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The Mediation of Knowledge Management on the Relationship between HRM Practices and Employees' Performance in Qatari Hospitals

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Abstract: Today, a competitive, uncertain, and fast-changing environment requires knowledge management. In this globalized world, the health sector can offer knowledge management in addition to human and physical resources. Knowledge management gathers experience, knowledge, and expertise; develops new skills; delivers job quality; fosters innovation, and improves the customer experience. Hence, this study examined the mediating effect of knowledge management on human resource management (HRM) practices on employees' performance in the Qatari Hospitals. Out of 500 self-administered questionnaires distributed among employees, only 315 were valid for analysis. Moreover, the data were analyzed using the Partial Least Square Structural Equational Modelling (PLS-SEM) to test the research hypotheses of this study. The findings of the study indicate that (HRM) practices and knowledge management have a significant influence on employees' performance in the Qatari Hospitals. Also, knowledge management has had a major impact on employees' performance in the Qatari Hospitals. Finally, knowledge management mediated the effect of HRM practices on employees' performance in the Qatari Hospitals. The performance of this study will be a policy dialogue between the department of human resources, regulators, researchers, and policy makers. The scientific novelty of this study lies in the examination of the mediating role of knowledge management between HRM practices and employee performance in the healthcare sector.

Keywords: employees' performance, HRM practices, knowledge management, partial least square structural equational modelling, Qatari hospitals.

知识管理对卡塔尔医院人力资源管理实践与员工绩效之间关系的中介作用

摘要：今天，竞争激烈、不确定且瞬息万变的环境需要知识管理。在这个全球化的世界中，卫生部门除了提供人力和物力资源外，还可以提供知识管理。知识管理收集经验、知识和专业知识；发展新技能；提供工作质量；促进创新，改善客户体验。因此，本研究考察了知识管理对卡塔尔医院员工绩效的人力资源管理实践的中介作用。在发给员工的500份自填问卷中，只有315份对分析有效。此外，使用偏最小二乘结构方程模型对数据进行分析，以检验本研究的研究假设。研究结果表明,(人力资源管理）实践和知识管理对卡塔尔医院员工的绩效有重大影响。此外，知识管理对卡塔尔医院员工的绩效产生了重大影响。最后，知识管理调节了人力资源管理实践对卡塔尔医院员工绩效的影响。这项研究的表现将是由人力资

源部、监管机构、研究人员和政策制定者之间的政策对话。本研究的科学新颖性在于检验知识管理在人力资源管理实践与医疗保健部门员工绩效之间的中介作用.

关键词：员工绩效、人力资源管理实践、知识管理、偏最小二乘结构方程模型、卡塔尔医院。

1. Introduction

Employees need the skills of crisis management, rapid learning, and problem solving as the environment becomes more uncertain [1]. Previous perspectives on work performance have not captured the full spectrum of human actions that contribute to job effectiveness in unpredictable and complex systems. The ability of employees to successfully adapt to ever-evolving work environments is a key indicator of their performance. It might help businesses innovate, make the most of their resources and adapt to new circumstances. The last several years have seen a remarkable rise in globalization, with many countries' economy becoming increasingly interwoven to promote international trade through technological advancements and heightened connectivity [2]. This growth has increased competition in both domestic and foreign markets, making it more important than ever for companies to attract and retain talented workers. The competence and dedication of the workforce are a key differentiator for many companies. Therefore, their productivity and success are directly tied to the caliber of their workforce [3]. Human resource management (HRM) involves several different tasks, such as HR planning, HR management, strategic hiring, training, pay management, productivity, employee relations, healthcare, employee satisfaction, and the provision of HR services. It entails a collection of policies and procedures designed to boost productivity, employee satisfaction, and the overall quality of work in business [4]. Qatar's healthcare system has evolved quickly despite its underdevelopment. Qatar's healthcare system is among the best in the world, and it's rapidly improving. Expats working in the country have the option of applying for and receiving treatment through the public healthcare system, which is either free or heavily subsidized, or paying for treatment out of pocket [5]. In Qatar, healthcare is governed by the Ministry of Public Health. Within Qatar's healthcare system, both public and private hospitals are available to patients [6]. Hamad's twelve public facilities are among the best in the region. Both conventional medical centers such as Hamad General Hospital and specialized facilities such as Rumailah Hospital fall under this category (e.g., Heart Hospital). Patients from other countries generally choose private hospitals and clinics because they offer faster service, a wider variety of specialists, and a higher percentage of fluent English speakers on the staff [7]. Everyone, including tourists, has access to emergency care in Qatar, including those who are only there temporarily. Those without the health card, however, will not be eligible for reduced prices. Recently, private healthcare in Qatar has expanded [8]. This is because of the country's rising population and the large number of foreigners who have moved there, many of whom bring their own private health insurance plans. In Qatar, private healthcare is mandatory for all citizens and foreign visitors who do not have a national identity card. The cost is the main drawback of private healthcare. It is possible to see doctors and nurses who understand English (and who may even be expats themselves) and to get help more quickly [9]. In Qatar, you can find doctors and specialists working in both the public and private sectors. There is a wide variety of medical professions with the private sector. In particular, it includes drawing foreign doctors and nurses with the high earnings. Qatar has a total of 2.5 doctors for every 1,000 people. General practitioners in the public sector tend to be employed by primary care clinics and centers, whereas those in the private sector are more likely to be self-employed and run their own practices. Accessing a specialist within the public healthcare system necessitates a referral from your primary care physician. Private experts do not, however usually require a doctor's referral [10]. In today's fast-changing business world, information is a company's most important asset, a source of income, and the key to long-term survival and success [11]. Many research show that knowledge management improves employees' performance [12, 13]. According to Sahibzada et al. [14], in a "post-capitalist" society, the productivity of knowledge labor and knowledge employees will be the primary challenge. As a result, it is hypothesized that in knowledge economies, human resource management is important to an organization's success [15]. Therefore, employees' ability to harness their human capital is crucial to making good use of their knowledge resources. The reason for this is that most information within an organization is not easily transferable from its tacit to its explicit form [16]. A growing body of research shows that knowledge management—including its production, distribution, and application—is inextricably linked to the success of any given organization. The value of human capital, on the other hand, is well recognized. A considerable

