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Impact of Human Resources Management Strategies on Employees Job Performance: The Mediating Role of Knowledge

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Abstract

Human resources management strategies are the main pillar of the organization's success and achievements. This study's main objective is to dissect the impact of human resources management techniques on job performance in the presence of knowledge management. The study sample has been chosen from employees who work in the communication and information technology sector in Saudi Arabia. Five hundred employees were randomly selected and asked to complete questionnaires to collect data. We returned four hundred thirty-five questionnaires and used specialized statistical software (SPSS and Amos) to analyze the collected data. The results pointed out that human resources management strategies significantly affect job performance in the presence of knowledge management. Based on the study results, decision-makers and managers must design a clever and vast scheme of encouragement and bounties against their employees and relate these encouragements to the proper accomplishment of employees.

Keywords: Human resources management strategies, Job Performance, knowledge management.

Introduction

The world is witnessing extraordinary evolution in various fields, especially business and the economy. All of these evolutions reflect considerable challenges facing business organizations. The environment of contemporary and modern organizations is becoming more complicated and multifarious. Organizations seek a competitive benefit that allows them to persist and survive, maintain continuity, and succeed in light of these challenges. Competitive advantage requires attention to focus on human resources, which is the most important pillar of overall development; human resources represent the essential elements of production and play an important role in the survival and continuation of the organizations. The success and progress of any sector require attention to human resources; the human factor is a competitive advantage for the organization because of its knowledge, experience, and skill, as organizations seek to survive, compete, and excellence by enhancing the knowledge of its employees, which is reflected in raising their level of performance and productivity.

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In order to achieve these goals, organizations have multiple aids to use to achieve a competitive advantage in their markets, whether local, regional, or international. These resources can be categorized into three classes: human resources, which possess staff experience, skills, and capabilities. Material resources, such as tools, technology, facilities, and supplies. Finally, organizational resources, such as structures and financial systems, and a lot more. Human resources are regarded as one of the organization's most vital resources that contribute to achieving a competitive advantage (Wheelen & Hunger, 2012; Mohammad, 2025). Human resources management strategies (HRMS) are the cornerstone upon which the successes and achievements of the organization are built. This importance comes from its association with the fundamental engine of the success of organizations, as the human element is one of the most valuable resources that cannot be imitated by competitors, which helps in obtaining a sustainable competitive advantage.

Human resource management strategies include a set of guidelines and training that affect employee behavior and outcomes (Ghafoor et al., 2019; Mohammad et al., 2025a). A study by Otoo (2019) indicates that some HRM practices influence organizational performance through staff competencies. Daft (2008) pointed out that human resources is a primary source of development thoughts and evolution, capable of utilizing the remaining material resources, and is the natural source of change management, competitiveness, and sustainability. Human resource practices (HRM) improve skills, knowledge, creativity, and commitment (Mira et al., 2019; Mohammad et al., 2025c). Human resource management practices (HRM) are vital to achieving the competitive advantage of organizations that can be used to manage human assets by developing competencies that generate organizational knowledge (Figueiredo et al., 2016; Gope et al., 2018) .

The topic of job performance has attracted the attention of many specialists, both in theory and in practice. The study of job performance enables the organization to identify what has been done and compare it with what needs to be done, as well as obtain feedback to understand the individual's behavior based on the implementation of the tasks. The term "job performance" describes the net effect of an individual's actions, beginning with qualifications, capabilities, and the recognition of their tasks and roles that indicate the level of accomplishment and fulfillment of the tasks constituting each employee function (Sultan, 2004). (Farooqui and Nagendra, 2014; Galdolage et al., 2024) believe that job performance is very critical to every organization's overall performance. (Andreia, 2012; Mohammad et al., 2025b) believes that job performance is one of the most critical and vital organizational outcomes, and he defines it as the accumulated value of the activities or actions where the employee is directly involved in contributing, either positively or negatively, to the organization's objectives.

Knowledge is the seed for wealth achievement, and managing knowledge effectively and efficiently is believed to be a required victory element in achieving a competitive and sustainable advantage for any organization (Zaim et al., 2018; Syed et al., 2018). Figueiredo et al. (2016) noted that knowledge as an asset and knowledge management as a procedure had obtained a level of concentration in the strategic management and human resource management writings to acquire competitive enterprise benefit (Ferlie et al., 2015; Mohammad et al., 2025e). Knowledge management is a contemporary management concept. In the last several years, organizations have been increasingly focused on adopting the principle of knowledge management. KM techniques refer to organizational characteristics that can be driven and maintained by deliberate and conscious management actions (Susanty et al., 2019). Knowledge Management is gaining a supplementing priority in light of organizations' significant challenges.

A successful organization knows the importance of KM and sees its importance in enhancing performance (Ferrada et al., 2016; Mohammad et al., 2025c) .

