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Employ the Knowledge Accumulation of Human Resources in Strategic Performance

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Abstract:

The main purpose of this research is to diagnose the role of the Knowledge Accumulation of Human Resources KAHR in Strategic Performance SP, and for that, the research was applied to the represented sample by the administrative leaders consisting of (108) individuals distributed according to their positions and the organizational structure of the ministry. Correlations, effects, and benefits from generalizing the results in the field of research. The research involved a mixed-methods approach through two stages. During the first stage, the researcher gathered quantitative data from a questionnaire. The second stage gathered qualitative data to explore the survey results more deeply by conducting individual interviews with a sub-sample of 12 who are working at the Higher Institute for Security and Administrative Development HISAD in the Iraqi Interior Ministry. In order to answer questions of the research problem and reach the goals to be achieved, this research used many statistical methods, such as regression coefficient, correlation coefficient, weighted arithmetic mean, standard deviation, and coefficient of variation. In addition to several figures and illustrations show the relationship between the research variables and their dimensions. The research showed several important results representing statistically significant effect of KAHR on SP. In the end, the research provided many recommendations was the most vital that the Higher Institute for Security and Administrative Development should confirm and invest in the KAHR in enhancing its strategic performance.

Paper type: Research paper

Keywords: Knowledge Accumulation KA, Human Resources HR, Strategic Performance SP.

1.Introduction

Human resource represents the main engine for achieving the success that the organization seeks within the framework of the environment in which it operates within its borders. Competitiveness of its own, and Strategic Performance SP is one of the most vital indicators through which it is possible to stand on the ability of the organization to accomplish the goals it seeks. Enhancing its SP, and achieving this idea, the research was divided into three parts, the first part focused on the methodological lines of the research, the second part discussed the most important intellectual and applied starting points for the research, and finally, the third part came to discuss the most important results of the research.

1.1 Literature review

There are several studies on knowledge accumulation:

Kang et al (2019) used the most important effects of adopting knowledge accumulation strategies in promoting the growth of companies through quantitative data, on several Korean manufacturing companies, and the data were historical for the period from 1985 to 2014, and reviewed the most important results. KA strategies play an important role in enhancing the ability of companies to grow, through their relationship to experience and experiment.

Hussein (2021) proved diagnosis of the role played by the KAHR in reducing the behaviour of strategic deception and the community was Al-Rafidain University College. As for the sample, it was 89 of its employees, and the descriptive-analytical method and a questionnaire were used to collect data and the study results came out with them.

Ahmed (2021) determined the level of KA and its effectiveness in the arena of knowledge assimilation, sharing, integration, and the extent of the bank's interest in organizational inventiveness, particularly in the practices of exploring and exploiting opportunities. The community was the private commercial banks in Baghdad, or the sample, represented by (150) managers from the upper and middle departments. The descriptive analytical approach will be used, as a questionnaire for data collection. The most important results will be the growing awareness towards improving organizational ingenuity, especially in developing countries, as they opened their economies towards the world, and this is what made banks compete by building knowledge accumulation.

In addition, there are several studies on strategic performance SP:

Gelderman, et al (2016) used the diagnosis of the mediating role of technological uncertainty in the relationships between the dimensions of social capital and SP. The study population consisted of 88 European manufacturing companies. The sample included 290 working managers. The descriptive analytical approach was used as a questionnaire for data collection. He reviewed the most important results and the existence of a positive relationship between social capital and performance. strategy and that this relationship is reinforced by the mediating role of technological uncertainty.

Hieu and Nwachukwu (2019) explained the process of assessing the impact of strategy evaluation on the service provider in a community consisting of mobile telecommunications companies in Nigeria. The sample included 105 employees in the company, using the descriptive analytical approach. One of the most important findings of the study is that 'Communications' adopts an approach in strategy evaluation that has a significant and positive impact on its strategic performance."

Hassan and Khaled (2022) showed how to identify the level of democratic, autocratic, and free administrative leadership styles and their impact on strategic performance. With its autocratic, democratic, and free patterns, it had a significant effect at the statistical level of 0.01 on the strategic performance of the Badrar Electricity and Gas Sonelgaz Corporation.