number of research demonstrate the effects of effective human resource management on both employee productivity and employees' performance [17-20]. To help an organization reach and maintain its desired level of performance, human resource management must employ various practices [18] that influence the behavior, attitudes, and performance of individuals through the development of a learning culture and the enhancement of their learning capacity [19]. As such, human resource management (HRM) represents a system that recruits, trains and keeps employees to guarantee the success of the employees and its members [21]. Human resource management methods are crucial to retaining and growing the talent necessary for a firm to be competitive and innovative [22]. Thus, HRM practices aid in knowledge management, which is defined as "the procedures that produce and employ knowledge resources within the enterprise" [17], particularly knowledge acquisition and knowledge exchange [23]. This research therefore looked at how knowledge management could be used as a mediator between HRM practices and employee performance in Qatari hospitals. By doing so, we bridged a number of study gaps that had previously prevented researchers from examining HRM practices, knowledge management, and employee performance in developing nations. Knowledge management's mediation role in the connection between HRM practices and staff performance in Qatari hospitals is the study's most significant contribution. The remaining five sections of the study cover the theoretical foundation, hypothesis development, methodology, findings, and conclusions.

2. Literature Review

2.1. Theoretical Background

Various theories provide frameworks for examining the causes and effects that shape employees ' openness to new ideas and practices. The postulated links in this research are based mostly on the knowledge-based view of the firm theory and the AMO framework. Since both HRM and knowledge management have directed and indirect relationships with intangible assets, which are considered the key strategic resources of the organizations [24], they are two complementary processes and interdependent constructs in the theory of knowledge-based view of the firm [19, 25]. Human resource management, or HRM, is the process by which business encourages its employees to work together, learn from one another, and ultimately succeed [17]. Knowledge management is the process of identifying, collecting, analyzing, organizing, sharing, applying, and leveraging a company's knowledge assets to increase profits and keep a competitive edge [26, 27]. Both human resource management and knowledge management focus on people, but most studies have shown that HRM is essential for knowledge management implementation to succeed in the business world [28, 29]. In particular, HRM facilitates the spread of information and the accumulation of expertise by encouraging the exchange of thoughts, ideas, and experiences among employees [30, 31]. Alternatively, knowledge management can be seen as a subset of human resource management because it employs IT to facilitate human communication and cooperation [32]. Because of the global nature of the competitive dynamics in the modern business environment, human resource management has emerged as an essential domain of endeavor for meeting talent management challenges such as scarcity and abundance, workplace location, and talent compensation [33]. Finally, HRM aids in the development of a learning company by encouraging employees to accumulate knowledge, make use of relevant networks, and practice double-loop learning [34]. Considering the paper's stated purpose, the following sections will discuss HRM Practices and knowledge management, drawing attention to the important research conducted on the connections between the two and how they might help an organization improve its performance. Employees' openness to change is related to their productivity in part because of the Ability, Motivation, and Opportunity (AMO) model [35]. According to the AMO framework, there are three conditions that must be met before an employee will put forth extra effort: the employee possesses the right abilities; the individual is appropriately motivated, and the employer makes the opportunity for the employee to do so available [36]. Employee abilities encompass their skill set and body of knowledge. While both motivation and opportunity are crucial to one's success, Szulc and Smith [37] argue that without skill, neither will contribute significantly to one's performance. Capability-enhancing activities acquire skills and/or improve the abilities of current employees. The willingness of employees to do their jobs can be bolstered in two ways: extrinsic and intrinsic motivation [38]. When giving employees "the chance to perform," is discussed, it is referred the creation of workplace that gives them the resources they need to thrive and a place to put their talents on display [39]. Giving employees more leeway in how they get their jobs done tends to boost their self-esteem [40]. AMO is the foundation for comprehending HRM Practices strategic significance. Ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices are the three aspects along which HRM practices might be conceived [41]. Achieving the best results from the AMO model's three pillars requires an approach that emphasizes the use of a mix of H HRM practices rather than any one in isolation [42].

