

-RESEARCH ARTICLE-

THE MODERATING ROLE OF THE HUMAN RESOURCE INFORMATION SYSTEM ON THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT CAPABILITIES AND BANK PERFORMANCE

Ruba Al-Ghalabi

Assistant Prof. Al-Balqa' Applied University
Amman College for Financial and Managerial Science

ORCID: <https://orcid.org/0000-0002-5278-5642>

Email: rubarisheed@bau.edu.jo

—Abstract—

This study aims to investigate HRIS serves as a moderator between the knowledge management capabilities and bank performance. Using quantitative, cross-sectional design, data were derived from a structured survey given to a stratified random sample of 318 employees working in Jordanian commercial banks. Structural equation modeling (SEM) approach using SmartPLS 3 to analyze the data. The findings show that both knowledge infrastructure capability (KIC) and knowledge process capability (KPC) have a significant positive influence on the bank performance. Besides, HRIS is seen as a facilitator or moderator by installing KIC and KPC as drivers of performance, therefore, improving the strategic role and importance of these knowledge assets. This evidence aligns with the principles of the resource-based view (RBV) theory, which stresses the effective resource utilization. The work advances the theoretical and practical knowledge base by demonstrating that HRIS can support a seamless integration between KM and a capability setup designed to attract, motivate, engage, and provide equitable opportunities between the workforce members, which will be the factor of improvement of organizational performance. Given the findings, managers are invited to add the integration of HRIS and KM to their strategic priorities to improve collaboration, efficiency, and the effectiveness of the organization. Additionally, a longitudinal study design should be used to get to more general conclusions such as finding causal relationships and be expanded across different industries and different cultural contexts.

Citation (APA): Al-Ghalabi, R. (2024). The Moderating Role of The Human Resource Information System on The Relationship Between Knowledge Management Capabilities and Bank Performance. *International Journal of eBusiness and eGovernment Studies*, 17(1), 32-50. doi:10.34109/ijepeg. 2025170102

Keywords: Knowledge Management, Human Resource Information System, Bank Performance, Resource-Based View, Jordan.

JEL Classification: M50, G21

INTRODUCTION

The financial sector is becoming a fast-paced one where good knowledge management (KM) is increasingly seen as a key enabler that facilitates the enhancement of banks' performance. [Ayinaddis \(2024\)](#), points out the role KM practices playing in improving the employees' performance by explicitly showing the existence of strong link between the knowledge-sharing strategies and the desired results in the banking sector. However, KM is gaining a lot of recognition everywhere but still many financial institutions find themselves short of technology needed to fully leverage potential of the KM due to the poor structures and systems. This gap highlights the need for holistic frameworks that are built on the integration of knowledge infrastructure and process capabilities coupled with the use of advanced technologies like the human resource information system (HRIS) for a smooth flow of knowledge.

Given the limited amount of research that has investigated the effect of KM effectiveness on the relationship between HRIS and organizational performance (e.g., [Islam, 2023](#); [Mohamed et al., 2023](#)), it is reasonable to use KME as the study model. Additionally, the HRIS analysis revealed a noticeable disregard for organizational effectiveness. [Abualoush et al. \(2018\)](#) carried out a study to explore the impact of human capital, knowledge infrastructure competency, and organizational performance affect the Jordanian food business. They suggested that more investigation and a higher rate of response were required. According to a literature analysis, KM and HRIS do align in a way that would enhance HRM's effectiveness and efficiency ([Aziz et al., 2023](#)). Organizations in the Middle East region can reap the greatest benefits from high-performance work facilitation. Furthermore, this reinforces the role of HRIS in harnessing the potential benefits of high-performance work practices on organizational performance. Accordingly, managers should investigate HRM systems, which help create an effective system. The inclusion of a moderator in the discussion on the nexus between KM and organizational performance also served as a solution to the issue.

In addition, HRIS is becoming a moderating factor between the KM capabilities and the performance of banks, which attracts the attention of the academic environment. [Qadir and Agrawal \(2017\)](#), highlight that HRIS is a system that can reshape HR performance strategies and align them with broader organizational goals. In this respect, HRIS functions as an enabler of technology, which optimizes important HR tasks such as employee development, payroll, and performance management. This can be done by eliminating the hurdles to knowledge flow by creating a unified platform for

communication and collaboration so that knowledge infrastructure and process capabilities are well aligned with organizational performance objectives. Heier and Borgman (2004) argued that a successful KM initiative leads to improved organizational outcomes, which, in turn, can be attributed to a KM strategy that leverages HRIS. This initiative allowed HR division of the Bank to manage employees in an effective manner while creating an employee-friendly culture that values lifelong learning and sharing of knowledge across the departments. In today's highly competitive world of business with many regulations on the increase, there is a need to comprehend the role that HRIS plays in moderating KM capabilities in ensuring long term performance. This research, thus, endeavors to investigate and estimate the intervening effect of HRIS on the relationship between KM capabilities and bank performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The relationship between Knowledge Management Effectiveness and Bank Performance

KM can be defined as a knowledge-creation, storage, outflow, and application process within an organization. Researchers in KM typically believe that improved performance and indisputable competitive edge come from doing KM well (Migdadi, 2022). KM is a key factor that leads to stronger organizational outcomes by stimulating efficient knowledge sharing and creation of a culture of innovation and creativity. According to the recent research of Yang (2024), the application of AI into manufacturing organizations' KM systems increases the productivity by improving the decision-making process and downsizing the processes. A strong knowledge infrastructure can play an eminent role in the banking sector's performance by emphasizing decision-making and process efficiency. The implementation of strategic information communication technology systems, which is a piece of knowledge infrastructure, makes room for the expansion options as well as supports online banking infrastructure (Kabaji, 2023). With this technological strategic approach, operational costs can be reduced, and customer service can be streamlined that in turn leads to revenue growth and increase in market share. In addition, Al-qararah (2023) stated that the fintech infrastructure components, knowledgeable support that is dependable and prompt, positively influences the competitive advantage of banks through faster and more accurate decision-making processes.

