

The Impact of the Management of the HR and Knowledge Sharing on the Institutional Sustainability: Survey Study in the Company of Asiacell for Communications

Layla Jameel Abbas Al-Daaj

Middle Technical University – Kut Technical Institute - Kut - Iraq

Abstract

The study aimed at identifying the importance of the management of the HR that is represented by the planning of the HR, the selection, employing, stimulating, training of the employees and evaluating the performance of the in the company of Asiacell for communications in Iraq and knowledge sharing among the employees and its impact on the institutional sustainability. A questionnaire was distributed on a random sample of the employees of the company of Asicell company in four Iraqi provinces and the means of descriptive statistics were used to test the research hypotheses. The study has arrived at the findings that there is a significant statistic impact for knowledge sharing on the institutional sustainability as far as the economic, social and environmental dimensions, as well as the presence of a statistically significant impact of human resources management on knowledge sharing, whereas a heightening level of the performance of the employees due to the transferring and exchanging of knowledge among the employees of the company under study.

Introduction

The human resources is an important factor in any organization whether it was a service company or a productive one, therefore one can observe the increasing attention that is paid for how to manage this important resource for the influence that it has on the activity of the organization, hence, the organizations and especially the private companies have cared for attracting the human resources that has a considerable amount of knowledge which facilitate implementing the tasks that are assigned to them, as well as developing the skills of the employees, training them, and stimulating them to acquire additional skills from others through involving them in trainings or groups of works through which exchange and transfer of knowledge is done among them for the purpose of achieving the aims that the organization strives

to achieve among the most prominent of these is the sustainability of the organization's work and its competition with similar organizations in activity. Companies are an essential component of the economies of countries, so we found it necessary to choose one of the companies, which is Asiacell, one of the important communication companies in Iraq. The researcher has chosen to apply this research to the employees of this company in four Iraqi provinces (Babil, Karbala, Muthanna, and Qadisiyah)).

This study consists of four topics. The first topic is concerned with research methodology and includes the research problem, the importance of the research, the objectives of the research and the research hypotheses. As for the second topic, it deals with the theoretical aspect that clarifies the research variables represented by (human resource management, knowledge sharing and institutional sustainability) In terms of concept, significance and objectives, the third topic deals with the practical side of the research, and the fourth section explains the most important conclusions reached by the research and made the necessary recommendations.

The First Topic Research Methodology

(I) The Problem Statement:

The problem statement lies in answering the following questions:

- 1- What are the intellectual foundations of the research topics and its variables?
- 2- What is the nature and level of the dimensions of human resource management, knowledge sharing and institutional sustainability of the research sample?
- 3- Is knowledge sharing available in the research sample?
- 4- Is there an impact relationship to human resource management and knowledge sharing on organizational sustainability?

(II) The Significance of the Study

- 1- Establishing an organizational culture that stems from the necessity of pursuing sustainability as a basic pillar to face the accelerating environmental challenges.

- 2– Defining the importance of human resources management, the process of knowledge sharing and sustainability, as variables of paramount importance in corporate management, specifically in Asiacell Communications – Iraq.

(III) The Objectives of the Study

- 1– Identifying the extent of contribution of the research sample to knowledge sharing as one of the most important knowledge management systems processes.
- 2– Knowing the degree of influence between human resource management and knowledge sharing on institutional sustainability variables.

(IV) The Hypotheses of the Study

- The First Major Hypothesis.

(H0): "There is no statistically significant effect of human resources management in all its dimensions on the institutional sustainability (the economic dimension, the social dimension, and the environmental dimension) at a significance level ($\alpha \leq 0.05$).", against the following alternative hypothesis:

(H1): "There is a statistically significant effect of human resources management in all its dimensions on the institutional sustainability (the economic dimension, the social dimension, and the environmental dimension) at a significance level ($\alpha \leq 0.05$)."

- The Second Major Hypothesis.

(H0): "There is no statistically significant effect of sharing knowledge in its combined dimensions on institutional sustainability (the economic dimension, the social dimension, and the environmental dimension) at a significance level ($\alpha \leq 0.05$).", against the following alternative hypothesis:

(H1): "There is a statistically significant effect of sharing knowledge in its combined dimensions on institutional sustainability (the economic dimension, the social dimension, and the environmental dimension) at a significance level ($\alpha \leq 0.05$)."

- The Third Major Hypothesis.