3. Hypothesis Development

3.1. HRM Practices and Employees Performance

Human resource management's AMO framework describes in detail how HRM methods affect performance through shaping employees' abilities, motivations, and openings for advancement. According to this theory, productivity rises when employees are given both the means and impetus to put their skills to use in a setting that encourages and supports their efforts [3, 42]. Conventional wisdom holds that productivity in the workplace is a function of an employee's ability, motivation, and opportunity [43]. Hence, based on the above evidence, this study developed the hypothesis below:

H1: There is a significant relationship between HRM practices and employees performance.

3.1. Human Resource Management Practices and Knowledge Management

HRM practice is a complex framework that incorporates many strategic connections to knowledge management activities and can be thought of as a normative model [44]. Human resource management, on the other hand, has improved knowledge management as a whole by encouraging creativity, teamwork, and problem solving [45]. It provides a concise overview of the research on HRM practices and knowledge management. The theoretical foundations this laid out above emphasize the fact that most research have ignored knowledge acquisition and sharing in favor of evaluating HRM practices within the broader framework of knowledge management processes. Additionally, a number of studies have addressed the connection between HRM practices and the information sharing process from both an organizational and an individual level [14, 46]. Human resource management strategies have a positive impact on workers' mindsets and behaviors, which in turn boosts their education, experience, and aptitudes, resulting in better results for the business as a whole [47]. Additionally, there is a lack of empirical comparative instances examining the impact of HRM practices on knowledge management, and most of the research focus on the West rather than developing nations such as India, which are seeing a rise in the importance of knowledge-intensive industries. Hence, based on the above evidence, this study developed the hypothesis below.

H2: There is a significant relationship between human resource management practices and knowledge management.

3.2. Knowledge Management and Employees Performance

Knowledge management is heavily depended upon in the research model to boost employee performance. In the following part, we explore the relationship between KM and productivity in further depth. According to the knowledge-based hypothesis, organizations with the capacity to manage their knowledge resources will outperform their rivals that do not make their use. The knowledge-based hypothesis states that a firm's success is tied to how well it can generate, combine, re-consolidate and apply knowledge [14, 48, 49]. Furthermore, the asset-based perspective suggests that efficient management of knowledge assets will boost progress. In today's information-based economy, a company's ability to innovate and stay competitive depends heavily on the value it places on its intellectual assets [50]. Acquiring fresh and useful information about any facet of business, from its products to its mechanical cycles and administrative methods, is known as "knowledge procurement" [51]. When it comes to creating new markets, developing new products, and responding to customers in a timely manner, businesses with a high capacity for securing and using such knowledge have a distinct advantage [52]. Through the process of knowledge sharing, both the organization's existing and acquired knowledge can be integrated, increasing the value of that knowledge [14]. This allows information to be shared, expanded, refined, and applied where it is the most useful. Information shared amongst members of an organization improves that group's capacity to grow [3]. How well a company can apply the knowledge it has acquired through learning, cooperation, and innovation to its existing processes and procedures is a good indicator of its knowledge-applying prowess [53]. Hence, based on the above evidence, this study developed the hypothesis below.

H3: There is a significant relationship between knowledge management and employees' performance.

3.3. Knowledge Management as a Mediator

Knowledge Management is broadly defined as a set of practices focused on the development, maintenance, and application of methods for managing intellectual property [54]. The effective and efficient usage of knowledge assets is what knowledge management practices are all about [55]. The four pillars of knowledge management, as outlined by Zhang et al. [56], are knowledge generation, storage, dissemination, and application. When evaluating the value of knowledge management to performance, Hadi et al. [57] employed four distinct knowledge management procedures: knowledge creation, transfer, integration, and application. Letchumannan et al. [58] employed four dimensions of the knowledge management process (knowledge acquisition, application, conversion, and protection) to investigate the moderating function of the knowledge management process on the connection between training and organizational success. Lwanga et

al. [59] listed five components of knowledge management, including knowledge generation, accumulation, sharing, application, and internalization. For their study on the connection between knowledge management and performance, Hüsener et al. [60] used a two-pronged approach, evaluating knowledge management potential along the dimensions of knowledge acquisition and dissemination. Hence, based on the above evidence, this study developed the hypothesis below.

H4: Knowledge management mediates the relationship between HRM practices and employees' performance.

3.4. Conceptual Framework

The research framework for this research is diagrammatically interpreted on the basis of the relationships of research structures and their order of effect (Fig. 1). In this context, the first flow of control is triggered by the direct correlation of HRM practices with employee performance. In the conceptual context, the second flow is initiated to link HRM Practices to knowledge management. Although in the process, the third flow of impact is HRM Practices on employee performance through a knowledge management mediator. This large research method suggests testing hypotheses based on the relationship of constructs used in the study. Generally, this conceptual framework suggests four main relationships: the direct and positive link between HRM Practices and employee performance; the direct and positive relationship between HRM Practices and knowledge management; the influence of HRM Practices on knowledge management, and the mediating effect of knowledge management on HRM Practices and employee's performance relationships.