Organizations are purposefully putting in place KM practices, which are guided by the resource-based view of a company with a view to attaining and sustaining higher levels organizational performance (El-Farr & Hosseingholizadeh, 2019). Jantunen (2005) noted that obtaining organizational knowledge is an important asset that helps the company remain competitive in a high-velocity environment. KM in this case, improves creativity among individuals, enhances collaboration, and quickens decision making. In this regard, KM is all about persuading individuals to prefer high-quality information

(Xia et al., 2022). The research provides evidence that the infrastructure of knowledge which includes formation structures and culture as well as information technology have played a huge role in how organizational performance is enhanced (Rezaei et al., 2021).

Another factor is the importance of using information technology infrastructure integration across various functions as a key element of the KM capabilities that help banks have better services or marketing innovation (Garrido-Moreno et al., 2015). Another study of the significance of marketing aspects, such as KM assets and capabilities to bank performance, further endorses the significance of knowledge management practices in achieving of favorable organizational results (Alam et al., 2023). Furthermore, research on the impact of KM infrastructure on organizational performance reveals that the intermediary variables like KM processes and intellectual capital fairly link knowledge infrastructure, KM processes, and organizational performance in the banking industry (Zahedi & Naghdi Khanachah, 2021)

Previous research had observed that knowledge infrastructure capability along with knowledge process capability are the biggest positives in organizational effectiveness (Paisittanand et al., 2009). Organizations must integrate all external knowledge with their own internal knowledge base to boost their innovative experience (Hameed et al., 2021). Alongside the KM strategy, it is paramount to stabilize and settle the KM process capability, which will ensure the long-term stability of the organizational performance (Abdulmuhsin et al., 2021). This conclusion is also confirmed by study that found a connection between knowledge management skills, knowledge process capability, and financial performance indicators (Donlagić Alibegović & Mešanović, 2022). Human resource management practices are interconnected with the knowledge process capacity being the moderator that helps in the gaining of innovative performance with knowledge processes as the source of information in innovation (Altarawneh et al., 2018). Furthermore, knowledge sharing and absorption are a driving force of innovation capacity and overall performance (Sulistyo & Ayuni, 2018). Efficient knowledge management processes are often linked with enhanced communication, collaboration, employee skills, decision-making, and productivity; all these factors are the crucial elements of organizational performance (Bharadwaj et al., 2015). The knowledge competencies are pinpointed as having a tremendous provision and pull on institutional performance (Vo-Thai & Tran, 2024). In addition, the development of knowledge about relationships as a dynamic capability can also permit organizations to leverage their operational capabilities over time and improve performance (Vahlne & Bhatti, 2019). Therefore, the following hypotheses are proposed:

H1: *Knowledge infrastructure capability positively influences bank performance.*

H2: *Knowledge process capability positively influences bank performance.*

The Moderating role of HRIS between Knowledge Management Effectiveness and Bank Performance

The primary objective of a HRIS is to facilitate the management of essential personnel data, hence enhancing the productivity and efficiency of businesses (Jayadeva et al., 2022). Moreover, HRIS is essential in improving KM through the promotion of organizational learning. HRIS promotes the process of double loop learning feedback, which in turn facilitates organizational change, intra-organizational communication, decision-making, and the development of shared visions. HRIS is a software application that automates important knowledge-based activities connected to HR across different locations within an organization. This leads to faster and more accurate implementation of business and human functions.

Several researches reveal a linkage between HRMIS, knowledge management capacities, and organizational performance. Ayodele et al. (2021) stated that the KIC and process capability are vital factors that impact the overall performance of an organization. This implies that knowledge management that is different from others is a determinant of organizational productivity. The same researchers Melville et al. (2004) suggested a comprehensive model that associates information technology with organizational performance, which is able to be extended to include knowledge infrastructure functionalities. This model is a guidance to the company to achieve the connection between the technology, knowledge-based system and the organizational performance. Hanifah et al. (2022), has also looked at knowledge management infrastructure and its connections to organizational learning highlighting the essential role of intellectual capital for organizational performance. Such an assertion testifies that the businesses, in turn, benefit a lot through development of the KICs that are rewarding with good competitiveness to them.

Research has demonstrated that human resource expertise serves as a moderator, increasing the performance enhancement brought about by different organizational factors (AlNawafleh et al., 2023). As well, the application of technology, this includes information technology competency, is vital for the improvement of knowledge management processes which supporting indirectly the firm performance (Pérez-López & Alegre, 2012). Organizational performance is influenced by information systems' capability to facilitate knowledge processes and quality of information, which is evident in a research work of (Makau et al., 2017). Learning processes and dynamic capabilities increase organizational performance, keeping pace with technology and market environments being both moderators of these relationships (Chen & Zheng, 2022). An effective human resource management approach integrated within organizational objectives and employees' aptitudes can provide an increase in organizational competence (Muñoz Pascual & Galende del Canto, 2020). Job satisfaction also has mediating effects via knowledge sharing on the relationship between job satisfaction,

knowledge sharing, and innovation capability, and these effects are moderated by organizational structures (Wang, 2019). The significance of knowledge creation ability and human and social capitals when it comes to the performance of innovation is emphasized by the role of human factor in utilisation of knowledge for the sake of the organizational success (Rhee et al., 2023). Besides, the mediating role of team knowledge processes and the moderating effect of technological knowledge management capabilities in improving the team performance emphasize the complex relationship between knowledge management practices and performance (Shahzad et al., 2024).