(H0): "There is no statistically significant effect of human resources management on knowledge sharing at a significance level ($\alpha \leq 0.05$). ", against the following alternative hypothesis:

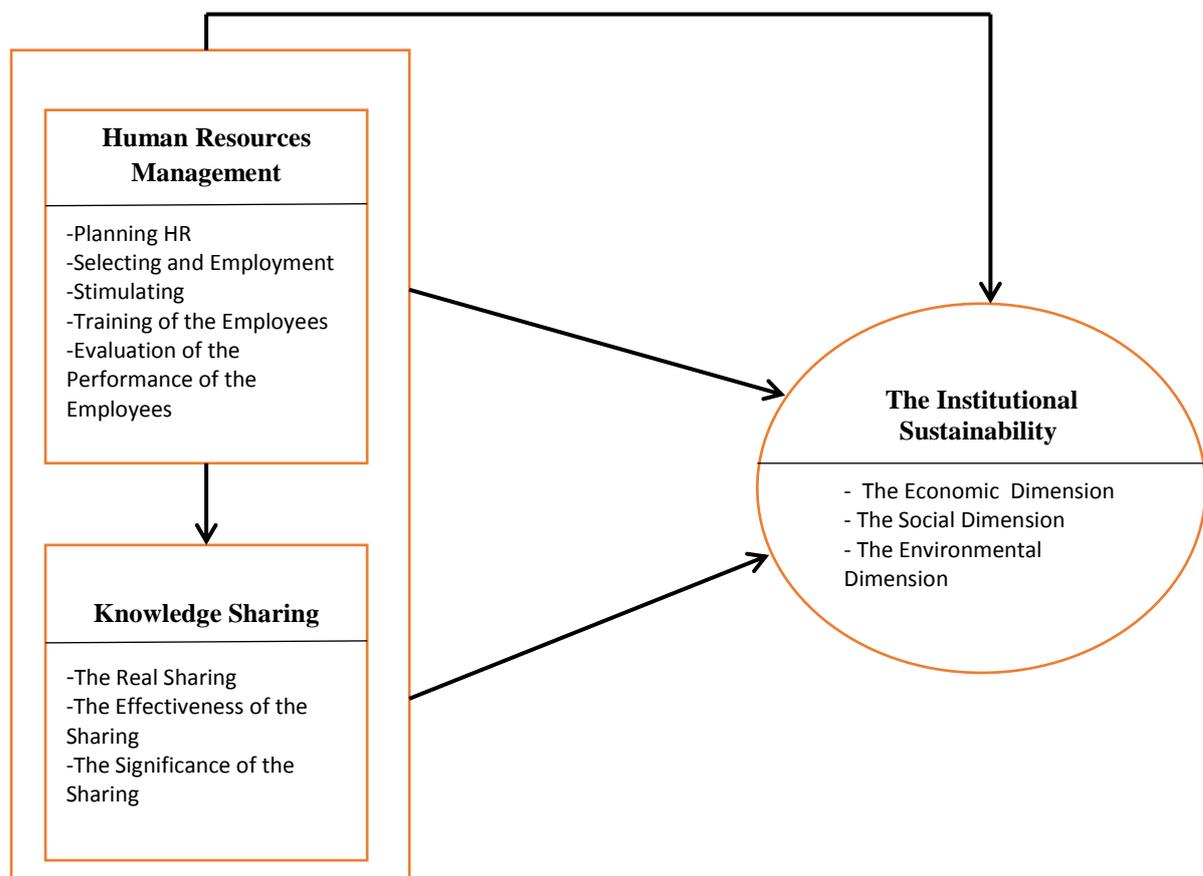
(H1): "There is a statistically significant effect of human resources management on knowledge sharing at a significance level ($\alpha \leq 0.05$)."

- The Fourth Major Hypothesis.

(H0): "There is no joint effect of statistical significance for each of the human resources management in its combined dimensions and the sharing of knowledge in its combined dimensions on the institutional sustainability (the economic dimension, the social dimension, and the environmental dimension) at a significance level (0.05)", against the following alternative hypothesis:

(H1): "There is a joint effect of statistical significance for each of the human resources management in its combined dimensions and the sharing of knowledge in its combined dimensions on the institutional sustainability (the economic dimension, the social dimension, and the environmental dimension) at the level of significance ($\alpha \leq 0.05$)."

(VI) The Sample of the Study



Figure(1) The Sample of the Study

The community of the study represented by the company of Asiacecell for communications in Iraq in a number of the Mid–Euphrates provinces (Babil, Karbala, Almuthana, and Alqadisyah), the sample of the study is represented by the upper and the mid administrations that are about(43) employees.

The Second Topic The theoretical Side

1- The Concept of the Management of Human Resources

(Khroub,2016:26) sees that the management of the human resources is an administrative activity which is independent from of the management functions that concern the human factor, and that what distinguishes it from the other managements in the organizations.(Shaweesh,2007) also has defined it as the activity of the management that is related to determining the needs of the project in form of the manpower and making it available in the specified numbers and proficiency and making the maximum use of them.(Mataria,2016:16). And (Sabrina,13:2015) consider it as the ring of excellence in the chain of the resources whether in the level of the country as a bigger organization or on the level of the institutions as a smaller organization.

