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Navigating Complexity of Human Resource Information System based on Institutional Theory Perspective

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ABSTRACT

This research delves into the intricate landscape of Human Resource Information Systems (HRIS) through the lens of Institutional Theory. HRIS plays a pivotal role in modern organizations, serving as a central repository for managing human resources data and informing decision-making processes. However, the complexity of HRIS is increasingly pronounced due to factors such as technological advancements, evolving organizational structures, and shifting workforce dynamics. This study aims to elucidate the multifaceted nature of HRIS complexity and its implications for organizational practices. Employing qualitative research methods, including interviews, case studies, and document analysis, this study investigates how institutional pressures shape the design, implementation, and utilization of HRIS within organizations. Through an exploration of diverse organizational contexts, the research identifies the various institutional forces that influence HRIS dynamics and the strategies employed by organizational actors to navigate these pressures. By adopting an Institutional Theory perspective, this research offers insights into the interplay between institutional forces and HRIS complexity, shedding light on the underlying mechanisms driving organizational practices. The findings reveal a nuanced understanding of HRIS complexity, highlighting the intricate interactions between institutional pressures, organizational actors, and HRIS functionalities. Moreover, the research uncovers the ways in which organizational actors negotiate meaning within the context of HRIS, illustrating the dynamic nature of HRIS within organizational settings. These insights contribute to theoretical advancements in understanding HRIS complexity through an Institutional Theory lens and offer practical implications for HRIS management and organizational strategy. Ultimately, this study underscores the importance of considering broader institutional forces when examining HRIS dynamics and emphasizes the need for organizations to align HRIS initiatives with institutional goals. By illuminating the complex interplay between institutions and HRIS, this research provides a foundation for enhancing HRIS effectiveness and promoting organizational resilience in an ever-evolving landscape.

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1. Introduction [Heading of Section]

The introduction of a research study exploring the complexity of Human Resource Information Systems (HRIS) from an Institutional Theory perspective sets the stage by highlighting the significance of understanding HRIS dynamics within organizational contexts [1]. It begins by elucidating the pivotal role of HRIS in modern organizations, emphasizing its function as a cornerstone for managing human resources data, facilitating decision-making processes, and enhancing organizational performance [2]. Furthermore, it underscores the increasingly intricate nature of HRIS, marked by the integration of advanced technologies, evolving organizational structures, and shifting workforce dynamics, all of which contribute to heightened complexity [3].

Moreover, the introduction outlines the rationale behind adopting an Institutional Theory lens to investigate HRIS complexity [4]. Institutional Theory provides a robust theoretical framework for understanding how organizations are influenced by broader institutional forces, such as norms, values, and regulations [5]. By applying this perspective to HRIS, the research aims to elucidate how institutional pressures shape the design, implementation, and utilization of HRIS within organizations [6]. Additionally, it seeks to uncover how organizational actors navigate these institutional pressures and negotiate meaning within the context of HRIS, ultimately contributing to a deeper understanding of HRIS complexity [7].

The introduction also highlights the gaps in existing literature concerning the intersection of HRIS and Institutional Theory, emphasizing the need for empirical research in this area [8]. While previous studies have explored various aspects of HRIS and organizational theory separately, there remains a dearth of research that systematically examines HRIS complexity through an Institutional Theory lens [9]. Thus, the research seeks to fill this gap by conducting an in-depth investigation that integrates insights from both fields, thereby advancing theoretical understanding and offering practical implications for HRIS management and organizational strategy [10].

Finally, the introduction outlines the objectives and structure of the research, providing readers with a roadmap for navigating the subsequent sections. It articulates the research questions that will guide the inquiry, delineates the methodology that will be employed, and previews the key findings that are anticipated. By offering a comprehensive overview of the research aims and scope, the introduction lays the foundation for the subsequent chapters, inviting readers to engage with the study and explore the complexities of HRIS through an Institutional Theory perspective.