This study posits that HRIS plays a crucial role in facilitating the effective implementation of KME, encompassing both KPC and KIC. Conversely, the lack of HRIS effectiveness limits the successful adoption of KME. Therefore, this research suggests that HRIS significantly impacts the relationship between KME (KIC and KPC) and organizational performance. From a statistical perspective, the study examines the moderate role of HRIS in the KME-performance relationship. Specifically, moderators help determine the conditions under which an independent variable (KME) most strongly influences changes in organizational performance. Hence, the hypothesis to be tested is:

H3: *The Human Resource Information System moderates the relationship between knowledge infrastructure capability and bank performance.*

H4: *The Human Resource Information System moderates the relationship between knowledge process capability and bank performance.*

RESEARCH GAPS

The study has shown revealed that there is no concrete evidence to support the moderating role of HRIS in the correlation between knowledge management capabilities and bank performance. The moderation effect of HRIS whose admissibility has not yet been experimented with, however, may still have a remarkable significance. (Moussa & El Arbi, 2020) concentrated on HRIS and its role in the individual development of innovation within Tunisian companies; nevertheless, it failed to delve into banking performance. Similarly, Al-Dmour et al. (2020) noted the absence of proper practices in marketing knowledge management as well as the lack of understanding of their impact on bank performance through Fintech innovations. Though there is a need for clear guidelines for the successful integration of HRIS, the existing practices are still not clear. Undoubtedly, the dynamic capabilities approach is underexposed in research that focuses on the role of HRIS, knowledge management, and performance. The HRIS is still imperfect as far as its integration to other systems is concerned. Saeidi et al. (2019) argue that integrating HRIS with customer relationship and risk management could be a way of acquiring new insights into bank performance.

Additionally, geographic and cultural differences give rise to extra hurdles in relation to the HRIS and knowledge management (KM) practices. According to Hans (2021), strategic HRM practices are dependent on culture when affecting competitive advantage. These gaps suggest that more research, with further clarifying how the HRIS and knowledge management integration were most likely beneficial under different culture settings.

HRIS play a crucial role in automating HR processes across organizations, potentially enhancing knowledge management effectiveness and overall performance (Wang, 2024). However, empirical research on the effect of HRIS on organizational performance is limited, creating a gap that the current study seeks to address by exploring how HRIS interventions influence the relationship between HRM practices and organizational performance. The theoretical framework that demonstrates the relationship between KME (KIC, KPC), HRIS, and OP is presented in Figure 1.

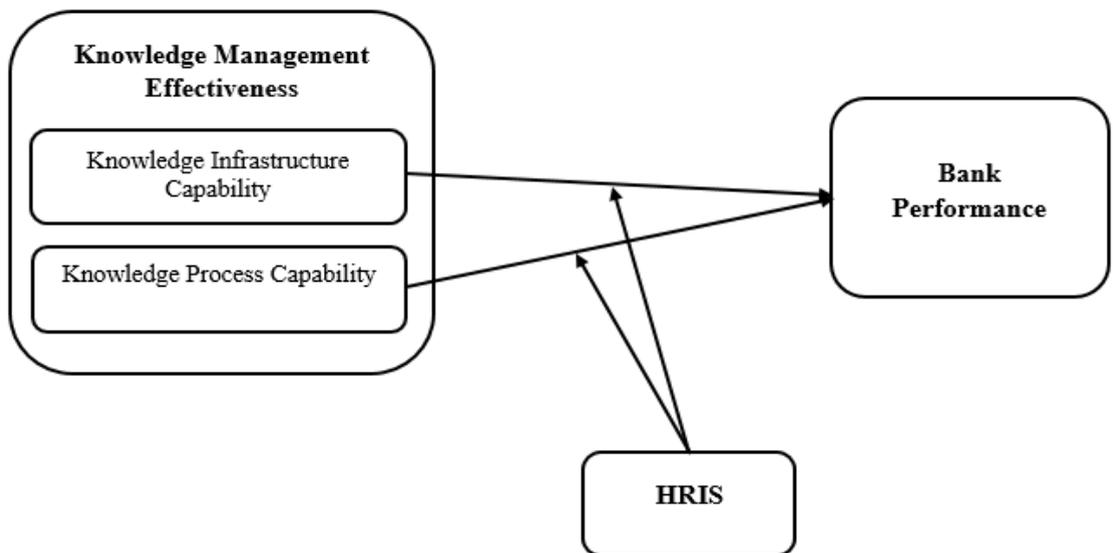


Figure 1: Theoretical Framework

RESEARCH METHOD

The study employs quantitative, cross-sectional design to determine the moderating role of HRIS in the relationship between KM capabilities and bank performance. The cross-sectional analysis, however, was effective as it well captured the present state of integration and impact it has on KIC, KPC and bank performance at a particular time. The research was conducted within the Jordanian commercial banking sector where the population sample included 16,243 employees spanning different banks. By employing a stratified random sampling method, and considering proportional representation of departments, seniority levels, and job roles, a sample size of 376 participants were selected for the study. Such an approach permitted gathering up complete knowledge

regarding the type of organizational structure and the HRIS impact. The emails were sent to 400 employees who identified 327 responses. Those responses were reviewed and after screening for completeness, 318 were included in the final analysis. Surveys were conducted under the assurance and clarity of their confidentiality and privacy.