2-The Dimensions of Human Resources Management

- **Planning the Human resources:** (Abbass,2011:16) defined it as the process through which the organization can make sure that it has the employees in the suitable numbers and types and in the suitable place and time and they may become able to perform the tasks with proficiency and effectiveness to achieve the goals of the organization. While (Decenzo and Robbins, 1996) defines it as a process of linking future needs with the potential supply of human resources, taking into consideration the current situation and strategic directions. (Al–Hiyasat, 2006: 562) The human resource planning function determines the organization’s human resource needs while determining the numbers and specializations of the individuals required to perform their work more efficiently (Moussa, 1990: 52)

- **Selection and Employment:** (Al–Madhoun, 2005) defines it as a journey to uncover the qualifications of individuals applying for work and develop them at the

same time. It is an opportunity through which both parties, the organization and the individual, get to know the other while not focusing on the negative things that could lead to the failure of the individual during the performance of the job (Adwan, 2011: 45) (Jargon, 2009: 10) considers it a system consisting of inputs that represent the group of applicants, legal and organizational policies and their processes, the application of procedures for selection and appointment. The outputs are expressed in the decision to appoint the new employee. The selection may be on the basis of gender, age, or otherwise, and after filtering the applicants, the organization must appoint the accepted candidates, and the selection will be made by the Human Resources Department, the directors of departments and divisions, or from both sides, and the final decision shall be for the Director General while adhering to the recommendations of the selection committees (Al-Badoor and Nabulsi, 2019: 5).

– **Motivation:** (Alainmeignant, 2000) defines it as the set of factors that motivate the individual to choose the appropriate behavior to achieve goals (Ibrahim and Shawqi, 2017: 255) and (Al-Amiri and Al-Ghalaby, 2007: 459) defines it as the practice followed by management to move the motivations and desires of employees and strive not to satisfy their needs which increases their achievements for the organization. The employees' needs that they want to be satisfied can be identified through knowing the employee's behaviour. The employee's behaviour is affected by the internal and external conditions of work and the motives that direct the employee's behaviour towards satisfying his unsatisfied desires, as well as the goal that the employee seeks to achieve (Nabila, 2009: 12).

– **Staff training:** It is the activity that is concerned with developing and empowering human resources and providing them with the required skills and abilities (Al-Hiti, 2002: 202), and (Abu Al-Nasr, 2007) defines it as the process aimed at providing the trainee with the experience and skill he needs to perform his work better and improve his ability to face problems. Work (Abdul Hakim, 2018: 5) (Zaid Al-Mal, 2016: 19) considers it the planned efforts to define the skills, knowledge and experiences of the trainees and to bring about positive and continuous changes in their behaviour.

Evaluation of Employees' Performance: It is an indication of the assessment of the employees' efficiency and their suitability in carrying out the performance burdens and comparing it with their performance levels in the past periods (Al-

Jasassi, 2011: 109). This function includes all the activities related to the development of the standards used to determine the amount of actual achievement of workers, in terms of quantity and quality, and its conformity with performance. Expecting, identifying deviations and trying without repeating them (Musa, 1990: 53) (Al-Kubaisi, 2010) believes that it is possible to measure the performance of workers in a qualitative or quantitative manner (Al-Samawi, 2014: 56), and (Al-Sabbagh, 2010) he adds that there two important criteria for measuring the performance of workers as follows:

- 1- The elements that are represented by the worker's behavior, personality and personal characteristics within and outside the organization.
- 2- The rates of performance that are related to the job, such as the size of achievement, type of work performed, and the time specified for achieving and knowing the costs of achieving the outputs (Mohammed:71,2017). While (Al-Obaidi, 2003: 33) indicates the possibility of evaluating the performance of workers by placing a relative weight for each element of the work. The performance can also be compared among workers or depending on the results achieved and their conformity with the objectives set for the organization These measures help to determine the level of performance, strengths and weaknesses, and to take appropriate measures to amend deviations from the expected goals (Falih and Abdul Majeed, 2005: 266)

3-The Objectives of the Human Resources

(Michael,2012) determines the following objectives of the human resources:

- 1- Enabling the organization to achieve the goals that the planning seeks to achieve.
- 2 - Maximum utilization of employees' capabilities and energies.
- 3- Orientation towards the quality of employee performance and their commitment.
- 4- The merging of work plans and policies adopted by the human resources department.
- 5- Enhancing organizational strategies in order to achieve compatibility between resources and business requirements through developing policies for individuals.
- 6- Creating an environment that encourages continuous creativity and investing the energies of workers.
- 7- Creating conditions that help business flourish and regenerate.
- 8- Helping the organization to make the best use of technical, informational and practical developments.
- 9- Maintaining a safe and healthy work environment (Al-Khalidi, 2012: 10)