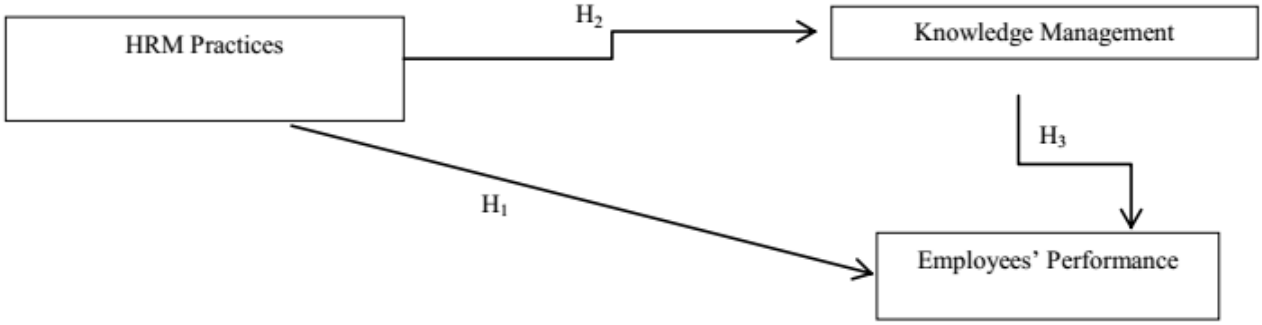

Fig. 1 Research framework

3.5. Research Method

The study employed a quantitatively descriptive research strategy. Furthermore, the 32,000 employees of hospitals in Qatar constituted the population for this investigation. Studies sometimes refer to the entire population as the population, whereas the sample is a subset of that population from which results are drawn [61]. Researchers can more confidently generalize findings from a study's population with the assistance of a high-quality sample, as argued by Rahi [62]. Accordingly, 380 hospital staff members in Qatar served as the sample for this analysis of data from Krejcie and Morgan [63]. Thus, the sample size was increased to 500 to acquire more reliable and consistent results, with the aim of minimizing sampling error and other potential sources of error in the data collection process. Therefore, a self-administered survey questionnaire was used to collect the data. This research aims to reduce expenses by the elimination of equipment and supplies, including computer programs, from the respondent's home. The time frame spanning April, May, and June 2022 to August 2022 for the data collection. The revised survey is a consolidation of many approaches used in earlier research on this topic. Previous studies, such as [64], were used as a basis for the design of this one, so that its phenomena and constructs would be easily grasped. With these three factors in mind, a model was developed. Variable in control: To do this, we quantify HRM practices along a set of predefined dimensions (Recruitment and selection, Training and development, Compensation, and Performance appraisal). Knowledge management serves as a moderating variable, and this quality can be evaluated (Knowledge creation, Knowledge acquisition, Knowledge storage and retrieval, and Knowledge transfer and usage). Performance evaluations are dependent on how well employees do their jobs. Previous research suggested using a 10-point Likert scale to measure the variables, thus that is what was used in this study [72, 73].

3.6. Data Analysis Technique

In this study, the questionnaire data is analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The researcher will employ a data mining technique before conducting the real data analysis to guarantee a complete and accurate portrayal of the data. Additionally, SmartPLS 3.0 was used to analyze the data to evaluate the hypotheses and ensure the validity of the study's proposed model or structure. PLS-SEM has been used to examine the role of knowledge management as a moderator between HRM practices and employee performance. There are a number of reasons why PLS-SEM might be useful. This research aims to examine the interconnections between known theoretical frameworks to better

understand their interplay. However, PLS-SEM is the method used to examine the survey results in this investigation. With the help of PLS-SEM, one may quantitatively assess and evaluate such causal links in the context of existing empirical evidence and one's own preconceived notions of how they work. The speculative Explanatory Method (SEM) is a combination of traditional scientific investigation with novel degenerations. The SEM can be divided into two for more specific use. The estimated model is the part that establishes causality from observed phenomena to latent variables. The fundamental portion of the model consists of interconnected, passive variables. The investigation also made use of the reflective-reflective type I model. The lower-order constructions can be broken up and calculated reflectively to form new relationships. Lohm'oller coined the term "organizational common factor model" [65] to describe a model in which a higher-order structure stands for the underlying component that unites a number of other factors. Therefore, this sort of organizational latent variable model is best appropriate if the research aims to determine the common component of numerous related but otherwise distinct reflective constructs.

3.7. Finding of the Study

We received 315 usable responses from the survey we sent out. Therefore, the analysis relied on this number (315). The conclusions from the structural equation model served as the basis for the performance. When some survey questions have not been answered by respondents, we say that there are missing data. Each measurement object in this study underwent a frequency and missing value analysis to rule out the possibility of any missing data. According to the results of the data screening, the median variable responses were used to fill in the gaps for each measurement item where data were absent. As opposed to the average value of all observations, outliers have a significantly higher or lower value. In addition to inspecting histograms and box-plots, we evaluated each variable for a standardized (z) value to ensure unit-variate disclosure. If the average score is 4.0 or higher, your case qualifies as an outlier according to Hair et al. [66]. Since this is the case, a Z-score above 4 or below -4 indicates an extreme value.