Also, there are several studies linking KA and SP :

Kim et al (2012) explained how the impact of entrepreneurship on the level of the company's performance was used through the mediating role of knowledge integration through the existing community for the private companies of the Korean Chamber of Commerce and Industry. The study sample included 600 individuals working in the private companies of the Korean Chamber of Commerce and Industry through the analytical descriptive approach. The questionnaire will be used to collect data and the most important results will be presented. How does entrepreneurship play a role with them in enhancing the performance of organizations. This role is enhanced through the mediating role of knowledge integration as one of the main components of the KA of human resources.

Chen and Chen (2018) chose the most effective path within the complex innovation system, taking into account the factors influencing it, of which KA is the most important. All data used in this study were obtained from the Chinese Statistical Yearbook on the High Technology Industry and the Chinese Statistical Yearbook 2006-2015. KA has an important role in determining the most important paths that companies focus on when implementing their innovative activities, the results of which contribute to enhancing their ability to meet the required performance indicators.

The problem of this research can be summarized by asking the following main question: Does the administration at the Higher Institute for Security and Administrative Development realize the importance of employing the accumulation of knowledge of human resources working for it to raise the level of its SP?

The objective of this research is to accomplish a main goal, which is to discover the level of management interest within the higher Institute for development, security, and administration in investing in the accumulated knowledge of its human resources, in order to meet its strategic performance indicators and standards.

2. Material and Methods

After identifying the context of the issue that the study seeks to address as well as determining its main objectives, the analytical descriptive approach was determined as a method for applying the current research with its theoretical and applied aspects, as it is compatible with the nature of the phenomenon that the research is trying to study, and then his ideas will be based on formulating the research hypotheses and designing the special hypothetical scheme In addition to identifying the most important tools that will be relied upon in collecting and analyzing research data.

2.1 Research Tools

The research adopted the questionnaire as a main tool in collecting data for its applied side, which was designed based on a set of ready-made indicators that had already been tested in successful organizations, after adapting them using validity and reliability tests to match the nature of the local environment.

2.2 Data Analysis Tools

A set of measures of central tendency was used in conducting the descriptive analysis of the research variables to identify the reality of their application within the researched organization, and then the correlation coefficient and regression were used to discover the correlation and influence relationships between these two variables to test the research hypotheses.

2.3 The Hypothetical Scheme of the Research

The hypothetical framework of the research regarding the relationships and impact exerted by cognitive accumulation of human resources on enhancing strategic performance can be illustrated in Figure (1). The cognitive accumulation scale was adopted based on the study by Ly and Lai (2017), while the strategic performance scale relied on the study by Chavan (2009).

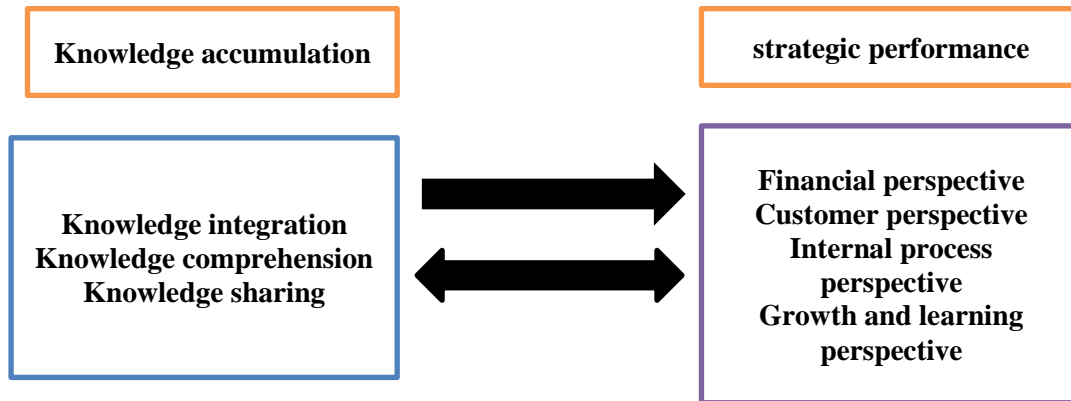


Figure 1: Hypothetical scheme of this research

2.4 The Research Hypotheses

The first main hypothesis: There is a correlation at the level of (0.05) between the KAHR and SP.