10–Aswathappa (2005) adds personal goals represented in helping individuals achieve their personal goals and actively participate in the organization and not make them leave work, which costs the organization material and human resources that need to be invested (Namsha, 2007: 25)

Second: Knowledge Sharing

1–The concept of knowledge Sharing: Concepts about sharing knowledge varied, and researchers presented various definitions for sharing knowledge. Some believe that the process of knowledge sharing aims to gain new experiences and knowledge, and thus it is a process of knowledge transfer by the receiver of the knowledge, and the table(1) illustrates the concept of knowledge sharing from the point of view of some researchers

Table(1) The Concept of Knowledge sharing

S.No	Name of the Researcher	The Concept
1	Manaf & Marzuki (2009)	A process of learning through exchange of ideas, information and knowledge, and it is associated with the individual's ability to transfer the apparent knowledge and the implied to the others.
2	Wang&Noe,2010:118)	It is the movement of knowledge between individuals in organizations to help others and collaborate with others to solve problems, develop new ideas, or implement policies or procedures
3	(Khadra, 2011: 44)	It is the process of transferring knowledge, both implicit and explicit, between individuals through the use of information technology or direct meetings and conferences
4	(Al-Zubaidi, 2017:112)	The extent of the individual's willingness to do voluntary action represented in offering or displaying his implicit or apparent knowledge and receiving it by the addressee, meaning that it represents an effective communication process that is utilized to the fullest to contribute to its dissemination within .the organization
5	(Zhou & Nunes (2015	As the effective strategy for building competitive advantage.
6	(Shehata, 2019: 18)	Enhance individual belonging to the organization

		and reduce rates of job leaving
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In terms of importance, (Najm, 2011: 511) believes that knowledge, as the most valuable resource in the economy, cannot be transformed into a competitive advantage without participatory work, which carries two basic connotations: knowledge sharing so that the institution works with all its members with the strength of the knowledge it possesses, and the creation of knowledge that It can be accelerated and its results maximized jointly. Knowledge sharing creates opportunities to maximize an organization's ability to meet its needs.

2-Requirements for Sharing Knowledge

There are a set of requirements necessary to ensure the dynamism and effectiveness of the knowledge-sharing process within the organization, the most important of which are listed below (Jujiq, Abidat, 2014: 130)

-The appropriate organizational structure:

Without the exchange of information between individuals, learning cannot take place. Therefore, the organization must strive to build an organizational structure that provides opportunities for transparent knowledge sharing, and allows creating a work environment that supports openness in communication and increased sharing of information (Stephen, 2007: 17)

-**Work Teams:** The knowledge-sharing process requires the formation of a working group dominated by mutual trust between members, characterized by effective communication as a result of feedback and the ability of members to exchange ideas easily.

-**Effective leadership:** It is that leadership that supports and directs members, and is characterized by effective communication as a result of nutrition and the ability of members to exchange ideas easily.

-**Knowledge stores:** They are the stores in which external and internal knowledge are stored electronically in one location to facilitate the direct connection when needed by individuals The management of knowledge stores is considered one of the mechanisms that ensure knowledge sharing by organizing the process of

knowledge flow and providing individuals with details of various tasks (Al-Hamdani, 2018: 118)

- **Information and Communication Technology:** It is considered as an effective mechanism in managing knowledge stores and activating knowledge sharing among individuals through forming virtual work teams.
- **Training:** Attention must be paid to training workers on the use of specialized methods and tools in knowledge work systems for the purpose of improving the process of knowledge sharing (Asmahan and Ibrahim, 2011: 11)

The Dimensions of Knowledge Sharing

Researchers have varied opinions about the factors that affect the knowledge-sharing process, which usually involve individual factors, for example (lack of confidence and fear of losing power), organizational factors, for example (lack of effective leadership, inadequate reward system, and loss of opportunities for sharing) and technological factors, for example information technology. Suitability and inappropriate training systems (Ipe, 2003: 340) The current research relied on three dimensions of knowledge sharing based on a number of studies and research (Usono et al., 2007) requirements of the :and on the researcher's conviction of their suitability and the current research, namely:

–**True sharing:** The term knowledge sharing refers to the ability of individuals to transfer their implicit and explicit knowledge to others and the ability of others to receive and understand it. This process refers to the organizations' endeavor to acquire knowledge from its various sources and publish it, as knowledge-sharing processes take place through the dissemination of best practices, and the development of a real desire among individuals to learn through social interactions among them, as well as collecting intellectual resources and making them available (across departments and units. Abdul Manaf & Marzuki, 2009: 8).

