen main constructs (hidden variables). and each of these constructs is measured by a number of items (manifest variables).

Results and discussion. In the divergent validity part, the degree of difference between the indicators of each structure and the indicators of other structures in the pattern is compared. This work is calculated by comparing the square root of the AVE of each structure with the size of the correlation coefficients between the structures. For this, a matrix should be formed; the size of the main diameter is the root matrix of the AVE coefficients of each structure, and the size of the smaller diameter is the correlation coefficients between each structure and other structures. As it is clear from table, the root of AVE of each construct is greater than the correlation coefficients of that construct with other constructs, which indicates the acceptability of constructs' divergent validity.

The results of average variance extracted and composite reliability of the research constructs

Structure	Symbol	AVE	CR	Structure	Symbol	AVE	CR
Compensation for services	V1	0.72	0.88	Sharing knowledge	V8	0.62	0.82
Delegation of authority	V2	0.62	0.83	Method of leadership	V9	0.69	0.87
Education	V3	0.67	0.86	Organizational Culture	V10	0.73	0.89
Information sharing	V4	0.63	0.83	Organizational Structure	V11	0.56	0.78
Earn knowledge	V5	0.51	0.85	Performance evaluation	V12	0.64	0.78
Application of knowledge	V6	0.67	0.86	Succession	V13	0.64	0.84
Knowledge conversion	V7	0.54	0.78	-	-	-	-

Conclusion. The general results of the research show that the transformation and application of knowledge, compared to the acquisition and sharing of knowledge, has an effect on more dimensions of the structural empowerment of human resources, and among them, the application of knowledge has the greatest impact on the empowerment of human resources compared to other knowledge management capabilities. In general, knowledge management from the perspective of process capabilities has an effect on the structural empowerment of human resources. The results of the research are generally consistent with the results of Ghobadi Ansarodi and colleagues. (2013), Raven Pikar et al. (2013), and Azizenjad and Janabadi (2013) regarding the effect of knowledge management on empowerment; but the results of the research of Qobadi Ansarodi et al. (2012) indicate the existence of a significant relationship between all the components of knowledge management- socialization, knowledge internalization, knowledge synthesis, and knowledge output- and the job ability of employees, and there is no significant difference between the effects of different components of knowledge management. There is no empowerment. While the results of the research indicate the difference in the impact of each of the components of knowledge management on the empowerment of professors and employees, in the meantime, acquiring knowledge only through influencing the educational system of human resources is the least influential area.

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