Today, information and communication technology is an essential sector in Saudi Arabia. The projected total expenditure is expected to reach \$37 billion in 2020, marking a 2.4% increase from 2019. as per the latest forecasts from the International Data Corporation (IDC). This information was presented during IDC Directions 2020, which brought together some of the most influential ICT industry figures in the Kingdom at The Ritz-Carlton in Riyadh. An expansive review of the theoretical publications on human resource management strategies suggests that several research trends have linked these strategies to other variables such as productivity, organizational commitment, perceived organizational support, work intent, and organizational performance. Some studies have focused on applying human resources management strategies in organizations. More studies are needed to specify the influence of (HRM) human resource management strategies on job performance in the existence of (KM) knowledge management as a mediating variable. Accordingly, the study focuses on how human resource management strategies impact job performance in the presence of knowledge management as a mediating variable.

Literature Review and Hypotheses Development

The idea behind the human resource management strategies

Human resource management (HRM) is a primary element of any organization's management strategy (Pingping, 2017). The main goal of HRM is to find and select the best-fitting employee and to implement appropriate mechanisms in motivation, development, and evaluation for the best possible outcome (Al-Hawary, 2015). HRM strategies may enhance the management process at the organizational level by setting policies, practices, and systems that influence behaviors, attitudes improving employees' skills and capabilities, and facilitating the development of competencies (Gope et al., 2018; El-Farr & Hosseingholizadeh, 2019). Osman et al. (2011) defined HRM practices as the policies and systems that influence employee behavior, attitudes, and performance and include many tasks or practices, such as identifying an organization's human resource needs, recruiting employees, training, rewards, labor relations, and many others .

HRM is generally defined as managing workers in an organization (Al-Hawary, 2011; Mohammad et al., 2025d). Srivastava (2010) defined human resource management as "the process of acquiring, developing, and maintaining human resources to achieve organizational objectives efficiently and effectively." Robbins & Judge (2007) described this concept through three practices limited to recruitment, selection, training, and development. Ulferts et al. (2009) see it as a method for organizations to identify their upcoming future human needs and achieve organizational goals. Adedapo (2015) argues that HRM practices are organizational activities related to managing and conducting workforce tasks. Dessler (2015) defines human resources management as an activity whereby the necessary people are obtained in the proper quantity and quality to serve the organization and help it exert as much effort as possible to make it succeed and achieve its goals.

Theoretical literature reviews indicate that legion studies have investigated the link between HRM strategies and diverse factors, including organizational commitment, performance, and productivity. HRM includes strategies like employee compensation, recruitment, appraisal, performance, and training and development (Al-Hawary&Nusair, 2017; Mohammad et al.,

2025f). In a study by Osman et al. (2011), the following practices were used: human resource planning, recruitment, job design, training, performance appraisal, compensation systems, and health and safety. According to (Albrecht et al., 2015), Human resource strategies include many practices such as recruitment and selection, training and development, employee empowerment, job analysis, rewards, employee relationships, and social support.

Aladwan and colleagues (2015) employed the following methods: attracting and choosing employees, enhancing skills and knowledge, assessing performance, and providing incentives and recognition .

The human resource management practices used by Amin et al. (2014) were conducted to identify the impact of HRM practices on organizational performance, including training, compensation systems, job description, staff participation, recruitment and selection, and performance appraisal—finally, career path planning. Dimba (2010) used practices such as recruitment and selection, training, employee participation, compensation, and other practices related to the flexibility of job tasks. The practices used by Lu et al. (2015) include training, employee engagement, job analysis, performance appraisal, staff development, and employee profit-sharing. The practices used by Vivares-Vergara et al. (2016) include recruitment, training, career path planning, performance appraisal, compensation and incentives, job security, and employee participation. In their research, Bal et al. (2014) also examined comparable approaches in hiring and selection, training and growth, evaluating performance, and providing compensation and rewards. The practices mentioned above must be built to increase employees' satisfaction and enhance their performance (Albrecht et al., 2015). Organizations adopt the best practices of HRM to achieve the best performance by designing HR strategies that support knowledge management and increase organizational learning capability (Theriou&Chatzoglou, 2014).

Recruitment and selection: This practice aims at searching for individuals, encouraging them to apply for positions suitable for them, and then selecting the suitable ones among the applicants, taking into account the values of the individual, his expectations and capabilities, and his compatibility with the characteristics and requirements of the organization Demo et al. (2012). Recruitment is an activity that organizations use to attract several highly qualified applicants (Kasmir,2016). Vlachos (2009) describes selection and recruitment as the processes that focus on an organization's capacity to appropriately choose employees with the required skills and expertise, position them in suitable roles, and assimilate them into the organization's culture and environment. Huo et al. (2016) referred that recruiting identifies potential individuals to fill job vacancies and work to attract them. Opoku and Arthur (2015) define recruitment as "a process by which an organization can attract human capabilities and encourage them to perform well to achieve its goals."