– **Effectiveness of sharing:** Activating the factors of effective knowledge sharing for individuals helps to achieve the goals of the organization, because individuals and the group feel that the process of achieving its goals through participatory work in the organization motivates them to maintain and advance the organization itself, as knowledge sharing at the same time increases the connection between individuals

and the environment, as they consider the challenges facing the organization as a threat to them, their security and stability, which leads to their acceptance of the spirit of sharing with desire and a high morale (Hassaballah and others, 2012: 3).

– **The Importance of Sharing:** The following is a presentation of what researchers have mentioned about the importance of sharing knowledge:

– The application of knowledge-sharing leads to activation of innovation (Jain et al., 2007: 24).

– The organization uses the results of knowledge-sharing as an educational tool, through which it seeks to improve the efficiency of employees (Purwanti et al., 2008: 499)

– Knowledge sharing at the individual level is of great importance for the organization, because the individual is the source of organizational knowledge, he is the one who performs daily activities, and he is responsible for creating new knowledge (Assefa, 2010: 5).

– Sharing knowledge contributes to improving team performance, by creating an atmosphere of confidence, favorable conditions for group thinking, and the development of individual skills for team members (Mehrabani & Mohamad, 2011: 174)

– Knowledge sharing achieves and maintains an organization's competitive advantage (Ozbebek & Toplu, 2011: 70).

(III) Sustainability

1-The Concept of Sustainability

(Al-Qurayshi, 2017: 39) defines it as a means to achieve the vision and mission of the organization through the use of skills, techniques, knowledge, capabilities and tools that the organization owns and uses in the correct way. These are the methods that are relied upon in business for the purpose of creating value for the organization, taking into consideration the social, environmental and economic aspects (Al-Mawajdeh, 2019: 21)

2-The Importance of Sustainability

(Sebhatu, 2008: 78) and (Székely & Knirsch, 2005: 632) have shown the importance of sustainability according to the following:

- The principles of sustainability helps the companies to reduce the unnecessary risks.
- Avoids the generating of wastes
- Increases the efficiency of the material.
- Invents new products and services that are echo-friendly and obtaining operating permits from local communities.
- Through relying on the principles of sustainability, the companies can be more profitable and maintain their activities at the long term.

3-The Dimensions of the Sustainability

- **The Economic Dimension:** The economic dimension: It is all about financial performance. It is defined as a way to integrate strategy and action, through a communication process, including goals, objectives, initiatives, and financial and non-financial indicators. And Satisfying the desires of shareholders, customers, and suppliers and gaining their confidence (Abdul Hakim, 2018: 157) and that the organizations' possession of the necessary financial data helps them make the right decisions at the right time and enables them to correctly determine the nature of their performance (Al-Qurayshi, 2017: 50) The organization cannot affect socially and environmentally far from the existence of the economic dimension, and the economic dimension is concerned with how to use the available resources efficiently in addition to generating profits and revenues and not wasting resources (Yusliza et al., 2020: 21)
- **The social dimension:** known by Hubbard (2009)) is the output achieved by the organization in non-economic fields and the extent of the organization's impact on the society in which it operates (Al-Quraishi, 2017: 48) Pavova 2009 believes that the process of distributing resources and opportunities as well as the decision-making process must have community participation that represents the different spectrums of society (Al-Ghalabi and Al-Malik, 2016: 12) It revolves around the well-being of employees, customers, and stakeholders and is related to reducing environmental damage and protecting from the exploitation of resources. It is the creation of an approach and

method for applying sustainable performance in social relations inside and outside the organization (Hourneaux et al., 2018: 418).

- **The environmental dimension:** It is intended to meet the needs of the present and future generations of services and products and to find new means for growth as well as the renewal of resources. The environmental dimension shows the influence of the organization on the surrounding environment, linking environmental goals and developing job staff, and it is related to reducing environmental damage and protection from resource exploitation, which is working as an acceptable framework To prepare reports on the economic, environmental and social performance of the organization. (Abdel Halim, 2005: 9), Zaid et al., 2020: 6)

The Third Topic: The Practical Side

The discussion of the statistical Analysis and Testing the Hypothesis

Testing the Questionnaire of the Research:

To test the questionnaire of the research the following statistical tests have been used:

1- Instrument Validity

The final form of the questionnaire was made after a thorough review to the most important studies, researches and reference that have relationship with the subject of the study that through which the first draft of the questionnaire was arrived at and was offered to a number of the editors who have kindly shown their notes, and suggestions, and these suggestions and notes were taking into consideration.