The second main hypothesis: There is a significant effect at the level (0.05) of the KAHR on SP.

2.5 The Concept of Acquisition of Human Resource Knowledge AHRK

AHRK is generally used in many areas compared to those commonly used in intellectual capital as well as in knowledge management, as it includes two main processes (the process of creation, and the process of acquisition) of the knowledge available within and outside the organization (Doraszelski, 2003). Accordingly, KA is a reflection of the knowledge acquisition of a phenomenon that becomes more important than the amount of knowledge required for human resources that need knowledge in the implementation of their operations and activities, and then one of the phenomena that began in conjunction with the era recently is the use of electronic media to provide information and data more easily than Before (Dong, 2006) contemporary organizations also face intense competition with other competitors, which helps them to survive, grow, and sustain their competitive advantage by investing the expertise, skills, and knowledge available to human resources and how to use them in current work practices, whether large or small, to gain a competitive advantage only (Hu et al, 2009), that is, in other words, the accumulation of knowledge is a process that focuses on sources of knowledge (internal and external), and includes dynamic kinetic energy that changes the speed of direction, is characterized by vitality, and the global ability to change and renew (Henning et al, 2013) and if the developments at the present time resulted in a clear distortion in the concept of KA in a way that took a basic cumulative meaning with scientific and technical progress, as it was the first major factor in the gap between the group of industrially developed countries and other countries (Van Long et al, 2014). After examining the previous concepts, the researcher believes that KA can be defined procedurally for the current research as the process in which knowledge integration is achieved between workers within the organization by absorbing the knowledge available to them, as a result of the accumulated functional and personal experiences that are shared, by official relations. And informal within the organization, which entails the creation of knowledge of high value to them and their organization, is difficult for competitors to emulate or imitate.

2.5.1 Dimensions of Knowledge Accumulation

2.5.1. Knowledge Integration

Knowledge integration as one of the main dimensions of the KAHR refers to the coordinated application of individual specialized expertise in the accomplishment of tasks and duties at the level of the organization, as experience is integrated when at least one information from one individual is used with the experience of another member of the team to accomplish the mission of the organization, and from then, the integration of knowledge refers to the understanding and experiences of different individuals at the level of the organization to make it usable in the form of an integrated system (Tiwana and Mclean, 2005), and accordingly the successful implementation of organizations and the development of services depends largely on how to achieve knowledge integration of their human resources, but the main problem in this area is how to achieve the most effective integration of specialized knowledge of human resources at the lowest cost achievable, as well as organizational actions arising from the accumulation of experiences cause predictable patterns of collective behaviour. Therefore, they are appropriate integration mechanisms in stable environments that support routines to deal with complex sequences and simultaneous and diverse factors (Enberg and Lindkvist, 2006). It is possible to refer to the integration of knowledge as a process of coordinating the specialized knowledge of human resources, which involves tacit knowledge, in the sense that it describes integration as coordinating, which is an equally open concept for all members of the organization to expand their knowledge process, and solve collective problems to coordinate the knowledge and personal experience of individuals. Accordingly, cognitive integration is largely in line with contemporary views of organizational coordination as managing dependencies between activities using information transfer processes and collective decision-making (Haddad and Bozdogan, 2009).

2.5.1.2 Knowledge Comprehension

The potential of an organization to gather and analyze data relevant to its procedures from sources inside and outside is known as knowledge assimilation., in a way that offers out the foundations for utilizing and setting newly acquired information (Kayes et al, 2005). Knowledge is also absorbed via the procedure of investigating the inconsistency that happen in the variables of the exterior setting. Internally, too, because businesses need to continue with these adjustments, understand the factors enhancing the assimilation of knowledge, and discuss their consequences (Liefner et al, 2012). It is also possible via the process of absorbing information to improve the capabilities and abilities of human resources, altering them so that it helps the company function better, and then producing knowledge. As a result, without effective knowledge uptake, the organization is unable to impart knowledge to its people resources. (Yao et al., 2013).