3.8. Measurement Model

The internal consistency procedure was used to assess the dependability by examining the composite reliability values. The values in Table 1 for all variables indicate that they are reliable for use in composites [66]. As the clarification suggests, the indicators have been kept if it is determined that the reliability of the indicators (squaring of external loadings) is less than 0.7 but that the composite reliability and AVE are suitable for measurement. The AVE values that would be more than '0.5' were used to determine convergent validity (Table 1), and the Fornell-Larcker test was used to determine discriminant validity (Table 2). For each latent variable, the square root of AVE must be larger than the correlation between latent variables to meet the requirement of discriminant validity. The conditions for discriminant validity are met by the variables, as shown in Table 2. Overall, an HTMT score above 0.90 may indicate a problem with discriminant validity [66]. Compared to the cutoff value of 0.90, all of the HTMT scores in this set were much lower (see Table 3).

Table 1 Loading and internal consistency reliability of the measurement model

Variables	Loading	CA	CR	AVE
Employees Performance		0.919	0.934	0.640
EP1	0.731			
EP2	0.837			
EP3	0.848			
EP4	0.769			
EP5	Deleted			
EP6	Deleted			
EP7	0.785			
EP8	0.784			
EP9	0.847			
EP10	0.793			
HRM Practices		0.945	0.951	0.610
Compensation		0.89	0.919	0.696
C1	0.875			
C2	0.884			
C3	0.806			
C4	0.815			
C5	0.786			
Performance Appraisal		0.908	0.931	0.731
PA1	0.819			
PA2	0.795			
PA3	0.779			
PA4	0.812			
PA5	0.756			
Recruitment and Selection		0.799	0.862	0.555
RS1	0.783			
RS2	0.734			
RS3	0.745			
RS4	0.743			
RS5	0.718			
Training and Development		0.838	0.891	0.673
TD1	Deleted			
TD2	0.766			
TD3	0.829			
TD4	0.851			
TD5	0.832			
Knowledge Management		0.959	0.963	0.594
Knowledge Acquisition		0.883	0.92	0.744
KA1	0.737			
KA2	0.887			
KA3	0.917			
KA4	0.898			
Knowledge Creation		0.904	0.933	0.777
KC1	0.871			
KC2	0.863			
KC3	0.911			
KC4	0.881			
Knowledge Storage and Retrieval		0.908	0.933	0.736
KSR1	0.881			
KSR2	0.896			
KSR3	0.904			
KSR4	0.873			
KSR5	0.822			
Knowledge Transfer and Usage		0.880	0.914	0.684
KTU1	0.832			
KTU2	0.876			
KTU3	0.883			

Continuation of Table 1	
KTU4	0.894
KTU5	0.819

Table 2 Fornell-Larcker criterion analysis to check discriminant validity

	Compensation	Employees Performance	HRM Practices	Knowledge Acquisition	Knowledge Creation	Knowledge Management	Knowledge Storage and Retrieval	Knowledge Transfer and usage	Performance Appraisal	Recruitment and Selection	Training and Development
Compensation	0.834										
Employees Performance	0.594	0.800									
HRM Practices	0.525	0.546	0.707								
Knowledge Acquisition	0.685	0.625	0.547	0.863							
Knowledge Creation	0.594	0.624	0.558	0.525	0.882						
Knowledge Management	0.566	0.669	0.525	0.917	0.541	0.771					
Knowledge Storage and Retrieval	0.675	0.607	0.623	0.818	0.693	0.535	0.858				
Knowledge Transfer and Usage	0.614	0.555	0.653	0.768	0.637	0.601	0.822	0.827			
Performance Appraisal	0.649	0.625	0.527	0.709	0.669	0.502	0.705	0.617	0.855		
Recruitment and Selection	0.481	0.593	0.511	0.524	0.546	0.557	0.501	0.439	0.552	0.745	
Training and Development	0.623	0.624	0.592	0.643	0.618	0.591	0.583	0.558	0.550	0.547	0.820

Table 3 Hetromonotrait analysis discriminant validity

	Compensation	Employees Performance	HRM Practices	Knowledge Acquisition	Knowledge Creation	Knowledge Management	Knowledge Storage and Retrieval	Knowledge Transfer and Usage	Performance Appraisal	Recruitment and Selection	Training and Development
Compensation											
Employees Performance	0.654										
HRM Practices	0.592	0.617									
Knowledge Acquisition	0.681	0.694	0.623								
Knowledge Creation	0.584	0.680	0.617	0.615							
Knowledge Management	0.630	0.708	0.661	0.694	0.602						
Knowledge Storage and Retrieval	0.650	0.660	0.776	0.611	0.762	0.699					
Knowledge Transfer and Usage	0.695	0.610	0.712	0.664	0.711	0.682	0.613				
Performance Appraisal	0.644	0.681	0.687	0.799	0.658	0.660	0.676	0.692			
Recruitment and Selection	0.565	0.618	0.655	0.621	0.634	0.626	0.581	0.509	0.642		
Training and Development	0.648	0.702	0.591	0.75	0.614	0.766	0.661	0.651	0.652	0.658	

Table 4 The assessment for CMV in dataset – harman's one factor solution

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	22.182	46.212	46.212	22.182	46.212	46.212
2	3.564	7.425	53.637	3.564	7.425	53.637
3	2.587	5.390	59.026	2.587	5.390	59.026

3.9. Common Method Bias

Analysis of CMB's effects was conducted using Harman's single factor and common latent factor (CLF) methods [67]. The findings of Harman's one-factor test did not indicate a CMV problem because the first variable accounted for less than 50% of the overall variation.