Compensation and rewards: This practice refers to the organizational programs adopted by the Organization to compensate and reward employees financially and morally (Demo et al., 2012). This practice includes all financial payments, bonuses, and non-financial benefits to employees. Incentives and rewards increase employee performance and commitment (Abidin et al., 2017). The compensation system used by organizations significantly impacts employee productivity and organizational growth (Sultan et al., 2019).

Employees find rewards and incentives valuable because they motivate them to acquire new skills and seek opportunities for advancement (Collings & Wood, 2009). Kauanui (2004) emphasized the importance of employee compensation in boosting motivation and enhancing

employee performance and productivity. Hence, organizations strive to design and improve the most effective compensation packages.

Performance appraisal: Demo et al. (2012) stated that this practice aims to assess the performance of staff and their abilities to make appropriate decisions when making promotions, career planning, and staff development. Performance appraisal is an essential and relevant means to direct employee behavior (Al-Tal & Emeagwali, 2019). The appraisal measures skills and achievements accurately and reasonably identifies areas of performance enhancement and increases employees' professional growth (Collings & Wood, 2009).

Training and development: Diaz-Fernandez et al. (2015) see that training is a form of investment in an employee to improve his skills and experience. The purpose of training is to enhance individual performance and impact the organization's overall performance and productivity. Training may refer to the method used by the organization to improve new or present employees with the skills, knowledge, behavior, and other abilities they need to perform their jobs (Sultan et al., 2019). Training consistently develops the staff's knowledge, skills, and attitudes (Pinto et al., 2015). Ahmad and Din (2009) referred to training and development strategies as actions to improve employee achievement through learning. This training involves gaining knowledge, improving skills and concepts, or Changing behaviors and attitudes. Training aims to increase the workforce's knowledge, skills, and abilities and raise productivity (Armstrong, 2008). Prabhakar & Ram (2011) believes that training programs should be replicated and that training programs should be delivered based on a comprehensive assessment of the staff needs, and it aims to improve staff performance.

Job Performance

There are many definitions of job performance. Some believe that job performance is closely related to the nature of the work performed by the individual; some see it as behavior, some as effort, and others as work completion. Job performance is generally defined as the degree to which an employee assists the organization in achieving its objectives. Job performance reflects the financial and non-financial outputs of staff directly related to the organizational performance of the Organization (Anitha, 2014; Ekanayake et al., 2024). Zahran (2015) defined job performance as the outcome of an individual's work while performing job tasks. Arachchige and Vithanage (2017) defined job performance as functional behavior not only as forces or pressures resulting from individuals but also as a result of the interaction and harmony between the internal forces of the individual and the external forces surrounding him. Lu et al. (2015) referred to the term job performance when they said that behavior, achievement, and performance should be distinct. Behavior is the work of individuals in the organization in which they work. Achievement is an effect or outcome that depends on the action; it is the output, outcome, or performance. Remember, "Performance involves the interplay of actions and accomplishments, combining behavior and achieved outcomes."

The concept of job performance has evolved and is no longer limited to employee behavior toward job tasks, as this definition describes a part of job performance as task performance. Another aspect of the definition that needs to be taken into account is what Borman and Motowidlo (1997) referred to as contextual performance, which describes the other employee behaviors that are not related to job tasks, such as volunteering to undertake additional activities that contribute to improving the work environment and assisting in achieving organizational objectives. There is a broad agreement among researchers on the multiple dimensions of job performance, and the most important dimensions of job performance that the researchers focused

on are task performance and contextual performance .

(Xiaojun, 2017; Borman & Motowidlo, 1993; Motowidlo & Schmit, 1999).

Task performance: Task performance refers to the functional behaviors linked to the primary activities of the company, including the production of goods, service provision and sales (Befort & Hatrup, 2003), upkeep tasks, supervision of subordinates, and service delivery (Motowidlo & Schmit, 1999). The concept of task performance refers to work performance activities that contribute to the technical nature of the organization through its use in the technological process of the organization (Sykes, 2017 & Venkatesh). Lu et al. (2015) identified "the ability of individuals to carry out the substantive technical activities of their work, those associated with their specific core managerial duties. Reilly and Aronson (2012) contend that task performance, whether direct or indirect, impacts the core of an organization's business. Task performance behaviors are linked to an employee's knowledge, experience, skills, and abilities and vary with the job role.

Contextual performance: Contextual performance encompasses behaviors that contribute indirectly to the transformation and processing of the organization's core processes, and these behaviors help shape the organizational culture and climate. Examples of contextual performance are cooperation, helping others, following the rules and instructions, and supporting the organization (Befort & Hatrup, 2003). Contextual performance refers to behaviors that do not support the technical essence of the organization but rather support the psychosocial environment in which technical operations are conducted (Sykes & Venkatesh, 2017). Chien-Hung et al. (2017) see that contextual performance is the activity that contributes to organizational effectiveness in many ways, shapes the social and psychological context of the organization, and is a catalyst for the organization's operations and activities. In a study by Jamal (2016), contextual performance was measured by the dimensions of organizational citizenship: altruism, kindness, spirit, cultural behavior, and consciousness.