Data was gathered through a structured survey questionnaire, adapted from the previous investigations to maintain the validity and reliability of the measurements of KIC, KPC and the moderating role of HRIS on bank performance. The survey was validated by using a sample group of 20 people to refine the questions for clarity and relevance. The survey was administered online, and participants were informed about the survey's confidentiality, anonymity and the importance of honesty. The questionnaire included demographic questions, scale items (Likert scale), intended to measure KBC, KR, HISR, and bank effectiveness. Participants were sent e-mail invitations that contained a link to the survey, as well as detailed requirements and a consent form. Online survey completion is required within two weeks (February 2024). After completion, surveys went through a validity check, and incomplete or improperly filled out responses were eliminated.

SmartPLS 3 was used for data analysis through structural equation modeling (SEM). The convergent and discriminant validity were used to test the measurement model, followed by SEM for the testing of the hypothesized relationships between KIC, KPC, HRIS, and bank performance. The chosen method, quantitative cross-sectional approach, was appropriate because it let us have a look at numerous relationships at the same time. With stratified random sampling those employee groups were represented proportionally, allowing an all-inclusive view of HRIS across different departments. The survey method, which supported the achievement of goals, was used for the sake of large-scale data collection, where the impact of HRIS on knowledge capabilities and performance was under study. SmartPLS was built in such a way that it makes possible profound models and specific hypothesis testing, thus giving us a clear idea about the complex dependencies of the studied variables.

ANALYSIS AND RESULTS

The data analysis in this study covered two primary aspects (measurement model and the structural model) using SmartPLS (version 3.3.9). The evaluation of the measurement model concentrated on convergent validity, and discriminant validity. As presented in [Table 1](#), the results for convergent validity indicate that all item loadings exceeded 0.7, leading to their retention in accordance with the recommendations of ([Chin & Yao, 2024](#)). Furthermore, Cronbach's alpha and composite reliability values for all variables surpassed the 0.7 threshold, ensuring reliability. Additionally, the average variance extracted (AVE) for all variables was greater than 0.5, exceeding the

benchmark set by (Hair et al., 2019). Consequently, all variables met or exceeded the established threshold values, confirming the robustness of the measurement model.

Table 1: Results of Convergent validity analysis

Variable	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Knowledge Infrastructure Capability	KIC1	0.903	0.862	0.857	0.623
	KIC2	0.882			
	KIC3	0.776			
	KIC4	0.702			
	KIC5	0.932			
	KIC6	0.851			
	KIC7	0.714			
Knowledge Process Capability	KPC1	0.821	0.914	0.917	0.698
	KPC2	0.745			
	KPC3	0.841			
	KPC4	0.918			
	KPC5	0.839			
	KPC6	0.859			
	KPC7	0.859			
HRIS	HRIS1	0.845	0.912	0.907	0.745
	HRIS2	0.917			
	HRIS3	0.915			
	HRIS4	0.877			
	HRIS5	0.869			
Bank Performance	BP1	0.772	0.874	0.852	0.633
	BP2	0.863			
	BP3	0.816			
	BP4	0.878			
	BP5	0.836			
	BP6	0.768			
	BP7	0.786			
	BP8	0.916			
	BP9	0.894			

Discriminant validity was assessed based on Heterotrait-Monotrait Ratio (HTMT). As shown in Table 2, the HTMT values for all constructs were below the 0.85 threshold, ranging from 0.212 to 0.691, as indicated by (Dirgijatmo, 2023).

Table 2: Results of Discriminant validity

Heterotrait-Monotrait Ratio (HTMT)				
Variable	KIC	KPC	HRIS5	BP
KIC				
KPC	0.532			
HRIS	0.691	0.447		
BP	0.212	0.362	0.611	

The path coefficients were generated using the PLS method integrated into SmartPLS to test the hypotheses. Following the creation of the path coefficients, the SmartPLS bootstrapping procedures were analyzing P-values, and T-values were calculated for each path coefficient to assess the statistical significance of the hypotheses (Hayes & Preacher, 2014). The hypothesis test is displayed in Table 3.

Table 3: Results of hypothesis testing

No.	Hypotheses	Path Coefficient	SE	T-Value	LL	UL	P-Value	Decision
H1	KIC→BP	0.517	0.039	13.371	0.185	0.418	0.000**	Supported
H2	KPC→BP	0.593	0.042	14.223	0.214	0.492	0.000**	Supported
H3	KIC→HRIS→BP	0.123	0.029	4.206	0.139	0.044	0.024*	Supported
H4	KPC→HRIS→BP	0.102	0.034	3.005	0.009	0.087	0.038*	Supported

Note: **: p<0.001, *: p<0.05

As shown in Table 3, knowledge infrastructure capability has a positive direct effect on bank performance (T-Value = 13.371; P-Value = 0.000), thus H1 was supported. In contrast, knowledge process capability has a positive direct effect on bank performance (T-Value = 14.223; P-Value = 0.000), thus H2 was supported. Regarding the moderating effect, as shown in Table 3, HRIS moderates the relationship between knowledge infrastructure capability and bank performance (T-Value = 4.206; P-Value = 0.024), thus H3 was supported. Meanwhile, HRIS moderates the relationship between knowledge process capability and bank performance (T-Value = 3.005; P-Value = 0.038), thus H4 was supported.

DISCUSSION

The purpose of the research was to examine the moderating role of HRIS in the relationship between KM and banking performance. The results clearly suggest that knowledge infrastructure capability and knowledge processes capability have a direct impact on bank performance. Hence, RBV asserts knowledge as a valuable resource. As a moderating factor, HRIS increases the impact of KM on performance amplifying the importance of knowledge managed properly. The results proved the direct effects of KIC and KPC on bank performance with path coefficients significantly positive for H1 (KIC → BP) and H2 (KPC → BP). Moreover, Aripin and Yulianty (2023), emphasize that the application of KM is one of the most powerful factors that help banks to raise their marketing strategies' level and make their financial performance grow. The research corroborates the views of the prior studies by proving the necessary factor KIC and KPC of the banks commission to prosperous performance. Similarly, the research by Sun et al. (2022) has revealed that knowledge management positively influences organizational performance, so the implication is that organizations with a strong knowledge infrastructure and processes are able to stay ahead in the competition. Furthermore, Shabbir and Anwar (2015) underscored the importance of an effective

knowledge infrastructure within educational institutions, thus, organizations that get to implement the knowledge infrastructure can in return across diverse sectors achieve the much desired performance outcomes.