3.10. Goodness of Fit (GoF)

Since PLS-SEM does not provide overall Goodness of Fit (GoF) indices, the R2 value is widely used to assess the model's explanatory capacity [68]. The model fit was assessed using a diagnostic instrument developed by Tenenhaus et al. [69] known as the Goodness of Fit (GoF) index for PLS-SEM. Furthermore, these findings showed that the study's proposed theoretical model has an important predictive and explanatory capacity.

$$GoF = \sqrt{AVE \times R^2} = \sqrt{0.640 \times 0.566} = \sqrt{0.3622} = 0.602 \quad (1)$$

3.11. The Results of the Structural Model Analysis

PLS is a non-parametric analysis, so it can be used even if your data is not perfectly normal. As a result, the t-values may be artificially inflated or deflated, leading to a type one mistake. Consequently, Wong proposed a bootstrapping method [70]. A large number of replicate samples (for example, 5000) are drawn from the original sample with replacement to calculate bootstrap standard errors, which in turn provides estimated t-values for the significance testing of the structural route [70]. To begin using Smart PLS Structural Equation Modeling, a theoretical research framework or model-based schematic diagram must be established. The analysis procedure is also seen in SmartPLS 3.2.9. Human resource management practices, knowledge management, and employee performance are depicted at the top of the figure in Fig. 1. Additionally, the review hypotheses determine the orientation of the arrows that connect the study's structures. The directional signs with one head are used

to check if the research tool actually causes the effects it claims to. Additionally, the factor loadings and moderating effect of Knowledge Management on HRM Practices and Employees' Performance are displayed in Fig. 2, which is the typical estimation for the structural model used in this research.