2- Instrument Reliability

In order to verify the reliability of the instrument the Cronbach Alpha was extracted to arrive at the coefficient of reliability of the questionnaire, with the use of the statistical program(SPSS) as the reliability coefficient for the variable of the human resources management has reached (0.88) and the coefficient of the reliability for the variable of the sharing of knowledge, and institutional sustainability was (0.87) and (0.73) consecutively and through the results it is observed that all the variables have a higher than %60 coefficient of reliability and this ensures the reliability of the instrument of the research.

Describing the Results of the Sample of the Study:

Descriptive methods of statistics were used (The Arithmetic, and the Standard Deviation) as they are the appropriate means for analyzing the variables of the study. Whereas the low staging was (less than 2.33) medium (2.33 to 3.66) high (3.67 and more) to determine the relative importance of the respondents' perceptions of the research questions based on the five–point Likert scale, and Table (1) shows the arithmetic mean and the general standard deviation of the research variables.

Table (1) the arithmetic mean and the general standard deviation of the research variables.

S.No.	Variables	Arithmetic	General Standard Deviation
1	Management of Human Resources	5.60	0.85
2	Knowledge Sharing	5.84	0.70
3	Institutional Sustainability	5.25	0.89

The results of Table (1) indicate an increase in the level of human resources management in the company under study, with an arithmetic mean (5.60) and a standard deviation (0.85), compared to the highest value of the scale of (7). (4.82 – 6.02). The table also shows the low dispersion in the response of the members of the research sample to the variable of human resources management with its paragraphs, and this reflects the views of the members of the research sample towards the importance of human resources management. Whereas the results of the knowledge–sharing variable showed that the general arithmetic mean of this variable of (5.84) and a general standard deviation (0.70) compared to the highest value of the scale of (7), as the arithmetic averages of the answers of the sample searching for the paragraphs of the dimensions of the knowledge sharing variable ranged between (5.41 – 6.20). The table also shows the low dispersion in the response of the research sample to the knowledge sharing variable with its paragraphs, which reflects the convergence of the views of the research sample towards the importance of sharing knowledge. While the results of the analysis show the high level of importance of institutional sustainability with a general arithmetic average of (5.25) and a general standard deviation (0.89) compared to the highest value of the scale of (7), as the arithmetic averages of the responses of the sample of the search for the paragraphs of the dimensions of institutional sustainability

ranged between (5.31 – 6.15). The table also shows the low dispersion in the responses of the research sample to the institutional sustainability variable in its three dimensions: the economic dimension, the social dimension and the environmental dimension, which reflects the convergence of the views of the research sample about the level of institutional sustainability.

As for Table (2), it shows the normal distribution of the search variables using (Kolmogorov–Smirnov) indicating the existence of statistically significant differences for all dependent and independent variables included in this research at the level of significance ($\alpha \leq 0.05$). Therefore, the data of this research are characterized as being naturally distributed.

Table (2) Testing the Natural Distribution of the Data by Using Kolmogorov-Smirnov

Variables of the Study	Sig.
Management of Human Resources	*.000
Knowledge Sharing	*.001
The Institutional Sustainability	*.002

* Statistically significant at the significance level ($\alpha \leq 0.05$)

Testing the hypotheses of the research

The first main hypothesis:

There is no statistically significant effect of human resources management in all its dimensions on the institutional sustainability (the economic dimension, the social dimension, the environmental dimension) at a significance level ($\alpha \leq 0.05$).

To test this hypothesis, simple regression analysis was used to verify human resource management on organizational sustainability. As indicated in Table (3), when the results of the statistical analysis showed the existence of a statistically significant impact on human resources management in general. In order to verify the impact of human resources management on each dimension of institutional sustainability, the results of the statistical analysis shown in Table (3) showed the existence of a statistically significant impact of human resources management on institutional sustainability in terms of the economic dimension, the social dimension and the environmental dimension. This confirms the incorrectness of the first

hypothesis. Therefore, the first hypothesis is rejected and the alternative hypothesis accepted, which states that there is a statistically significant effect of human resources management in all its dimensions on the institutional sustainability (the economic dimension, the social dimension, the environmental dimension) at the level of significance ($\alpha \leq 0.05$).

Table (3) the results of the simple regression analysis test of the impact of human resources management on institutional sustainability in terms of the economic, social and environmental dimension

The Dependent Variable	Correlation (R)	The coefficient of determination	Calculated F	Degree of Freedom		Sig.* Level of Regression	Regression coefficient β	Calculated T	Level of Indication
The Institutional Sustainability	0.402	0.162	15.635	Regression	1	0.000	0.662	3.970	0.000
				Residuals	79				
				Total	80				
The Economic	0.225	0.051	4	Regression	1	0.044	0.404	1.741	0.033
				Residuals	Residuals				
				Total	80				
The Social	0.332	0.110	9.341	Regression	1	0.001	0.596	3.062	0.001
				Residuals	Residuals				
				Total	80				
The Environmental	0.440	0.194	17.476	Regression	1	0.000	0.780	4.301	0.000
				Residuals	Residuals				
				Total	80				

*the effect is with a statistical significance at level of ($\alpha \leq 0.05$).