Additionally, the findings indicated the moderating impact of HRIS by support in the investigation of H3 (KIC → HRIS → BP) and H4 (KPC → HRIS → BP) where both path coefficients were statistically significant (T-Value = 4). This finding aligns with the results of Moussa and El Arbi who investigated how information systems for human resources promoted innovation and knowledge management practices. Through being the knowledge-enabling tool, HRIS promotes smooth flow of knowledge, which consequently increases the impact of knowledge abilities on bank's performance. Moreover, the significance of the HRIS is definitely proved by (Shahreki, 2024) when they argued that HRIS integration with KM substantially raises organizational performance. Bhatia and Nangia (2023) also pointed out that HRIS reshapes HR strategies and aligns them with broader organizational aims through a systematic platform for knowledge sharing, employee development and performance management. The HRIS, by its alignment with strategic objectives, is strengthened as a moderator in the management of KM initiatives.

Furthermore, to HRIS contribute to organization performance as well as other aspects such as employee satisfaction, learning, and socializing. (Bhatti, 2023), showed that the satisfaction at work and the sharing of knowledge contributed to mediation of the relationship between HR strategies and innovative capabilities and illustrates much broader influence of the HRIS. Therefore, this paper to a certain extent broadens the understanding of the intrigued dynamics among HRIS, KM and a bank's performance. Also, the study adds empirical evidence for a dynamic link between HRIS, KIC, KPC, and organizational outcomes because of prior research that is relevant and helps researchers to better understand moderating roles of HRIS.

THEORETICAL IMPLICATIONS

The complex dimensions of the HRIS integration between Knowledge Management systems (KME) and Bank Performance contain both crucial and numerous theoretical elements. Indeed, the study addresses the knowledge gap by focusing on HRIS as a moderating factor in the context of the link between knowledge management effectiveness and bank performance. This points us to the RBV theory, which asserts that the strategic value of the firm is established in the unique and efficient utilization of both tangible and intangible resources. By including a HRIS factor as a moderating means, the dominating role of technology in shape up HRM strategies and its influence on the performance of organization is being recognized. Furthermore, the contingency theory and HRMIS interaction are broadening the relevance of the theory of contingency to KME-Bank Performance relationship. The contingency theory

maintains that effectiveness is a function of the relationship that exists between the organizational practices of the organizations and the state of the external environment. Furthermore, considering the contribution of the HRIS as a contingency component that influences the way KIM affects Bank Performance. The tool of the contingency theory that is used in the human resources management context shows how complex adaptation process manifests itself, between organizational practices, technology, and performance.

The results help bridge the gap in the literature on knowledge management and the role of knowledge management in organizational performance. Previous researches are mostly centered on classifying the HRM practices to knowledge management, as well as mediating the performance indirectly through knowledge management. This study reveals the intricate mechanisms for how technology infrastructure acts as a moderator and influences the effectiveness of knowledge management processes, eventually affecting Bank Performance. Such partitioned awareness within the black box issue in HRM process leads to uncovering of moderating factors that control organizational outcome. Moreover, it demonstrates that technological advancement can only be not just a theoretical construction but a methodical contribution to HRM efficiency and organizational performance, in this case, the case of the banking sector specifically. HR practices, knowledge management potential, and technological structure having a synergistic contribution to the success of organizations, which manage personnel with the help of digital solutions for HR processes and knowledge management, becomes paramount. The results of this study are essential to the HR profession and organizational managers in order to use HRIS to enhance the effectiveness of knowledge management, and more importantly, to strengthen the operations of banks in line with current digital HR transformation and strategic management principles.

MANAGERIAL IMPLICATIONS

This study delineates the crucial role of human capital reform for the Jordanian banks so that they manage performance so well. The research model places an emphasis on various HR practices on how it affects bank performance and as well as other factors which impact employee performance and hence provide better service quality and improved financial outcomes. This study has played a role in sensitive policy makers in banking as well as HR strategists on how they can align the HR strategies to meet the organizational targets. The decision makers in the bank's HR management system need to step back and re-evaluate the current human resource management system by keeping their finger on the pulse of the study's observations. HR policy makers must learn how to integrate the practices that besides others achieve the assumed objectives of the organization. As times have changed a lot in the job market, nowadays people management should be based on principles of talent recruitment and retention,

performing personnel training and improvement, an equal appraisal of performance, inviting outsourcing, and cooperation of staff for continuous effectiveness.

By means of taking in account the mechanisms of the AMO framework (Ability, Motivation, and Opportunity); HR managers could articulate their HR measures in a clear-cut approach, which integrates all skill-enhancing, motivation-enhancing and opportunity-enhancing strategies. In the HR context, when each of its dimensions is ready for nurturing individually, the results are quite encouraging, leading to greater performance levels. Being responsible for selection and training, managers should build a qualified labor force. They should also provide opportunities for interaction and involvement, design in a fair way their compensations and appraisals systems as an impetus for employees, as well as investing in their good doing across all the HR dimensions to produce maximum results on financial returns. To top up this study's findings can be seen the strategic mandate for banks Jordan to synchronize HR practices and organizational vision through encouraging talents development, motivations, and employees' partaking. Implementation of an integrated strategy on HRM founded on AMO would be the path towards competitive advantage and improved organizational efficiency in the banking sector.