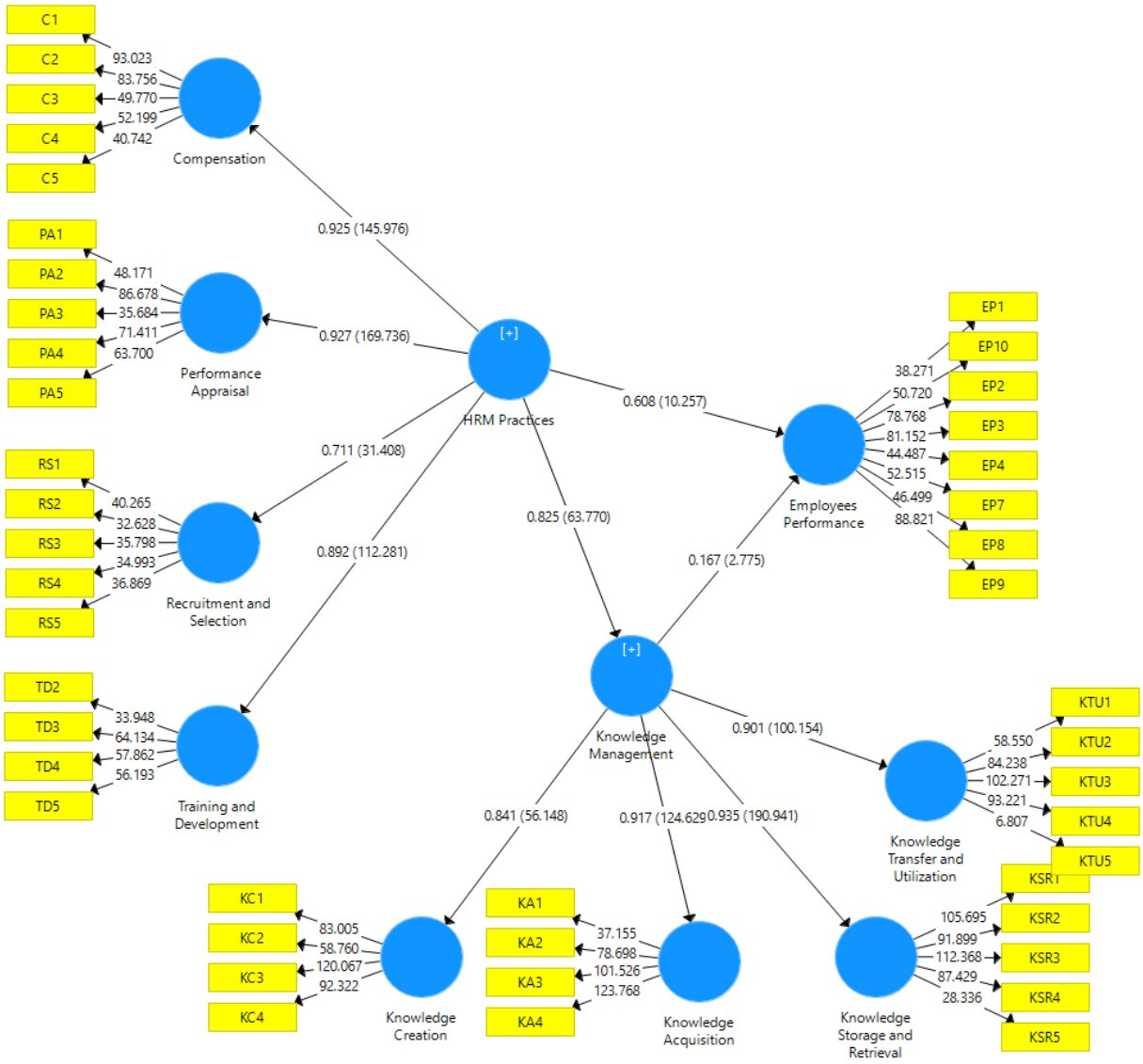

Fig. 2 SmartPLS standardized result

Table 5 Summary of path coefficients

Relationship	Coefficients	STDEV	T-Statistics	P-Values
HRM Practices -> Employees Performance	0.608	0.059	10.257	0.000
HRM Practices -> Knowledge Management	0.825	0.013	63.77	0.000
Knowledge Management -> Employees Performance	0.167	0.06	2.775	0.006

Table 5 shows the study's condensed findings from the SmartPLS Structural Equation Model (SmartPLS SEM). Path coefficients, standard deviation, and probability value are all shown to be significantly correlated with one another as a consequence of this analysis's individual constructs (P-value). What's Furthermore, we found that HRM practices and employee productivity were significantly correlated. Based on the results, hospitals in Qatar may expect a 61% improvement in employee performance for every 1% increase in HRM practices. The results also showed that HRM practices have a good impact on knowledge management. One percent more HRM practices will result in an 83% rise in knowledge management in Qatari hospitals, according to the study's findings. Knowledge management and employee performance also showed a substantial positive correlation. According to the results, a 1 percent increase in knowledge management will lead to a 17% increase in staff performance in Qatari Hospitals. R2 indicates how much of the variance in dependent variables can be accounted for by the independent variables. Table 6 displays the estimated R2 values from the model. The independent factors express a significant amount of variance in the dependent variable. However, as shown in Table 6, the predictors of employee performance

account for 56.6% of the variance. The error variance of Employees Performance accounts for about 43.4% of the difference in Employees Performance. What's Furthermore, according to Table 6, it was calculated that the predictors of knowledge management account for around 68% of its variance. Knowledge management errors account for about 32% of the total variance in KM. Furthermore, the f2 of all exogenous latent constructs is regarded as a size effect of large proportions. All of the exogenous latent constructs in the current investigation also have low predictive relevance Q2. Values of 0.02, 0.15, and 0.35 for the predictive relevance of an exogenous construct to an endogenous construct were found to be moderate, medium, and substantial, respectively [66].

Table 6 Summary of the R^2

	R^2	R^2 Adjusted	f^2	Q^2
Employees Performance	0.566	0.565	0.273	0.337
Knowledge Management	0.680	0.673	2.127	0.373

3.12. Mediating Analysis

The variance accounted for the (VAF) value was then calculated by determining the size of the indirect effect in relation to the total effect [66]. The formula for computing VAF is as follows:

$$VAF = \frac{The\ Size\ of\ the\ Indirect\ \ Effect}{The\ Total\ \ Effect} \quad (2)$$

$$VAF = \frac{0.825}{1.433}$$

$$VAF = 0.576$$

$$VAF = 58\%$$

Thus, 58% explained the mediating effect of knowledge management on the relationship between HRM Practices and Employees Performance in Qatari Hospitals. As the VAF was less than 80%, the mediating effect can be signified as partial mediation [66].

4. Discussion

This study analyzed the current literature on employee performance by dissecting the concept and components of employee performance at an individual level. This study, which expanded on previous work, determined whether transformative leadership moderated the association between HR practices and employees ' productivity. According to previous studies and HRM practices, successful HRM procedures can significantly impact individual behaviors such as performance [71]. Therefore, the current research concluded that HRM practices have a positive effect on employees' performance. Earlier studies [3, 42, 43]. According to the results, companies who want to boost their human resources and obtain an edge in the market should invest in their employees. Additionally, they analyze their workforce to identify training gaps and ways to boost productivity. To get the most out of their employees, businesses use performance appraisal or employee assessment systems that can provide employees constructive criticism and pinpoint areas where they can improve. To properly recognize and reward employees, their efforts must firstly be evaluated. Content employees are more inclined to take part in training that can help them enhance their performance because of the positive feedback they received in their reviews. Adaptability can be increased through; teaching employees to become more skilled and knowledgeable in their positions. Third, a more fulfilling job gives employees more autonomy over their workday. When employees are given more discretion at work, they are less likely to experience tension at home. The job enrichment idea claims that employees who have jobs that provide them with high levels of knowledge, meaningful work, and accountability experience-positive psychological performance. This discovery has led to a rise in productivity since it has helped the worker gain insight into the significance of their work and created a sense of personal accountability. Expanded work duties emphasized the breadth of new responsibilities assigned to existing staff members rather than their number. These days, employees expect their jobs to be dynamic and difficult to help them grow professionally and succeed in their professions. Thus, it is believed that employment growth helps motivate employees since it increases their exposure to and attempts to accomplish the desired goals. There is a favorable result from analyzing the relationship between knowledge management and employee's performance. This result agrees with those of a large body of research [3, 14, 48-50]. In Despite of the near-unanimity that HRM Practices and KM are beneficial and interconnected, further investigation into the future of this relationship and how it will be communicated is necessary. Several studies [14, 44-46] have showed how HRM practices affect knowledge management. Phaladi [46] proposed a knowledge-based decision support system for efficient HRM, and Demir et al. [45] assert that properly integrated knowledge management processes improve HRM practices. Our research, however, showed that knowledge management mediated the effect of HRM practices on employee's performance. This result agrees with previous studies linking human resource management and the creative process [54, 56, 58].