The second main hypothesis:

There is no statistically significant effect of sharing knowledge in its combined dimensions on institutional sustainability (economic dimension, social dimension, environmental dimension) at the level of significance ($\alpha \leq 0.05$). To test this hypothesis, a simple regression analysis was used to verify the effect of knowledge sharing on institutional sustainability, as shown in Table (4) as the results of the statistical analysis showed a statistically significant effect of knowledge sharing on institutional sustainability. In order to verify the effect of knowledge sharing on each dimension of institutional sustainability, the results of the statistical analysis shown in Table (4) showed the existence of a statistically significant effect of knowledge sharing on institutional sustainability in terms of the economic, social and environmental dimension. This confirms the incorrectness of the second hypothesis, thus the second hypothesis is rejected and the alternative hypothesis is accepted, which states, "There is a statistically significant effect of sharing knowledge in its

combined dimensions on institutional sustainability (the economic dimension, the social dimension, the environmental dimension) at the level of significance ($\alpha \leq 0.05$).

Table 4) Results of the simple regression analysis test of the effect of knowledge sharing on institutional sustainability in terms of the economic, social and environmental dimension

The Dependent Variable	Correlation (R)	The coefficient of determination(R ²)	Calculated F	Degree of Freedom		Sig.* Level of Regression	Regression coefficient β	Calculated T	Level of Indication
				Regression	Residuals				
The Institutional Sustainability	0.382	0.164	13.635	Regression	1	0.000	0.697	3.671	0.000
				Residuals	79				
				Total	80				
The Economic	0.421	0.177	4.435	Regression	1	0.038	0.253	1.797	0.038
				Residuals	Residuals				
				Total	80				
The Social	0.288	0.083	7.134	Regression	1	0.006	0.585	2.671	0.006
				Residuals	Residuals				
				Total	80				
The Environmental	0.485	0.235	24.283	Regression	1	0.000	0.368	4.928	0.000
				Residuals	Residuals				
				Total	80				

*Effect with a statistical significance at level of ($\alpha \leq 0.05$).

The Third Main Hypothesis:

"There is no statistically significant effect of human resources management on knowledge sharing at a significance level ($\alpha \leq 0.05$). To test this hypothesis, a simple regression analysis was used to verify the effect of human resources management on knowledge sharing, as shown in Table (5), as the results of the statistical analysis showed a statistically significant effect of human resources management on knowledge sharing. This confirms the invalidity of the third hypothesis, and thus rejects the null hypothesis and accepts the alternative hypothesis, which states "There is a statistically significant effect of human resources management on knowledge sharing at a significance level ($\alpha \leq 0.05$)".

Table(5) The Results of the test of the analysis of the Simple Regression for the Effect of the HR Management on the Knowledge Sharing.

The Dependent Variable	Correlation (R)	The coefficient of determination(R ²)	Calculated F	Degree of Freedom		Sig.* Level of Regression	Regression coefficient β	Calculated T	Level of Indication
				Regression	Residuals				
The Institutional	0.705	0.497	78.045	Regression	1	0.000	0.636	8.834	0.000
				Residuals	79				

Sustainability				Total	80				
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The Fourth Main Hypothesis:

There is no joint effect of statistical significance for both the management of human resources in its combined dimensions and the sharing of knowledge in its combined dimensions on the institutional sustainability (the economic dimension, the social dimension, the environmental dimension) at the level of significance ($\alpha \leq 0.05$)

To test this hypothesis, a cross-correlation coefficient analysis was used, for the joint effect of human resource management and knowledge sharing on institutional sustainability. As the results of Table (6) showed the existence of a statistically significant joint effect of human resource management and knowledge sharing on institutional sustainability.

Table (6) The Results of the joint effect test of human resource management and knowledge sharing on institutional sustainability

The Independent Variables		The Dependant Variable		Correlation Coefficient (Canonical R)	Determination Coefficient(Canonical R ²)
Management of Human Resources		The institutional Sustainability		0.562	0316
Knowledge Sharing					
The ratio of the variance explained by the independent variables	84.811%	The ratio of the variance explained by the dependent Variable	%18.389	Chi ²	Sig.*Level of Significance
				29.160	0.000