LIMITATIONS AND RECOMMENDATION

This research has made relevance contributions to the importance of KME, and HRIS on OP. Nevertheless, several limitations complicate the drawing of these conclusions. Firstly, by using the cross-sectional study design, the study has not been able to establish causal relationships over time with the survey methodology. To address this, in future research, longitudinal study design as well as a path analysis technique approach via AMOS could be employed. The approach will enable better assessment of hypotheses related to cause and complex relationships. From longitudinal studies, we get a more precise view of processes when some type of staff training is implemented; also, more categorically, we understand the factors that influence organizational results.

Secondly, the researchers may encounter limitations when generalizing their findings because their study is limited to the Jordanian banking sector. Such a difference can be a leading fact behind the diversity of KME and HRIS impacts on OP for different sectors or social creative areas. As a result, further research should be carried out to address this gap with the aim of examining how different industries and cultures are affected by this connection. Experimenting with cross-level models within different national environments enables observing the relative predictive power of the current model, as well as profiling differences in the outcomes resulting from the peculiar cultural and contextual aspects. This also aligns with the recommendations of writers like (Ellingson & Tirol-Carmody, 2022) on the need to consider multiple raters and diverse contexts along HRM research.

Moreover, this is considered, among others, that employee and manager perspectives should be integrated while assessing the HRM-OP relationships. For example, the HRM's specialists or the branch managers are typically engaged in the disclosure of the study information; the feedback on the HRM's practices directly from the employees can add extant knowledge. Scholars have already encouraged the need to focus on views and experiences of employees as the first step towards understanding how the HRM works on organizational performance. Thus, further investigations might be directed, for instance, to represent employees' standpoints in HRM-OP dynamics, in this way the results of studies will be more rounded and entirely trusted.

REFERENCES

- Abdulmuhsin, A. A., Zaker, R. A., & Asad, M. M. (2021). How exploitative leadership influences on knowledge management processes: the moderating role of organisational citizenship behaviour. *International journal of organizational analysis*, 29(3), 529-561. <https://doi.org/10.1108/IJOA-09-2020-2424>
- Abualoush, S., Bataineh, K., & Alrowwad, A. a. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13, 279-309. <https://doi.org/10.28945/4088>
- Al-Dmour, H. H., Asfour, F., Al-Dmour, R., & Al-Dmour, A. (2020). The effect of marketing knowledge management on bank performance through fintech innovations: A survey study of Jordanian commercial banks. *Interdisciplinary Journal of Information, Knowledge, and Management*, 15, 203. <https://doi.org/10.28945/4619>
- Al-qararah, E. A. (2023). An Empirical Study of the Effect of FinTech Infrastructure on Competitive Advantage and Performance. *International Journal of Information Technology and Language Studies*, 7(1). <https://journals.sfu.ca/ijitls/index.php/ijitls/article/view/333>
- Alam, S., Zhang, J., & Shehzad, M. U. (2023). The mechanism of knowledge management processes toward knowledge workers operational performance under green technology implementation: an empirical analysis. *Kybernetes*, 52(12), 6542-6571. <https://doi.org/10.1108/K-06-2022-0859>
- AlNawafleh, E. A. T., Alsheikh, G. A. A., Al-Gharaibeh, S. M., Alhyasat, K. M., & Hamdan, K. B. (2023). Extension of intentions to use booking mobile apps with service quality and customer satisfaction: insights from Jordanian hotels. *International Journal of eBusiness and eGovernment Studies*, 15(1), 47-67. <https://dspace.adu.ac.ae/handle/1/5508>
- Altarawneh, R. J. S., Daud, W. N. W., Zainol, F. A., Rashid, N., & Afthanorhan, A. (2018). Unlocking" Black Box": Mediating Role of Knowledge Process Capability on HRM Practices and Innovative Performance. *International*

Journal of Academic Research In Business and Social Sciences, 8(11).
<http://dx.doi.org/10.6007/IJARBS/v8-i11/5162>

- Aripin, Z., & Yulianty, F. (2023). A quantitative performance management framework to improve community economy through omnichannel supply chain: a case study in the banking and marketing industry. *KRIEZ ACADEMY: Journal of development and community service*, 1(1), 15-24.
<https://kriezacademy.com/index.php/kriezacademy/article/view/3>
- Ayinaddis, S. G. (2024). Unpacking Antecedents of Knowledge Management Success: A Key to Firm Performance in the Banking Sector. *Journal of the Knowledge Economy*, 1-26. <https://doi.org/10.1007/s13132-024-01876-2>
- Ayodele, O. F., Yao, L., Haron, H. B., & Eaw, H.-C. (2021). Knowledge management and organizational performance: The neglected role of institutional accounting practices. *International Journal of Business and Society*, 22(3), 1639-1655.
<https://doi.org/10.33736/ijbs.4327.2021>
- Aziz, M. A., Kusriani, K., & Nasiri, A. (2023). Tata kelola teknologi informasi menggunakan framework cobit 2019 domain align plan and organize studi kasus: akademi komunitas darussalam blokagung banyuwangi. *TEKNIMEDIA: Teknologi Informasi dan Multimedia*, 4(2), 132-138.
<https://doi.org/10.46764/teknimedia.v4i2.112>
- Bharadwaj, S. S., Chauhan, S., & Raman, A. (2015). Impact of knowledge management capabilities on knowledge management effectiveness in Indian organizations. *Vikalpa*, 40(4), 421-434. <https://doi.org/10.1177/0256090915613572>
- Bhatia, A., & Nangia, R. (2023). A systematic review on impact of human resources information system on human resource strategies: a research in banking sector. *Journal of Pharmaceutical Negative Results*, 2127-2136.
<https://doi.org/10.47750/pnr.2023.14.S02.252>
- Bhatti, M. A. (2023). Impact of Management Support, IT Support, Social Influence on HR Professionals' Satisfaction with Human Resource Information System (HRIS): Mediating Role of Work Engagement. *Przestrzeń Społeczna (Social Space)*, 23(2), 273-302. <https://socialspacejournal.eu/menu-script/index.php/ssj/article/view/222>
- Chen, S., & Zheng, J. (2022). Influence of organizational learning and dynamic capability on organizational performance of human resource service enterprises: Moderation effect of technology environment and market environment. *Frontiers in Psychology*, 13, 889327.
<https://doi.org/10.3389/fpsyg.2022.889327>
- Chin, C.-L., & Yao, G. (2024). Convergent validity. In *Encyclopedia of quality of life and well-being research* (pp. 1398-1399). Springer.
https://doi.org/10.1007/978-3-031-17299-1_573
- Dirgijatmo, Y. (2023). Testing The Discriminant Validity and Heterotrait–Monotrait Ratio of Correlation (HTMT): A Case in Indonesian SMEs. In *Macroeconomic Risk and Growth in the Southeast Asian Countries: Insight from Indonesia* (pp.