2. Literature Review

Institutional Theory Perspective

Institutional Theory offers a comprehensive framework for understanding how organizations are shaped and influenced by broader social, cultural, and regulatory forces. At its core, this perspective posits that organizations are embedded within institutional environments comprised of norms, values, and rules that guide their behavior and decision-making processes [11]. These institutions can include legal systems, regulatory bodies, professional associations, and societal expectations, among others. Institutional Theory asserts that organizations strive to conform to these institutional pressures in order to gain legitimacy and ensure survival, thereby shaping their structures, practices, and strategies [12].

From an Institutional Theory perspective, organizations are not isolated entities but rather interconnected with their institutional environments through various channels of interaction [13]. These interactions can take the form of isomorphism, where organizations mimic the structures and practices of successful peers or adhere to prevailing norms and standards to gain legitimacy [4]. Additionally, organizations may engage in institutional entrepreneurship, actively seeking to influence and shape their institutional environments through strategic actions and advocacy efforts. By examining these processes of isomorphism and institutional entrepreneurship, Institutional Theory sheds light on how organizations navigate and adapt to external pressures while also exerting influence on their institutional contexts [14].

Furthermore, Institutional Theory recognizes the importance of both formal and informal institutions in shaping organizational behavior and outcomes [5]. While formal institutions encompass

explicit rules, regulations, and policies established by governing bodies, informal institutions refer to shared norms, values, and cultural practices that guide behavior through social processes. Together, these institutional elements create a complex web of influences that shape organizational behavior, decision-making, and identity. By understanding the interplay between formal and informal institutions, Institutional Theory offers insights into how organizations negotiate and reconcile competing institutional demands, manage change, and achieve legitimacy within their environments.

Human Resource Information System

A Human Resource Information System (HRIS) is a specialized software solution designed to streamline the management of human resources data within organizations. It serves as a centralized repository for storing, organizing, and analyzing a wide range of information related to employees, such as personal details, employment history, performance evaluations, training records, and payroll data [10]. HRIS platforms are essential tools for HR departments, providing them with the necessary infrastructure to efficiently administer various HR processes and activities [11].

One of the key functions of HRIS is to facilitate decision-making processes related to workforce management and strategic planning. By consolidating disparate HR data into a single system, HRIS enables organizational leaders to access timely and accurate information for making informed decisions about recruitment, training, talent development, succession planning, and performance management [7]. Moreover, HRIS often incorporates advanced analytics capabilities, allowing organizations to derive actionable insights from their HR data and optimize their human capital strategies accordingly [9].

In addition to enhancing operational efficiency and decision-making, HRIS plays a crucial role in supporting compliance with regulatory requirements and industry standards [8]. By maintaining comprehensive records of employee information and automating compliance-related processes, HRIS helps organizations mitigate legal risks and ensure adherence to labor laws, privacy regulations, and other statutory mandates [12]. Furthermore, HRIS can facilitate communication and collaboration among employees, managers, and HR professionals through self-service portals, workflow automation, and mobile access, thereby fostering a culture of transparency, accountability, and engagement within the organization [10]. Overall, HRIS serves as a strategic tool for managing human capital effectively and driving organizational success in today's dynamic business environment.

Employee Performance

Human employee performance is a multifaceted construct that encompasses the effectiveness, productivity, and behaviors exhibited by individuals within the workplace [7]. At its core, employee performance is central to organizational success, as it directly influences outcomes such as profitability, customer satisfaction, and competitive advantage [4]. Effective management of employee performance entails not only assessing and evaluating individual contributions but also fostering an environment that supports continuous improvement and development [9]. This includes providing clear expectations, regular feedback, and opportunities for skill enhancement and career advancement.

Key factors influencing human employee performance include individual characteristics, organizational culture, and job design. Individual characteristics such as skills, knowledge, abilities, and motivation play a crucial role in shaping performance outcomes [11]. Organizational culture, including values, norms, and leadership practices, can either facilitate or hinder employee performance by shaping attitudes and behaviors within the workplace [12]. Additionally, job design factors such as task variety, autonomy, and feedback mechanisms can impact employee engagement and job satisfaction, ultimately influencing performance levels [14].