Knowledge Management

Organizations are increasingly focused on knowledge, as it is the essential element that distinguishes an organization from others. The structure of any organization is based on two fundamental elements: physical assets and intellectual assets, which are the organization's backbone. Knowledge needs an effective system to manage and develop. Knowledge management focuses on corporate strategic goals such as innovation, performance improvement, competitive advantage, success stories, and lessons learned (Ginting et al., 2019). Effectively managing and developing knowledge is crucial. Knowledge management focuses on corporate strategic goals such as innovation, performance improvement, competitive advantage, success stories, and lessons learned (Ginting et al., 2019).

Knowledge management is a modern concept in management science, and knowledge has seen increasing interest during the last two decades, which led to the emergence of many definitions of the concept of knowledge management, which differ by different disciplines of the researchers and their different views. Knowledge management is defined by Laudon and Laudon (2007) as a systematic process that offers knowledge to employees in various fields by making data and information available and by sharing knowledge and information. According to (Kebede, 2010), Knowledge management may be defined as the acquisition, storage, retrieval, application, generation, and review of the organization's knowledge asset in a controlled way. Chou and Yaying (2005) defined it as a process whereby the organization's intellectual capital was

extracted and invested to reach efficient, effective, and innovative decisions to gain a competitive advantage and obtain customer loyalty and commitment.

The authors differed in defining knowledge management processes in eight processes: diagnosing knowledge, defining knowledge objectives, generating knowledge, storing knowledge, distributing knowledge, applying knowledge, retrieving knowledge, and sustaining knowledge. Al-Ali, Kandilji, and Al-Omari (2006) identified knowledge management as six processes: knowledge diagnosis, knowledge acquisition, knowledge generation, knowledge storage, knowledge development, knowledge distribution, and knowledge application, while Hijazi (2005) limited to only three processes; these are knowledge generation, knowledge sharing, and organizational learning.

Human resources strategies and knowledge management

HRM practices represent a unique asset for each organization; effectively implementing these valuable assets can improve employees' knowledge, skills, abilities, and dedication. As a result, the advancement can lead to a competitive edge challenging for rivals to replicate. (Longoni et al., 2016; Kianto et al., 2017; Liu et al., 2017; Guan & Frenkel, 2018). HRM practices are essential in helping employees obtain distinctive knowledge, abilities, and other traits required to deem innovatively and generate originative concepts, leading to a long-term competitive edge (Chen & Huang, 2009). Susanty et al., 2019 declared that the influence of (HRM) human resource management on (KM) knowledge management is robust. Accordingly, HRM activities, such as recruitment and selection, training and education, performance management, and vantage systems, are necessary for managing knowledge properly (Santoro & Usai, 2018; Al-Oraini et al., 2024). Based on the above, the study hypotheses can be formulated as:

H1: Human resources management strategies have a significant impact on knowledge management.

2.5 Human resources management strategies and job performance

Numerous research studies analyze the correlation between human resource strategies and the performance of employees across different sectors (Mira et al., 2019). The implementation of human resource management strategies enhances employee performance. It improves precision and efficiency by offering adaptable elements, streamlining resource utilization, enhancing performance effectiveness, and accomplishing organizational goals most efficiently with minimized costs and effort (Shrivastava & Purang, 2010).

According to (Tabiu & Nura, 2013), a positive relationship exists between human resource practices and employees' performance. Yilmaz (2014) argues that human resource objectives are to recruit qualified people to work in various jobs and fields in order to produce goods and services in the best ways and at the lowest costs and develop the capacity of workers through training to face technological and managerial changes in the environment and create good working conditions that enable workers to perform well. As per Nataraja and Alamri (2016), human resource strategies positively impact employee performance in seven ways: training and development, recognition, job analysis, hiring and selection, social support, employee relations, and employee empowerment. Organizations should consider human resource strategies as a fundamental approach to reaching their objectives by enhancing employee performance (Hassan, 2016). Based on the above, the study hypotheses can be formulated as:

H1: Human resources management strategies have a significant impact on job performance.

Knowledge management and job performance

KM is essential in getting a competitive advantage in the long term (Duffield & Whitty, 2016). Guess (2011) states that Knowledge Management (KM) encompasses creating, sharing, and utilizing knowledge within the organization to gain and sustain a competitive advantage. In order to achieve the benefits of adopting knowledge management, the role of organizational management is to focus on the effective use of knowledge by organizations and to employ it towards attaining the organizational objectives, enhancing their capabilities and skills, and achieving development, improvement, and sustainability of these capabilities. An organization with better KM can perform better and gain strength and competitive advantage. Implementing the KM strategy enables an organization to value its performance quality (Ghafoor et al., 2019; Ayyalsalman et al., 2024). A successful organization knows the importance of KM and sees its gravity as a means of enhancing its performance (Ferrada et al., 2016). (KM) Knowledge management is one of the recent radiant advancements in employees performing knowledge-related tasks. (KM) Knowledge management involves the knowledge organizations utilize and handle. It includes employees' accumulated expertise, explicit and implicit information, and abilities to achieve their strategic goals and support decision-making, adaptation, and creation. Based on the above, the study hypotheses can be formulated as:

H1: Knowledge management has a significant impact on job performance.