157-170). Emerald Publishing Limited. <https://doi.org/10.1108/S1571-03862023000033A011>

- Donlagić Alibegović, S., & Mešanović, M. (2022). Knowledge management implications to the financial performance: A survey analysis. *Management: Journal of Contemporary Management Issues*, 27(2), 247-260. <https://doi.org/10.30924/mjcmi.27.2.13>
- El-Farr, H., & Hosseingholizadeh, R. (2019). Aligning human resource management with knowledge management for better organizational performance: how human resource practices support knowledge management strategies? In *Current issues in knowledge management*. IntechOpen. <http://dx.doi.org/10.5772/intechopen.86517>
- Ellingson, J. E., & Tirol-Carmody, K. B. (2022). Unlocking the Potential of Other-ratings for Human Resource Management Research. In *Research in Personnel and Human Resources Management* (Vol. 40, pp. 1-41). Emerald Publishing Limited. <https://doi.org/10.1108/S0742-730120220000040001>
- Garrido-Moreno, A., Lockett, N., & Garcia-Morales, V. (2015). Exploring the role of knowledge management practices in fostering customer relationship management as a catalyst of marketing innovation. *Baltic Journal of Management*, 10(4), 393-412. <https://doi.org/10.1108/BJM-10-2014-0166>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hameed, W. U., Nisar, Q. A., & Wu, H.-C. (2021). Relationships between external knowledge, internal innovation, firms' open innovation performance, service innovation and business performance in the Pakistani hotel industry. *International journal of hospitality management*, 92, 102745. <https://doi.org/10.1016/j.ijhm.2020.102745>
- Hanifah, H., Abd Halim, N., Vafaei-Zadeh, A., & Nawaser, K. (2022). Effect of intellectual capital and entrepreneurial orientation on innovation performance of manufacturing SMEs: mediating role of knowledge sharing. *Journal of Intellectual Capital*, 23(6), 1175-1198. <https://doi.org/10.1108/JIC-06-2020-0186>
- Hans, S. (2021). Strategic Human Resource Management and Employee Relationship Management: An Approach for Realizing Sustainable Competitive Advantage. *IUP Journal of Organizational Behavior*, 20(4). <https://www.researchgate.net/publication/359982165>
- Hayes, A. F., & Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British journal of mathematical and statistical psychology*, 67(3), 451-470. <https://doi.org/10.1111/bmsp.12028>
- Heier, H., & Borgman, H. P. (2004). Deutsche Bank: leveraging human capital with the knowledge management system HRbase. *Journal of Cases on Information Technology*, 6, 114-128. <https://services.igi->

global.com/resolvedoi/resolve.aspx?doi=10.4018/JCIT

- Islam, M. S. (2023). The impact of human resource information systems on organizational efficiency: A case study of X company, Finland. *Theseus*. <https://urn.fi/URN:NBN:fi:amk-2023112832366>
- Jantunen, A. (2005). Knowledge-processing capabilities and innovative performance: an empirical study. *European Journal of Innovation Management*, 8(3), 336-349. <https://doi.org/10.1108/14601060510610199>
- Jayadeva, S. M., Shikhare, R. R., & Verma, S. (2022). Factors affecting the effectiveness of HRIS (Human Resource Information System)-an empirical study. *Journal of Positive School Psychology*, 6(5), 5795-5802. <https://journalppw.com/index.php/jpsp/article/view/7900>
- Kabaji, E. (2023). *Information Communication Technology Strategies And Performance Of Selected Commercial Banks In Mombasa County, KENYA* <https://ir-library.ku.ac.ke/handle/123456789/27597>
- Makau, S., Lagat, C., & Bonuke, R. (2017). Information quality, information systems support capability and performance of hotels in Nairobi, Kenya. *European Scientific Journal*, 13(23), 275-301. <http://dx.doi.org/10.19044/esj.2017.v13n23p275>
- Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Information technology and organizational performance: An integrative model of IT business value. *MIS quarterly*, 283-322. <https://doi.org/10.2307/25148636>
- Migdadi, M. M. (2022). Knowledge management processes, innovation capability and organizational performance. *International Journal of Productivity and Performance Management*, 71(1), 182-210. <https://doi.org/10.1108/IJPPM-04-2020-0154>
- Mohamed, M. A., Kalf, H. A. I., Alkhafagy, T., Algaragolle, W. M., Saeed, A. F., Al-Muttar, M. Y., & Baher, R. (2023). Moderating Effect of Effective Commitment on the Relationship of Human Resources Information Systems and Organization Performance in Iraq SMEs: Mediating Role of Innovation Capability. *International Journal of Operations and Quantitative Management*, 29(2), 273-295. <https://doi.org/10.46970/2023.29.2.13>
- Moussa, N. B., & El Arbi, R. (2020). The impact of Human Resources Information Systems on individual innovation capability in Tunisian companies: The moderating role of affective commitment. *European Research on Management and Business Economics*, 26(1), 18-25. <https://doi.org/10.1016/j.iedeen.2019.12.001>
- Muñoz Pascual, L., & Galende del Canto, J. (2020). Sustainable human resource management and organisational performance: An integrating theoretical framework for future research. *Small Business International Review*, 4(2). <http://dx.doi.org/10.26784/sbir.v4i2.281>
- Paisittanand, S., Digman, L., & Lee, S. M. (2009). The effect of knowledge process capabilities and knowledge infrastructure capabilities on strategy