2.5.1.3 Knowledge Sharing

Knowledge sharing constitutes one of the main dimensions through which we will try to study knowledge integration, as the roots of knowledge sharing go back to the study of knowledge sharing related to technology transfer and innovation, as well as explanations related to the success or failure of organizations in promoting economic growth, and accordingly, knowledge sharing leads to the organization's mastery of activities and processes implemented, as well as the introduction of product designs, manufacturing processes, and new organizational designs to it, and knowledge sharing refers to a dynamic learning process that reflects organizations' continuous interaction with stakeholders related to their operations (Cummings, 2003). Knowledge sharing has been defined as the process of transferring ideas, visions, solutions, and experiences from one person to another, exchanging information from the source of its origin to the place of its connection, and enhancing interaction between its users (Chai and Kim, 2010). This definition confirms an important idea, which is that knowledge sharing focuses on in general, the process of transferring knowledge between individuals to reach a high level of performance within the platform and to compete with others. Knowledge sharing across

organizational boundaries of the organization was also studied, and in various areas, highlighted by the production of newly produced goods and their release of advanced software to them, as well as structures based on teamwork and networking relationships, business intelligence, and the challenges of remote communications. However, knowledge sharing includes two parts, the first at the micro level between individuals, and the second at the inter-organizational level, through the translation of accurate practices that constitute a modern phenomenon with strategic implications (Loebbecke et al, 2016). It means sharing knowledge by everyone within the organizations, whether the knowledge is acquired or developed, as every person within the organization knows what others know, and the experience for each person is easily accessible to all (Al-Naimi and Atheeb, 2016). Sharing knowledge is new knowledge shared between individuals or between systems (Al-Taie and Aliwi, 2019).

2.6 The Concept of strategic performance (SP)

The concept of SP has gained increasing attention since the first moments of the emergence of management, and the degree of interest in it has increased in recent decades due to environmental developments, as this concept has spread in almost all areas of organizational and human activity. (Wright and Taylor, 1994) Emphasized that SP is the goal that an organization seeks to ensure access to the required results, through creativity and innovation in work, and then develop an appropriate strategy to achieve its goals with efficiency, effectiveness, and the lowest costs (Lusthaus and Adrian, 1998). That is, in other words, the SP is represented by the desired results, which the organization seeks to achieve in the long term (Wheelen and Hanger, 2000), and here the importance of achieving this type of performance emerges because its results extend to a long term compared to other types of performance. This performance, in general, is one of the most important foundations for the existence of individuals, organizations, and even international entities, which depends on their effectiveness, success, or failure, and plays a fundamental role in their survival in light of the continuous adaptation to the requirements of the external environment to ensure the implementation of strategies (Sriberg, 2002), as was indicated by (Saeed, 2005). Focusing on the entrance to decision-making performance, in general, is directed to three main types: administrative performance, operational performance, and SP, which refers to the evaluation and testing of the organization for the environment in which it operates and its effectiveness in adapting to it. On the other hand, the researcher stressed (Lau, 2013), and the balanced scorecard is used in organizations that can implement a new strategy quickly, which leads to improving SP (Al-Kubaisi and Al-Azzawi, 2014), that performance, in general, is represented by three areas, which are the field of financial performance, the field of operational financial performance, and the field of organizational effectiveness, which, through their integration with each other, constitute the SP of the organization.