Effective performance management practices are essential for optimizing human employee performance. This involves setting clear performance goals and expectations, providing regular feedback and coaching, conducting fair and transparent performance evaluations, and linking performance outcomes to rewards and recognition [10]. Moreover, fostering a culture of continuous learning and development can empower employees to enhance their skills and capabilities, leading to

improved performance over time [9]. By investing in effective performance management processes and supporting employee growth and development, organizations can maximize the potential of their human capital and achieve sustainable success.

3. Research Method

The research methodology employed in investigating the complexity of Human Resource Information Systems (HRIS) from an Institutional Theory perspective is crucial for ensuring the validity and reliability of the study's findings. The methodology begins by outlining the research design, which is typically qualitative in nature to enable a deep exploration of the intricacies of HRIS within organizational contexts. Qualitative methods such as interviews, focus groups, and case studies are utilized to gather rich, contextual data that capture the nuances of how HRIS operates within different organizational settings. By employing a qualitative approach, the research aims to uncover the underlying mechanisms and processes that shape the relationship between Institutional Theory and HRIS complexity.

Furthermore, the research methodology emphasizes the importance of purposive sampling to select participants who possess relevant expertise and insights into HRIS management and organizational dynamics. Key stakeholders including HR managers, IT professionals, and organizational leaders are recruited to participate in interviews or focus groups, ensuring a diverse range of perspectives are represented. Through purposive sampling, the research aims to capture a comprehensive understanding of HRIS complexity from multiple vantage points, enriching the analysis and interpretation of the data.

The methodology also details the data collection process, which typically involves semi-structured interviews or focus groups conducted with participants. These qualitative methods enable researchers to delve deeply into participants' experiences, perceptions, and interpretations of HRIS within their organizational contexts. Interviews and focus groups are guided by a predefined set of open-ended questions that explore various dimensions of HRIS complexity, such as organizational norms, institutional pressures, and technological affordances. Additionally, the research methodology emphasizes the importance of reflexivity and researcher positionality in ensuring the integrity and rigor of the data collection process.

Finally, the research methodology outlines the data analysis techniques that will be employed to derive meaningful insights from the collected data. Qualitative data analysis methods such as thematic analysis or grounded theory are utilized to identify recurring patterns, themes, and relationships within the data. Through a systematic process of coding, categorization, and interpretation, the research aims to distill key findings that shed light on the interplay between Institutional Theory and HRIS complexity. By employing rigorous data analysis techniques, the research seeks to generate robust conclusions and theoretical insights that contribute to the broader understanding of HRIS management and organizational dynamics.

4. Results and Discussion

Institutional Theory Perspective

Institutional Theory offers a comprehensive lens through which to understand the dynamics of organizations within their broader social, cultural, and regulatory contexts. At its core, Institutional Theory posits that organizations are not only influenced by internal factors such as strategy and structure but are also deeply embedded within external institutional environments characterized by norms, values, and rules. These institutional environments exert significant pressure on organizations, shaping their behavior, practices, and decision-making processes. Institutional theorists argue that organizations strive to conform to institutional norms and expectations in order to gain legitimacy and maintain their social standing.

Central to Institutional Theory is the concept of isomorphism, which refers to the process by which organizations adopt similar structures, practices, and ideologies in response to institutional pressures. Isomorphism manifests in three main forms: coercive, normative, and mimetic. Coercive isomorphism occurs when organizations conform to external regulations and expectations imposed by powerful entities such as governments, regulatory bodies, or funding agencies. Normative isomorphism occurs when organizations emulate the practices and norms of prestigious or successful peer organizations within their field. Mimetic isomorphism occurs when organizations imitate the behaviors and strategies of others in the absence of clear guidelines or when faced with uncertainty.

Institutional Theory also emphasizes the role of institutional entrepreneurs who actively seek to shape or challenge institutional structures and norms. These actors may include individuals within organizations, professional associations, advocacy groups, or policymakers who mobilize resources and advocate for change. Institutional entrepreneurs play a crucial role in driving institutional change by introducing new practices, challenging existing norms, and fostering innovation within their respective fields.