Human resources management strategies, Knowledge management, and job performance

Human resources management strategies aim to improve the employees' performance by changing the behavioral attitudes of employees and acquiring knowledge and skills through learning experiences to achieve effective performance (Kadiresan et al., 2015). Human resources practices are a means of organizational development that generally aims to increase performance by developing the skills and abilities of employees (Lim et al., 2017; Chen et al., 2024). HRM strategies contribute to the organization's competitiveness by selecting employees who can innovate, develop, and perform well (Morsy, 2003). Human resource management strategies are critical sources that impact performance because the sum of the knowledge, skills, experience, education, abilities, and competencies directly affect organizational performance (Naidu, 2013). Based on the above, the study hypotheses can be formulated as:

H1: Human resources management strategies have a significant impact on job performance through Knowledge management.

Research Conceptual Model

Figure 1 divulges four hypothesized effects among three constructs: HRM strategies, knowledge management, and job performance. Hypothesis 1 (H1) postulated a significant direct effect of HRM strategies on job performance, while hypothesis 2 (H2) assumed a significant direct effect of the same construct on knowledge management. Hypothesis 3 (H3) presumed a significant direct effect of knowledge management on job performance. Finally, hypothesis 4 (H4) suggested that HRM strategies significantly indirectly affect job performance through knowledge management.

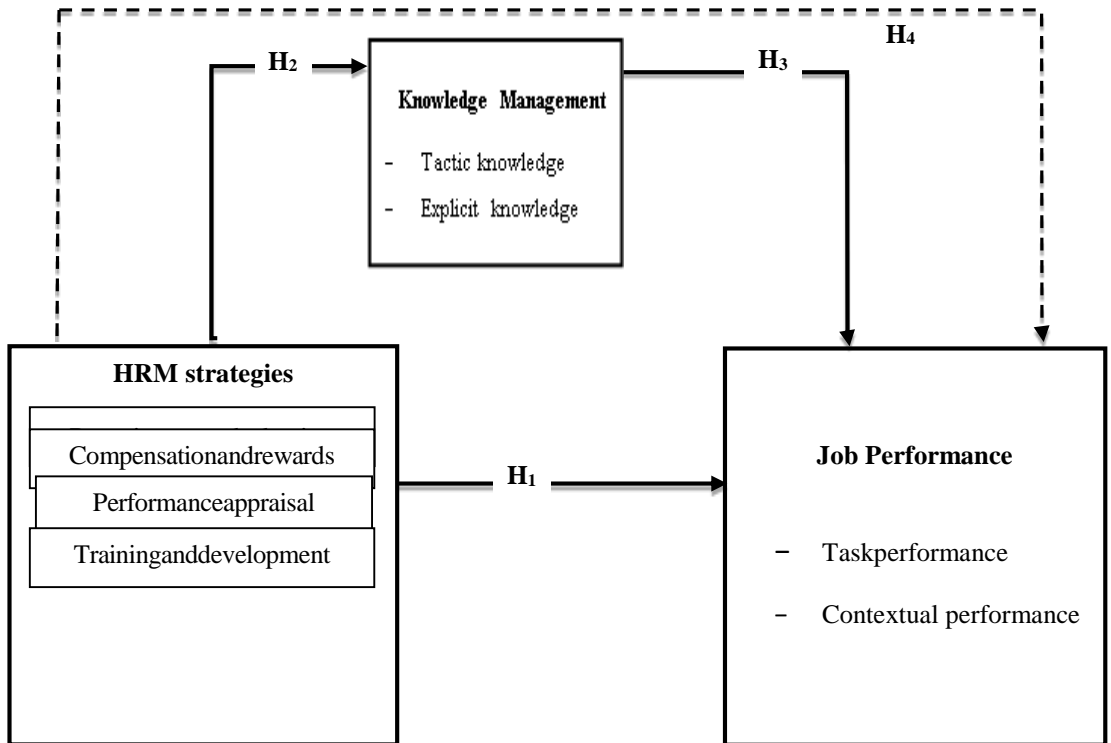


Figure 1: Research conceptual model

Methodology

Population and sample

The employees in the information and communication technology sector in Saudi Arabia made up the study's population. The unit of analysis was the employees. In the sampling process, we use a convenience sample. Surveys through mail were distributed to 500 employees, and data was gathered through a self-administered questionnaire. Four hundred thirty-five questionnaires were returned. The respondents' demographic information was analyzed using percentage and frequency. Table (1) shows the sample characteristics.