2.6.1 Dimensions of Strategic Performance

2.6.1.1 Financial Perspective : As indicated by (Quesado et al, 2018), the value of SP can be increased through the ability of organizations to implement their strategy and increase their performance and overcome the limitations of financial indicator systems, and portray the value creation processes and critical roles of intangible assets, that is, it describes the many indirect links necessary to link the organization's improvements in intangible assets to the tangible results on the customers and financial aspects of the strategy. Financial practices are represented by relying on quality management in business performance on design and procurement, and reliance is placed on the supply chain that clearly defines the criteria for evaluating suppliers and integrating performance principles within economic standards through an important contribution to achieving SP (Eikeleenboom and Dejong, 2019), This dimension is used to diagnose the ability of the organization to manage its financial affairs to achieve the necessary benefits and support the investment process (Khamis and Salman, 2020).

2.6.1.2 Customer Perspective: This perspective focuses on customer orientation because human resources are in close contact with the beneficiaries of the services they provide and deal with complaints and provide good service and information, they should always have extensive knowledge to solve problems quickly and efficiently (Narayanamma and Lalitha, 2016).

2.6.1.3 Internal Process Perspective : It refers to all functions within the organization and includes communication networks, confirming product specifications, performing on-time delivery, and improving service quality (Pakurar et al, 2019). When examining the perspective of operational or internal processes, the aim is to identify the points of view that play a decisive role in achieving the financial goals and specific customer goals. Traditional tools aim to monitor and improve current processes (Bajnai and Popovics, 2020).

2.6.1.4 Growth and Learning Perspective: this perspective maps out some of the big learning goals, as something closely related to the current challenges, as the organization must stop other learning processes, on the contrary, this perspective only serves as a compass to focus on the most important learning efforts, as Insights, improvements, and systematic learning should still be implemented in every iteration of the business. In other words, from this perspective, we must explain what the organization must learn to meet customer needs, improve business processes, and achieve financial goals. Learning and growth perspectives are a phased process where the organization needs to consider the views of its human resources about their requirements which helps in their retention along with engagement and commitment (Narayanamma and Lalitha, 2016).

2.7 Descriptive Analysis of Research Variables

2.7. 1 Characterization and Analysis of the Knowledge Accumulation Variable of Human Resources

The researcher presents in Table (1) the description and analysis of the dimensions of knowledge accumulation, which consists of three dimensions (Knowledge integration, Knowledge comprehension, and Knowledge sharing) as the first order was for knowledge integration dimension with a relative coefficient of difference (13.94%) and the mean is (4.170), i.e. excellent accessibility and an average deviation of (0.581), indicating that the sample's perception of the availability was uniform and constant of knowledge integration dimension in the researched organization. And that the second order was for the dimension of knowledge comprehension with a relative coefficient of difference (16.21%) and an arithmetic mean of (4.030), i.e. excellent accessibility and an average deviation of (0.653), i.e the sample's viewpoint was shared. and homogenous with regard to the availability of dimension of knowledge comprehension in the researched organization. While the third-ranking was for the Knowledge sharing dimension with a relative coefficient of difference (18.18%) and an arithmetic mean of (3.963), i.e. excellent accessibility and an average deviation of (0.720), i.e. The sample's view was clear and reliable with regards to the availability of Knowledge sharing dimension in the researched organization.

Table 1: Description and analysis of the dimensions of the cognitive accumulation variable

T	Dimensions	Arithmetic mean	Standard deviation	Coefficient of difference	Arrangement
1	Knowledge integration	4.170	0.581	% 13.94	1
2	Knowledge comprehension	4.030	0.653	% 16.21	2
3	Knowledge sharing	3.963	0.720	% 18.18	3
	knowledge accumulation variable	4.054	0.560	% 13.81	