- implementation effectiveness. In *Knowledge Management, Organizational Memory and Transfer Behavior: Global Approaches and Advancements* (pp. 382-410). IGI Global. <http://dx.doi.org/10.4018/978-1-60566-140-7.ch021>
- Pérez-López, S., & Alegre, J. (2012). Information technology competency, knowledge processes and firm performance. *Industrial Management & Data Systems*, 112(4), 644-662. <https://doi.org/10.1108/02635571211225521>
- Qadir, A., & Agrawal, S. (2017). Human resource information system (HRIS): re-engineering the traditional human resource management for leveraging strategic human resource management. *MIS Review*, 22(1/2), 41-58. <http://hdl.handle.net/123456789/13678>
- Rezaei, F., Khalilzadeh, M., & Soleimani, P. (2021). Factors affecting knowledge management and its effect on organizational performance: Mediating the role of human capital. *Advances in Human-Computer Interaction*, 2021(1), 8857572. <https://doi.org/10.1155/2021/8857572>
- Rhee, Y. P., Park, C., & Cooper, T. (2023). Knowledge creation capability and the impact on innovation performance in global consulting firms: The role of human and social capital. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 40(2), 155-172. <https://doi.org/10.1002/cjas.1693>
- Saeidi, P., Saeidi, S. P., Sofian, S., Saeidi, S. P., Nilashi, M., & Mardani, A. (2019). The impact of enterprise risk management on competitive advantage by moderating role of information technology. *Computer standards & interfaces*, 63, 67-82. <https://doi.org/10.1016/j.csi.2018.11.009>
- Shabbir, N., & Anwar, S. (2015). Impact of knowledge infrastructure on the organizational performance: an empirical investigation of education sector of Pakistan. *US-China Education Review*, 5(9), 552-564. <http://dx.doi.org/10.17265/2161-6248/2015.09B.002>
- Shahreki, J. (2024). High-performance work systems and HR efficiency: the mediating role of HRIS potentialities. *International Journal of Management and Decision Making*, 23(3), 290-310. <https://doi.org/10.1504/IJMDM.2024.138313>
- Shahzad, K., De Sisto, M., Ul-Durar, S., & Liu, W. (2024). How technological knowledge management capability compliments knowledge-intensive human resource management practices to enhance team outcomes: A moderated mediation analysis. *Journal of the Association for Information Science and Technology*, 75(4), 377-394. <https://doi.org/10.1002/asi.24853>
- Sulistyo, H., & Ayuni, S. (2018). How does knowledge absorption foster performance? The mediating effect of innovation capability. *JDM (Jurnal Dinamika Manajemen)*, 9(1), 114-125. <http://dx.doi.org/10.15294/jdm.v9i1.14657>
- Sun, Y., Shahzad, M., & Razzaq, A. (2022). Sustainable organizational performance through blockchain technology adoption and knowledge management in China. *Journal of Innovation & Knowledge*, 7(4), 100247. <https://doi.org/10.1016/j.jik.2022.100247>

- Vahlne, J.-E., & Bhatti, W. A. (2019). Relationship development: A micro-foundation for the internationalization process of the multinational business enterprise. *Management International Review*, 59, 203-228. <https://doi.org/10.1007/s11575-018-0373-z>
- Vo-Thai, H.-C., & Tran, M.-L. (2024). Green innovation strategies in Vietnamese enterprises: leveraging knowledge management and digitalization for sustainable competitiveness. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-06-2024-0642>
- Wang, A. (2024). Enhancing HR management through HRIS and data analytics. *Appl Comput Eng*, 64(1), 223-229. <https://doi.org/10.54254/2755-2721/64/20241394>
- Wang, C.-J. (2019). Linking sustainable human resource management in hospitality: An empirical investigation of the integrated mediated moderation model. *Sustainability*, 11(4), 1066. <https://doi.org/10.3390/su11041066>
- Xia, Y., Chan, H. K., Zhong, L., & Xu, S. (2022). Enhancing hotel knowledge management: The influencing factors of online hotel reviews on travellers' booking intention. *Knowledge Management Research & Practice*, 20(1), 34-45. <https://doi.org/10.1080/14778238.2021.1967214>
- Yang, S. S. (2024). The impact of artificial intelligence on knowledge management practices. <https://urn.fi/URN:NBN:fi-fe2024050727236>
- Zahedi, M. R., & Naghdi Khanachah, S. (2021). The effect of knowledge management processes on organizational innovation through intellectual capital development in Iranian industrial organizations. *Journal of science and technology policy management*, 12(1), 86-105. <https://doi.org/10.1108/JSTPM-11-2019-0113>