Table (1): Sample characteristics

1- Sex	Frequency	Per cent (%)
Male	298	68.5%
Female	137	31.5%
2- Age		
below 30 yrs.	124	28.5 %.
From 30 yrs. – to 40 yrs.	167	38.4%
From 40 yrs. – to 50 yrs.	80	18.4 %
Above 50	64	14.7%
3- Education Level		
Diploma Degree and below	75	17.2 %

Bachelor Degree	256	58.9%
Post Graduate studies	104	23.9%

Research Instrument

HRM strategies were assessed using four dimensions: recruitment and selection, compensation and rewards, performance appraisal as well and training and development, adopted by (Kadiresan et al., 2015; Seunghoo& Tae, 2017). As appeared in Table 1, 16 items were used to measure those dimensions, four items for each dimension. With six items, knowledge management was measured using two dimensions, i.e., tactic knowledge and explicit knowledge adopted (Guess, 2011; Ghafoor et al., 2019). Finally, job performance was evaluated based on two dimensions, task performance and contextual performance, adopted by (Xiaojun, 2017; Borman & Motowidlo, 1993; and Motowidlo and Schmit, 1999), using three items for each dimension. Measurements were anchored using a five-point Likert scale, where "5" refers to "strongly agree," and "1" describes "strongly disagree." Items used to measure those dimensions were chosen based on Cronbach's alpha coefficients. Alpha's cut-off is 0.70 (Al-Hawary, 2012; Alolayyan et al., 2018; Mohammad, 2017; Yousapronpaiboon& Johnson, 2013).

Table 2. Variables, dimensions and their related items

Variables	Dimensions	No. of Items	Cronbach's coefficients (α)
HRM strategies	Recruitment and selection	4	0.78
	Compensation and rewards	4	0.83
	Performance appraisal	4	0.73
	Training and development	4	0.88
KM	Tactic knowledge	3	0.81
	Explicit knowledge	3	0.75
JP	Task performance	3	0.79
	Contextual performance	3	0.78

Exploratory factor analysis (EFA)

EFA is a technique used to structure a group of variables. It can be utilized during the process of questionnaire development. For the current study, following Malhotra (2003) and Field (2005), as cited in Khan and Adil (2013), the principal component analysis was used to extract those items. Table 3 shows the results of EFA, in which 28 items were extracted: recruitment and selection (RC1- RC4), compensation and rewards (CR1- CR4), performance appraisal (PA1- PA4) as well as training and development (TD1-TD2), tactic knowledge (TK1-TK3), explicit knowledge (EK1- EK3), task performance (TP1- TP3), and contextual performance (CP1-CP3). Standardized factor loadings for all items were more significant than 0.5 (Maiz et al., 2000), average variance extracted (AVE) values were higher than 0.50 (Lin & Lu, 2011), composite reliability (CR) values and Cronbach's alpha were more significant than 0.70 (Al-Hawary, 2012; Chiu and Wang, 2008).

Table 3. Means, standard deviations and EFA findings

Dimensions	Items	SFL	Means	SDs	AVE	CR	α
Recruitment and selection	RC1	0.72	2.59	0.97	0.598	0.856	0.844
	RC2	0.76					
	RC3	0.79					
	RC4	0.82					

Compensation and rewards	CR1	0.88	2.54	0.85	0.621	0.867	0.859
	CR2	0.82					
	CR3	0.69					
	CR4	0.75					
Performance appraisal	PA1	0.78	3.34	0.77	0.669	0.890	0.881
	PA2	0.79					
	PA3	0.84					
	PA4	0.86					
Training and development	TD1	0.76	3.58	0.99	0.739	0.918	0.899
	TD2	0.87					
	TD3	0.91					
	TD4	0.89					
Tactic knowledge	TK1	0.83	2.55	0.68	0.706	0.878	0.868
	TK2	0.81					
	TK3	0.88					
Explicit knowledge	EK1	0.84	2.61	0.59	0.687	0.867	0.857
	EK2	0.75					
	EK3	0.89					
Task performance	TP1	0.74	3.63	0.79	0.548	0.784	0.779
	TP2	0.77					
	TP3	0.71					
Contextual performance	CP1	0.78	3.49	0.88	0.640	0.842	0.839
	CP2	0.79					
	CP3	0.83					

Confirmatory factor analysis (CFA)

CFA is a technique used to refine the measurement model, i.e., to check if the measured variables reflect the intended factors. This technique is used before examining the structural model, in which research hypotheses are tested (Jackson et al., 2009). The goodness-of-fit of the measurement model was tested using Chi-squared/DF, comparative fit index (CFI), the goodness-of-fit index (GFI), and root mean square error of approximation (RMSEA). Table 3 shows the results and indicates that the measurement model fitted the current data because the values of these indices were within the required range (Agus, 2011; Abazeed, 2018; Mohammad, 2017; Love et al., 2015).