5. Conclusion

The mediation of knowledge management on the relationship between HRM practices and employees' performance in Qatari hospitals study sheds light on the role of knowledge management as a mediator between HRM practices and employee performance in the healthcare sector. The innovative aspect of the existing literature is the focus on the role of knowledge management as a mediator between HRM practices and

employee performance. This study contributes to filling the gap in the literature by examining the mediating role of knowledge management in the HRM-performance relationship, which has not been widely explored in the healthcare sector, especially in Qatar. Moreover, the study provides insights into the role of knowledge management as a mediator in the relationship between HRM practices and employee performance in Qatari hospitals. This study contributes to the existing literature by highlighting the importance of knowledge management in enhancing the effectiveness of HRM practices and improving employee performance. The findings of the study suggest that knowledge management plays a crucial role in facilitating the implementation of HRM practices and enhancing their impact on employee performance. Therefore, this study provides valuable insights for managers and policymakers in the healthcare sector who are interested in improving HRM practices and employee performance.

5.1. Theoretical Contributions, Practical Contributions, and Managerial Implications

The findings of this study support the a priori assumption that knowledge management positively affects HRM practice performance. The study aims, in part, to illuminate the relative impact of KM processes on HRM practices in Qatari hospitals. Conclusions from this study suggest that knowledge management improves HRM practices in Qatari hospitals. Therefore, to improve employee's performance, Qatari hospitals should focus more on knowledge management and the connection between knowledge management and HRM practices. To boost their employee's performance, Qatari Hospitals have virtually adopted human resource management. When hiring managers and executives, Qatari Hospitals are notoriously picky. Several of the participating companies, for instance, are heavily focused on hiring entry-level engineers from prestigious Thai engineering universities. This strategy gives these businesses an advantage in the market for human resources. While it's important to be picky when hiring new staff, doing so too strictly might harm if it forces businesses to place too much emphasis on employee evaluations of their own performance. Knowledge management such as knowledge sharing, transfer, and usage may be hindered by this practice. Since knowledge management acts as a bridge between HRM practices and employee's performance, Qatari hospitals could benefit from adopting policies that encourage knowledge sharing within teams and boost the number of ways in which knowledge is applied to better meet the time, cost, and quality goals of health of the patients. There was a positive correlation between HRM practices and employee's performance, HRM practices and knowledge management, and knowledge management and employee's performance, as suggested by prior theory and data. These theories, however, have never been put to the test in the context of Qatari Hospitals. To that end, this paper aimed to use partial least square structural equation modeling (PLS-SEM) to examine the relationships in Qatari Hospitals. This research's findings corroborated the proposed model, suggesting that HRM practices had a beneficial effect on knowledge management and employee's performance in Qatari Hospitals. The findings of the study corroborated the hypothesis that knowledge management mediated the relationship between HRM practices and employee's performance.

5.2. Limitations of the Study

The study focused on examining the role of knowledge management as a mediator in the relationship between HRM practices and employees' performance in Qatari hospitals. However, like all studies, this study has some limitations that could affect the generalizability of the findings and the interpretation of the results. The study used a relatively small sample size of 500 employees from two hospitals in Qatar. A larger sample size could increase the generalizability of the results and provide more reliable findings. The study used convenience sampling, which means that the sample may not be representative of the entire population. As a result, the findings may not be generalizable to all Qatari hospitals. The study relied on self-reported data, which can be subject to response bias. Respondents may have provided socially-desirable responses instead of honest answers. The study used a cross-sectional design, which means that the data were collected at a single point in time. This design does not allow for causal inference, and it is impossible to determine the direction of the relationships between the variables. Future research could increase the sample size to provide more reliable and generalizable findings. Future research could use a random sampling method to ensure that the sample is representative of the entire population. Future research could use objective measures of employee performance, such as sales data, attendance records, or customer satisfaction scores, instead of self-reported data. Future research could used a longitudinal design to examine the relationships between the variables over time and to establish causality. Future research could consider other contextual factors that may affect the relationship between HRM practices, knowledge management, and employee performance, such as organizational culture, leadership style, or national culture.

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