It was found that human resources management and knowledge sharing (independent variables) explained (84.811%) of the variance in institutional sustainability. It was also found that the explained variance of the dependent variable (institutional sustainability) towards human resource management and knowledge sharing (independent variables) amounted to (18.389%). This indicates

the complementary relationship between human resource management and knowledge sharing on institutional sustainability . The (Canonical R) cross-correlation coefficient was (0.562), and the Canonical R² coefficient was (0.316), which means that its value (0.316) of changes in institutional sustainability results from the change in the level of the complementary relationship between human resource management and knowledge sharing The results also show that there is an unknown percentage of variance besides managing human resources and sharing knowledge in order to predict the extent of institutional sustainability, as the unknown percentage of variance is estimated (15.596%) approximately. The results of the crosslink analysis showed that Chi reached (29.160), which is a function of the level of ($\alpha \leq 0.05$) This confirms that there is an impact of the relationship between human resource management and knowledge sharing on the institutional sustainability This confirms that there is an impact of the relationship between human resource management and knowledge sharing on institutional sustainability. This confirms the incorrectness of accepting the fourth hypothesis, and thus rejects the null hypothesis and accepts the alternative hypothesis, which states "the existence of a statistically significant joint effect on human resource management and knowledge sharing on institutional sustainability at a significance level ($\alpha \leq 0.05$)" In order to verify the effect of the relationship between human resource management and knowledge sharing in terms of the economic dimension, the social dimension and the environmental dimension, the results of the Canonical Analysis coefficient analysis showed the existence of a statistically significant joint effect of human resource management and knowledge sharing on each of the three dimensions of institutional sustainability: Economic, social, and environmental As shown in the tables (6,7,8). It is evident from Table (7) that human resource management and knowledge sharing have explained (77.110%) of the variance in the economic dimension. And the effect was significant ($\alpha \leq 0.05$).

Table(7) The Results of the Joint Impact Test for the Management of Human Resources and the Knowledge Sharing on the Economic Dimension

The Independent Variables	The Dependant Variable	Correlation Coefficient (Canonical R)	Determination Coefficient(Canonical R ²)
Management of Human Resources	The Economic Dimension	0.408	0.166
Knowledge Sharing			

The ratio of the variance explained by the independent variables	77.11%	The ratio of the variance explained by the dependent Variable	%16.695	Chi ²	Sig.*Level of Significance
				11.783	0.000

As shown in Table (8), human resource management and knowledge sharing explained (83.741%) of the variance in the social dimension. And the effect was significant ($\alpha \leq 5.05$). It is clear from Table (9) that human resource management and knowledge sharing have explained (84.092%) of the variance in the environmental dimension in addition to confirming the significance of this effect.

Table (8) Results of the joint impact test of human resources management and knowledge sharing on the social dimension

The Independent Variables		The Dependant Variable		Correlation Coefficient (Canonical R)	Determination Coefficient(Canonical R ²)
Management of Human Resources		The Social Dimension		0.339	0.114
Knowledge Sharing					
The ratio of the variance explained by the independent variables	%83.741	The ratio of the variance explained by the dependent Variable	%11.270	Chi ²	Sig.*Level of Significance
				9.327	0.000

Table (9) Results of the joint impact test of human resources management and knowledge sharing on the environmental dimension

The Independent Variables		The Dependant Variable		Correlation Coefficient (Canonical R)	Determination Coefficient(Canonical R ²)
Management of Human Resources		The Environmental Dimension		0.502	0.252
Knowledge Sharing					
The ratio of the variance explained by the independent variables	%84.092	The ratio of the variance explained by the dependent Variable	%25.253	Chi ²	Sig.*Level of Significance
				22.703	0.000

The Fourth Topic

Recommendations

In the light of the conclusions that have been put the two researchers have reached to a number of recommendations among the most important of them are:

- 1- The Human Resources Department held workshops and seminars on the importance of institutional sustainability within the Asia Cell Company.
- 2- Using material and moral motivation in training human resources for Asia Cell company.
- 3- The need to invest in the positive relationship between human resources management and institutional sustainability in the Asia Cell Communications Company, in order to increase concern for the environment and improve services.
- 4- Increasing awareness and practices in the field of sharing knowledge related to the volume and quality of information, experiences and ideas related to the external environment.
- 5- Benefiting from knowledge sharing to generate new knowledge that will maintain the company's activities and develop and improve the service provision process to meet the customers' renewed needs.
- 6- The company should encourage employees to share knowledge with their colleagues by developing material and moral stimulation programs and considering them as one of the pillars of Asia Cell's culture.
- 7- The Human Resources Department should adopt a strategy to motivate employees to benefit from sharing knowledge by adopting the employee's creativity pillar.
- 8- Introducing institutional sustainability and the essential role it plays in achieving sustainability in (economic, social and environmental aspects)
- 9- Providing all appropriate requirements for adopting institutional sustainability, including infrastructure in accessing knowledge.

10– Giving a fundamental role to strategic planning and allowing it to lead the transformation process towards institutional sustainability in the telecommunications sector.

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