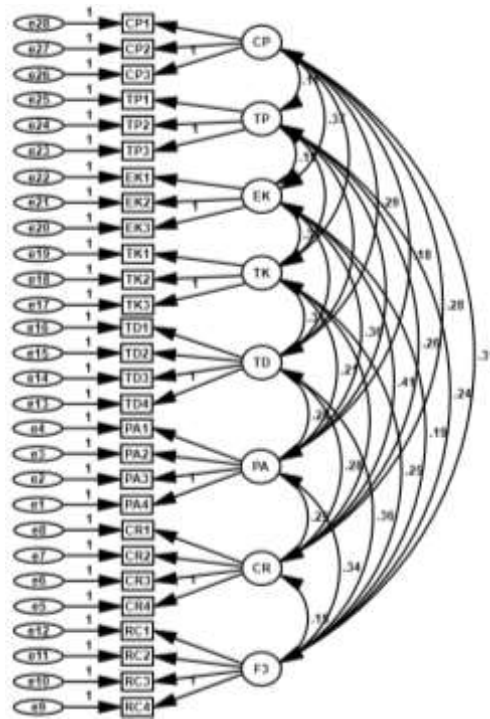


Figure 2: Research measurement model

Table 4. Results of measurement model goodness-of-fit indices

Index	Value	Criterion	Result
Chi-square ratio (CMIN/DF)	1.98	> 3.00	Supported
Comparative fit index (CFI)	0.937	> 0.90	Supported
Goodness of fit index (GFI)	0.922	> 0.90	Supported
Root mean square error of approximation (RMSEA)	0.057	< 0.08	Supported

Pearson correlation matrix

As shown in Table 4, the Pearson correlation matrix confirmed that research variables are significantly correlated. Pearson coefficients were ranged from 0.36 to 0.74. Research predictors were significantly and positively associated; their correlation coefficients were between 0.35 and 0.51. RC was significantly correlated to KM and JP; Pearson coefficients were 0.36 and 0.42, respectively. Also, CR was significantly associated with KM and JP, with correlation values of 0.39 and 0.61.

Similarly, PA significantly correlated with KM and JP, with correlation values of 0.58 and 0.55. Finally, TD was found to have a significant association with KM and JP via 0.68 and 0.45 coefficients. On the other hand, KM has a strong correlation with JP, with a correlation coefficient equal to 0.74. Regarding multicollinearity, variance inflation factor (VIF) and tolerance values were accepted since VIF values are lesser than ten and tolerance values are more significant than 0.1.

Table 5. Correlation matrix, VIF and tolerance values

	RC	CR	PA	TD	KM	JP	Tolerance	VIF
RC	-						0.358	4.74
CR	0.44**	-					0.449	5.25
PA	0.38**	0.46**	-				0.624	4.67
TD	0.39**	0.35*	0.51**	-			0.898	6.85
KM	0.36**	0.39**	0.58**	0.68**	-		0.951	4.66
JP	0.42**	0.61**	0.55**	0.48*	0.74*	-	0.753	7.12

Structural Model

Figure 3 displays the structural research model. The model shows beta coefficients between HRM strategies, knowledge management, and job performance. As summarized in Table 5, it was revealed that HRM strategies had a significant impact on both knowledge management and job performance; knowledge management had a significant effect on job performance. Typically, requirements of mediation, as the results indicated, were met..

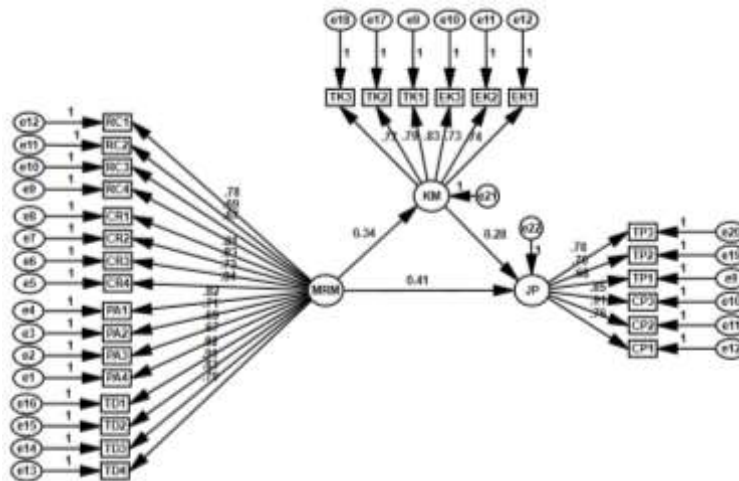


Figure 3: Research structural model

TABLE 6 displays the direct and indirect impacts of research factors. HRM strategies, as measured by recruitment and selection, compensation and rewards, performance appraisal, as well as training and development, had a significant direct effect on job performance ($\beta = 0.41$, $P < 0.50$) and knowledge management ($\beta = 0.34$, $P < 0.50$). Similarly, knowledge management significantly affected job performance ($\beta = 0.28$, $P < 0.50$). On top of that, HRM strategies had a significant indirect effect on job performance ($\beta = 0.095$, $P < 0.50$). These results confirmed that the impact of HRM strategies on job performance was established.