2.7.2: Analysing and Characterizing the strategic performance Variable

The researcher provides a description and analysis of the aspects in Table (2) of the SP variable, which consists of four dimensions of Whereas, the first order was for the Internal process perspective dimension with a relative coefficient of difference (10.88%) and an arithmetic mean of (4.246), i.e extremely accessibility and an average deviation. It is (0.462), that is, the sample's view was clear and reliable with regard to the availability of the internal operations perspective dimension in the researched organization. The second order was for the Growth and learning perspective dimension with a relative coefficient of difference (11.51%) and an arithmetic mean of (4.233), i.e extremely high accessibility and an average deviation of (0.487), which means the sample's view was clear and reliable with regards to the availability of the Growth and learning perspective dimension. As for the third order, it was for the customer perspective dimension with a relative coefficient of difference (11.99%), with an arithmetic mean of (4.202), i.e extremely high accessibility and an average deviation of (0.504), i.e. The sample's view was clear and reliable with regards to the availability of the customer perspective dimension. The fourth rank was for the financial perspective dimension with a relative coefficient of difference (15.21%), with an arithmetic mean of (4.011), i.e Extremely high accessibility and an average deviation of (0.610), i.e The sample's view was clear and reliable with regards to the availability of the financial perspective dimension.

Table 2: Characterization and Analysis of the Dimensions of the SP Variable

T	Dimensions	Arithmetic mean	Standard deviation	Coefficient of difference	Arrangement
4	Financial perspective	4.011	0.610	%15.21	4
5	Customer perspective	4.202	0.504	%11.99	3
6	Internal process perspective	4.246	0.462	%10.88	1
7	Growth and learning perspective	4.233	0.487	%11.51	2
	strategic performance variable	4.173	0.439	%10.51	

2.8 Hypothesis Testing

2.8.1 Correlation Analysis: The researcher offers to test the correlations between the independent variable KA and the dependent variable SP, by testing his main hypothesis.

2.8.1.1 (There is a correlation between the KAHR and SP at a (0.05) level, testing the first main hypothesis.)

It is evident from Table 3 that the first main hypothesis—that there is a significant correlation between KA and SP within the Higher Institute for Security and Administrative Development—is accepted because the correlation coefficient between KA and SP is (0.664**) when the statistical significance is (0.000), which is less than the test's approved significance level of (0.05).

Table 3: Values of the Correlation Coefficients for the Relation between KA and SP

Correlation Coefficient	Degrees of Freedom	Moral
**0.664	108	0.000

2.8.2 Influence relationship analysis: The researcher offers to test the influence hypotheses that he previously set, which he will investigate through the following simple linear regression equation:

$$\hat{Y} = \alpha + \beta X$$

Where α is the constant term of the equation, while β is the marginal slope of the equation, \hat{Y} is the dependent variable and X represents the independent variable.

2.8.2.1 Testing the second main hypothesis: (There is a significant effect at the level (0.05) of the KAHR on the SP)

Since the (F) calculated for the accumulation of knowledge in SP is (83.380), It can be concluded that it is greater than the tabular one because the calculated significance value (0.000) is less than the test's permitted significance level of (0.05), and because the determination coefficient (R²) is equal to (0.440). Among these, it is evident that the proportion (44%) of emergency changes in SP is explained by the accumulation of information, and the remaining (56%) of this percentage is caused by factors that are still being investigated.

The fixed limit's value was (2.065), the lowest value for SP, while the marginal tendency's value was (0.520), with its significance being (0.000), less than (0.05), which is significant. This means that an increase in KA has a direct, 52 percent increase in SP. The second primary hypothesis—that there is a considerable impact of KA on SP inside the Higher Institute for Security and Administrative Development—is true based on the information presented above.

Table (4) Effects Knowledge Accumulation Indicators in SP

α	β	T	moral t	R ²	F	F morale
2.065	0.520	9.131	0.000	0.440	83.380	0.000

3. Discussion of Results

- i. The security institution in the field of application can achieve the integration of its knowledge, and the human resources working for it, with a high degree in statistical terms, as it achieved the value of the arithmetic mean of (4.170), which is higher than the value of the hypothetical mean (3) and indicates its interest in building capital. My knowledge helps its human resources and helps them adapt to changes in the environment through what they possess of experience, knowledge, and skills, and this is confirmed by the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low scattering towards them, as they reached the values of (0.581) and (13.94%), respectively. Accordingly, the use of cognitive integration in identifying trends, analyzing situations, and making appropriate decisions within the organization is good and acceptable from a statistical point of view.
- ii.]It turns out that the security institution in the field of application can achieve its knowledge absorption, and the human resources working for it, to a high degree statistically, as it obtained by using a group of programs and standards created and linked to the new information, the arithmetic mean came to (4.030), which is higher than the value of the hypothetical mean (3). Additionally, it demonstrated the institution's value and its acceptance through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low dispersion towards it, as it reached values (0.653) and (16.21%), respectively, the trainees benefited from the acquired knowledge and applied it in their daily work, achieving their goals in improving performance and increasing credibility that the institution is making direct improvements related to cognitive understanding.

