

## The Role of HRM as a Knowledge Facilitator

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### ABSTRACT

*Knowledge is increasingly claimed to be a key critical resource and source of competitive advantage in the modern global economy. The rise of the knowledge economy has seen a proliferation of information and communication technologies, coupled with greater organizational complexity, the growth of virtual and global organizations and rapid change. One major challenge for HRM as knowledge facilitator is how to obtain the same or similar benefits of co-location when knowledge and people are dispersed and co-location is not possible. This in turn requires drastic change within HRM respond to the changing demands of the knowledge economy. When knowledge is moved around, however, it often gets degraded, that is, it loses something in the moving. Furthermore, once the knowledge is moved, it has to be “contextualised”, that is, made to fit and be understood in a different surrounding. This paper identifies that Human resource management plays a significant role in ensuring that when knowledge is moved around, and identifies the best knowledge carriers (Information, Tools & People) where each carrier is used to fit the needs of the situation.*

**Keywords:** Human resources management, Knowledge facilitator, Co-location, Knowledge economy, Knowledge Management.

### INTRODUCTION:

Knowledge is a very important resource for solving problems and creating core competencies for individuals and organisations so as to remain competitive advantage. In this context knowledge management has become an important issue in the last few decades. On the other hand, Human resource management is a process of bringing people and organizations together so that the goals of each other are met. It is that part of the management process which concerned with the management of human resources in an organization. It tries to secure the best from people by winning their whole hearted cooperation. “HRM is concerned with the most effective use of people to achieve organizational and individual goals. The role of HR manager is shifting from a protector and creator to the planner and change agent. In present day competitive world, highly trained and committed employees are often a firm’s best bet. HR professionals play a key role in planning and implementing downsizing, restructuring and other cost cutting activities. In the new economy, winning will spring from organizational capabilities such as speed, responsiveness, agility, learning capacity and employee competences. Successful organizations will be those that are able to quickly turn strategy into action: to manage processes intelligently and efficiently; to maximize employee contribution and commitment; and to create the conditions of seamless change.

### Need for study:

KM has important implications for the management of human resources, particularly in terms of the knowledge transfer mechanisms in organisations. The focus of this paper is on the growing importance of social interaction in the workplace and the critical need to integrate knowledge and action with HRM.

## **OBJECTIVES OF STUDY:**

1. To understand the relationship between KM & HRM
2. To study the various knowledge transfer mechanisms in organisations.
3. To identify the various challenges of HRM for knowledge facilitating in organisations.

## **LITERATURE REVIEW:**

The Scarborough (1999) surveying HRM and KM link, identify knowledge formation and acquisition, knowledge absorption, and knowledge retention as key processes in organisations. They argue that technology alone cannot fully capture and manage innovative thinking in an organisation, and that HR needs greater attention in promoting information sharing. A technology-driven view, focusing on flows of information and groupware, intranets and IT tools, is becoming dominant, losing sight of people and sidelining HR. KM, however, is a process, not a technology, and is linked to changes in the ways people work. A supportive culture is seen as necessary, supported by for example performance management systems that link rewards to individual contribution to projects, creating an internal market for knowledge. Encouraging people to use their expertise, and making specific reference in appraisal and reward management to passing on skills and knowledge to others may also be necessary. There may also need to be appropriate HR mechanisms, such as good practice in selection, training and reward, and an appropriate HR role in managing change and overcoming resistance to sharing information. However, rewarding knowledge sharing may reinforce notions of individual property, undermining teamwork - opportunities to work on challenging projects or be innovative may be rewards in themselves, generating professional recognition or influence on future projects. Short-term financial incentives may also undermine longer-term learning.

A distinction which is frequently made concerning the meaning of knowledge in organisations; is that explicit knowledge can be articulated or copied, whereas tacit knowledge cannot be so easily communicated to another person (Nonaka, and Takeuchi 1995). There are persistent barriers to the exchange of knowledge, preventing the communication of tacit knowledge between both management and employees in the workplace (Argyris and Schon, 1978, Hislop, 2002). Assuming that tacit knowledge and skills could be learned through continuous, contact within teams, and then communicated during this "apprenticeship like relationship" . Then tacit skills could be learned and practiced by the individual employee, with the team providing a forum for the creation and sharing of knowledge. Supervisors as facilitators of knowledge sharing could provide an important communication link that activates the process of individual tacit knowledge into shared collective tacit knowledge.

## **METHODOLOGY OF STUDY:**

The methodology involves mostly qualitative in nature with observable behaviors. The Data taken from the literature, journals, internet, newspapers, articles, published at national and international level are also referred for the purpose. This research work is in the form of "ex-post-facto" study in which the researcher tried to study the existing perception of potential HR practices, concept, philosophy, and measures etc. without manipulating in any way the scenario as it stands presently in industry.

## **ANALYSIS AND DISCUSSION:**

- Developing a culture of collaboration and sharing
- Aligning interest and incentive structures with knowledge sharing goals through effective KPI programs
- Developing an organisational capability, maturity and capacity to execute effective change.
- Establishing Opportunities for Interactions
- Establish a Mentorship and/or Coaching Program
- Through recruitment and selection strategies, the organization can fill the organization's knowledge gaps

## **The following Table 1:**

Knowledge transfer mechanisms in organisations & the Role of HRM is how to transfer knowledge between people depending upon the type of knowledge, Nature of task, and task situation while using best practices.

<b>Knowledge Transfer and HR Role</b>	<b>Serial Transfer</b>	<b>Near Transfer</b>	<b>Far Transfer</b>	<b>Strategic Transfer</b>	<b>Expert Transfer</b>
Definition	The Knowledge a team has gained from doing its task in one setting is transferred to a different setting	Explicit Knowledge a team has gained from doing eloquent and repeated task is reused by other teams doing very similar task	Tacit knowledge a team has gained from doing a non-routine task is made available to other teams doing similar work in another part of the organization	The collective knowledge of the organization is needed to accomplish a strategic task that occurs infrequently but is critical to the whole organization	A team facing a technical question beyond the scope of its own knowledge seeks the expertise of others in the organization
Nature of the task	Frequent and non-routine(Similar task)	Frequent and routine(Similar task)	Frequent and non-routine(Similar task)	Infrequent and non-routine(different task)	Infrequent and routine(different task)
Type of knowledge	Tacit and Explicit	Explicit	Tacit	Tacit and Explicit	Explicit
Transfer of Knowledge	Meeting regular and locally Each team member participates in the meeting	Knowledge disseminates electronically	Knowledge communities across the organization	Knowledge identified by the senior managers; Knowledge expert collect and interpret knowledge	Online forum
The role of HR	Ensuring organizational climate for Collaboration and sharing knowledge	Establishing Knowledge Management Systems	Establishing opportunities for Interactions Through recruitment and selection strategies, the organization can fill the organization's knowledge gaps	Establishing Mentors and Coaches through succession planning	Continuous Training &Development programmes.Learning organization.

**CONCLUSION:**

Transfer of knowledge does not denote a full replication of the knowledge in the receiving unit. Indeed, HRM plays a vital role as a facilitator, knowledge is often modified in the the key element of knowledge receiving unit. HRM ensure alignment among an organization's mission, statement of ethics, and policies. It should be directed toward creating an environment of transferring and using knowledge with full understanding of the competitive consequences. Furthermore, HRM must nourish a culture that embraces getting the right information to the right people at the right time.HRM is an Experience Creator HRM should also create the "ultimate employee experience." That is, by transforming tacit knowledge into explicit knowledge through education, organizations must build employee skills, competencies, and careers, creating "bench strength."

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