Table 6. Results of hypotheses testing

Default paths	Direct effects			Indirect effects	
	β *	C.R.	P **	β *	P **

HRM	→	KM	0.34	9.91	0.000	-	-
KM	→	JP	0.28	7.69	0.003	-	-
HRM	→	JP	0.41	10.31	0.004	0.095	0.004
** significant at $\alpha = 0.05$							

Discussion and Conclusion

The primary aim of this study is to investigate how human resources management strategies affect job performance when combined with knowledge management. This study has been applied to the information and communication technology sector in Saudi Arabia to evaluate the adoption of human resources management strategies and knowledge management and determine job performance. After using SEM, it was found that there was a direct and indirect effect between research variables .

The human resource management strategies, as assessed through recruitment and selection, compensation and rewards, performance appraisal, and training and development, directly impacted knowledge management ($\beta = 0.34, P < 0.50$). The result corresponds with the results of earlier research such as Longoni et al. (2016), Kianto et al. (2017), Liu et al. (2017), and Guan and Frenkel (2018). These studies concluded that HRM practices are specific to each organization, and effectively implementing such valuable assets can improve employees' knowledge, skills, and abilities. Additionally, Chen and Huang (2009) indicated that HRM practices are crucial in helping employees develop distinct capabilities and traits, enabling them to think innovatively and generate creative ideas.

HRM strategies had a direct significant effect on job performance ($\beta = 0.41, P < 0.50$); this result is consistent with the study of Tabiu&Nura (2013), who indicated that there is a positive relationship between human resource practices and employees' performance. The study by Nataraja and Alamri (2016) concluded that human resource practices positively contribute to employees' performance: training and development, reward, job analysis, recruitment, and selection. There is a positive relationship between human resource strategies and employees' performance..

Knowledge management, in the same vein, had a significant direct effect on job performance ($\beta = 0.28, P < 0.50$); this result is consistent with the study of Ghafoor et al. (2019), who indicates that the implementation of KM strategy in the organization enables an organization with value and quality of performance, and the results of Ferrada et al. (2016), who concluded that Successful organization knows the importance of KM and sees its gravity to enhance the performance.

On top of that, HRM strategies significantly indirectly affected job performance. HRM strategies impact job performance in the presence of knowledge management; this result is consistent with the study of Kadiresan et al. (2015), who concluded that human resources management strategies aim to improve the employees' performance to change behavioral attitudes of employees and acquire knowledge and skills, through learning experience to achieve adequate performance. Human resources management strategies have an effective and significant contribution to the success of the application of knowledge management. Organizations contain knowledge and information that have imposed on human resources to cooperate and exchange experiences and skills in order to be able to process this information in the right way; this helps to disseminate

and apply knowledge better reflected in the performance level, in addition to the keenness of human resources to acquire expertise and knowledge in order to retain their workplace, this led them to apply the knowledge they possess to prove their preference and merit and perform their functions efficiently and effectively.

Managerial implications and direction for future research

Human resources management strategies (HRMS) are the cornerstone upon which the successes and achievements of the organization are built. This importance comes from its association with the fundamental engine of the success of organizations. Farooqui and Nagendra (2014) believe that job performance is critical to the organization's performance.

In the literature on strategic and human resource management, there has been a noteworthy focus on regarding knowledge as an asset and considering knowledge management as a process for gaining a competitive business advantage, as Figueiredo et al. (2016) noted. This research indicated that HRM strategies, as measured by recruitment and selection, compensation and rewards, performance appraisal, training, and development, significantly affected job performance and knowledge management. Consequently, managers and decision-makers within the information and communication technology sector in Saudi Arabia must establish a robust and all-encompassing reward and incentive system for their workforce, including administrative staff. These incentives should be tied to employees' actual performance, and there should be a focus on continuously enhancing and developing staff skills while staying updated with the latest advancements in management and information technology. Finally, Continuous attention is needed to follow the sound scientific foundations in human resources planning and provide all necessary data and technological devices to achieve knowledge and improve job performance.

Several limitations should be considered in this research that open a direction for future research. First, the generalizability of the results is limited because we used a sample from a single sector: the information and communication technology sector. Future research should focus on collecting data from other sectors to see if HRM strategies enhance job performance. Second, this study focused on knowledge management as a mediating variable. Future studies may take organizational learning as a mediating variable. Third, the current study focused on Saudi Arabia; future research should establish a comparison study between Saudi Arabia and another country.

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