- iii.** The results showed that the security institution possesses the ability to achieve knowledge sharing of its own and the human resources working for it to a high degree statistically, as it achieved the arithmetic mean value of (3.963), which is higher than the hypothetical arithmetic mean value (3), through the use of training programs that pay attention to Encouraging the sharing of knowledge among individuals and spreading their culture within them. It also proved its importance in the organization and its adoption through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low dispersion towards it, as it reached values (0.720) and (18.18%), respectively, as it is one of the basic elements of success in work and uses several moral and material motivational tools, rewards and appreciation certificates promotions, etc., to share knowledge and experience among individuals.
- iv.** The security institution can achieve the accumulation of knowledge of human resources working for it with a high degree in statistical terms, as it achieved The arithmetic mean was calculated to be (4.054), which is more than the fictitious arithmetic mean's value of (3). As a result, it is interested in the constant and periodic performance of its human resources employing standards and indicators. They use a variety of resources, including individual performance evaluations, group performance evaluations, training and development costs, and others, to improve the sharing of information. Additionally, it demonstrated the institution's value and its acceptance through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low scattering towards it, as it reached values (0.560) and (13.81%).
- v.** It turns out that the security establishment possesses the ability to achieve its financial perspective with a high degree in statistical terms, as it achieved the value of the arithmetic mean of (4.011), which is higher than the value of the hypothetical mean (3) through training programs that are interested in improving and developing to provide offering to fulfill needs of the beneficiaries of Its services and facilitates all administrative procedures to save time and effort and reduce costs related to the provision of services, which contributes to improving the satisfaction of beneficiaries. It also proved its adoption and significance inside the organization through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low scattering towards it, as it reached values (0.610) and (15.21%).
- vi.** 6- The results show that the security institution can achieve the customer's perspective with a high degree of statistical point of view, as it is achieved through the use of educational and training leaders with extensive knowledge, skill, and excellent qualifications in a variety of sectors, the arithmetic mean came to be equal to (4.202), which is higher than the value of the hypothetical mean (3). Additionally, it demonstrated the institution's value and its acceptance. through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low dispersion towards it, as it reached values (0.540) and (11.99%). the needs of the trainees.
- vii.** The security institution can achieve the perspective of its internal operations with a high degree of statistical point of view, as it achieved the value of the arithmetic mean of (4.246), which is higher than the value of the hypothetical mean (3), where all procedures and operations that take place are documented to ensure the effective workflow. The standards agreed upon in the institution established an administrative system that organizes all operations and documents them in an effective and orderly manner that facilitates the process of review, analysis, and continuous improvement to the implemented procedures and adheres to quality standards in improving services to beneficiaries. It also proved its adoption and significance inside the organization through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low scattering towards it, as it reached values (0.462) and (10.88%).

- viii. It turns out that the security institution can achieve growth and learning with a high degree of statistical, as it achieved the arithmetic mean (4.173) in value, which appeared higher than the value of the hypothetical arithmetic mean (3) through which the organization selects training programs that are interested in improving the quality of the personnel working in it. And improve and develop to provide offerings to fulfill the needs of the beneficiaries of its services and facilitate all administrative procedures to save time and effort and reduce costs related to the provision of services, which contributes to improving the satisfaction of the beneficiaries. It also proved its adoption and significance inside the organization through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low scattering towards it, as it reached values (0.487) and (11.51%).
- ix. The security institution can achieve SP with a high degree from a statistical point of view, as it achieved the arithmetic mean (4.173) in value, that appeared higher than the value of the hypothetical arithmetic mean (3). Therefore, it cares about utilizing financial standards and indicators to continuously and sporadically assess the performance of its human resources and cares about the beneficiaries of The various services including internal processes, development of growth, and learning for all the individual performance reviews, group performance evaluation, costs associated with training and development, and others. Additionally, it demonstrated the institution's value and its acceptance through the value of the standard deviation and the coefficient of difference, which confirmed the high harmony and low scattering towards it, as it reached values (0.439) and (10.51%).
- x. It is clear that the KA variable is directly related to the SP variable at the Higher Institute for Security and Administrative Development, as the (F) calculated for cognitive accumulation in SP is (83.380), by assuming that the calculated significance value (0.000) is less than the test's approved significance, which is (0.05), and that the value of the coefficient of determination (R²) is (0.440), it is greater than the tabular one and now, it is evident that the fixed limit was set at 2.065, and that the knowledge base accounts for 44% of the changes in the SP. The remaining 56% of the variations in the SP are explained by variables that have not yet been researched, which is the lowest value for the SP, while the marginal tendency's value is (0.520) and its significance is (0.000), less than (0.05), which is significant, indicating that the rise in KA causes a direct increase of (52%) in SP.

4. Conclusions

- i. Security establishment possesses knowledge capital that helps its personnel and helps them adapt to changes in the environment through their experiences, knowledge, and skills, and the use of knowledge capital in identifying trends, analyzing situations, and making appropriate decisions.
- ii. The results showed that security institution for training pays attention to encouraging the sharing of knowledge between individuals and considers it one of the basic elements of success in work and uses several moral and material motivational tools, rewards, certificates of appreciation, promotions, etc., to share knowledge and experience among individuals.
- iii. It turns out that Security Training Corporation is interested in improving and developing to provide offerings to fulfill the needs of the beneficiaries of its services and facilitate all administrative procedures to save time and effort and reduce costs related to the provision of services, thus contributing to improving the satisfaction of the beneficiaries.
- iv. It is clear that the institution documents all the procedures and processes that take place in it to ensure the effective functioning of work according to the standards agreed upon in the institution.

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توظيف التراكم المعرفي للموارد البشرية في الاداء الاستراتيجي

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مستخلص البحث:

الغرض الرئيسي للبحث هو تشخيص دور التراكم المعرفي للموارد البشرية في تعزيز الاداء الاستراتيجي ، ومن أجل ذلك تم تطبيق البحث على المجتمع المتمثل في القيادات الإدارية المكونة من (108) أفراد موزعين حسب مناصبهم وحسب الهيكل التنظيمي للوزارة. الارتباطات والتأثير والاستفادة منها بتعميم النتائج في مجال البحث. كما تم استخدام الاستبيان كأداة رئيسية لجمع البيانات والمعلومات ، بالإضافة إلى المقابلات التي تمت والزيارات التي تمت للمعهد العالي للأمن والتنمية الإدارية. والتأثير في الإجابة عن الأسئلة المتعلقة بمشكلة البحث والوصول إلى الأهداف المراد تحقيقها. تم استخدام عدة طرق إحصائية ، مثل معامل الانحدار ، ومعامل الارتباط ، والمتوسط الحسابي المرجعي ، والانحراف المعياري ، ومعامل الاختلاف ، بالإضافة إلى عدة أشكال ورسوم توضيحية لإظهار العلاقة بين متغيرات البحث وفرعها. أبعاد. وقد تم التوصل إلى النتائج التي تم الحصول عليها ، وكان من أبرزها وجود أثر ذي دلالة إحصائية لتراكم المعرفة للموارد البشرية على الاداء الاستراتيجي. ومن خلال ذلك ، تمت التوصية بضرورة قيام المعهد العالي للأمن والتنمية الإدارية بتأكيد واستثمار التراكم المعرفي للموارد البشرية في تعزيز أدائها الاستراتيجي.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: التكامل المعرفي، الموارد البشرية، الاداء الاستراتيجي.