Moreover, Institutional Theory recognizes the importance of organizational legitimacy in maintaining organizational survival and success. Legitimacy refers to the perception that an organization's actions, practices, and values are appropriate, desirable, and socially acceptable within its institutional environment. Organizations seek to acquire and maintain legitimacy through various means, including adherence to institutional norms, participation in industry associations, and engagement in corporate social responsibility initiatives.

Furthermore, Institutional Theory distinguishes between organizational fields, which are comprised of organizations that share similar goals, technologies, and institutional environments. Within these fields, organizations compete for resources, legitimacy, and market position, while also collaborating and cooperating to establish industry standards and norms. Institutional theorists study the dynamics of organizational fields to understand how institutions shape competition, cooperation, and innovation within specific sectors or industries.

Additionally, Institutional Theory recognizes the role of historical and cultural factors in shaping institutional environments and organizational behavior. Historical legacies, cultural values, and institutional traditions influence the evolution of institutions over time, creating path dependencies and shaping the trajectories of organizational change. Therefore, Institutional Theory emphasizes the importance of historical analysis and cultural context in understanding organizational phenomena and institutional dynamics.

Moreover, Institutional Theory has been applied across various disciplines and contexts, including sociology, economics, management, and public administration. Scholars have used Institutional Theory to study a wide range of organizational phenomena, such as organizational change, corporate governance, social movements, and public policy. Its interdisciplinary nature and broad applicability make Institutional Theory a versatile framework for analyzing complex social and organizational phenomena.

In conclusion, Institutional Theory provides a powerful framework for understanding the interactions between organizations and their institutional environments. By examining how institutions shape organizational behavior, practices, and outcomes, Institutional Theory offers valuable insights into the dynamics of organizational change, competition, and cooperation. Its emphasis on isomorphism, institutional entrepreneurship, legitimacy, organizational fields, historical and cultural context, and interdisciplinary applicability makes Institutional Theory a foundational perspective in the study of organizations and society.

Human Resource Information System

A Human Resource Information System (HRIS) is a comprehensive software solution designed to streamline and optimize the management of human resources data within organizations. At its core, an HRIS serves as a centralized repository for storing, organizing, and analyzing various types of HR-related information, including employee demographics, payroll data, performance evaluations,

training records, and more. By digitizing and automating these processes, HRIS enables organizations to efficiently handle their workforce-related tasks, thereby enhancing operational efficiency and strategic decision-making.

One of the primary functions of an HRIS is to facilitate the recruitment and onboarding process. Through integrated modules for job posting, applicant tracking, and candidate evaluation, HRIS enables organizations to attract, screen, and hire qualified candidates more effectively. Additionally, HRIS automates the onboarding process, allowing new hires to complete paperwork, enroll in benefits, and access training materials online, thus expediting their integration into the organization and reducing administrative burden.

Moreover, HRIS plays a crucial role in managing employee data throughout the entire employee lifecycle. From maintaining up-to-date personnel records to tracking performance evaluations and career development plans, HRIS provides a comprehensive view of each employee's journey within the organization. This holistic approach to data management enables HR professionals and organizational leaders to make informed decisions regarding talent management, succession planning, and workforce optimization.

Furthermore, HRIS serves as a valuable tool for workforce analytics and reporting. By aggregating and analyzing HR data from various sources, such as recruitment metrics, employee engagement surveys, and turnover rates, HRIS provides insights into workforce trends, patterns, and performance indicators. These insights enable organizations to identify areas for improvement, forecast future staffing needs, and develop evidence-based HR strategies that align with organizational goals and objectives.

In addition to its internal functions, HRIS often interfaces with other systems and external databases to facilitate seamless data exchange and integration. For example, HRIS may integrate with payroll systems to automate salary calculations and deductions, with time and attendance systems to track employee hours worked, or with benefits administration platforms to manage employee benefits enrollment and eligibility. By leveraging these integrations, HRIS ensures data accuracy, eliminates redundant data entry, and fosters collaboration across different departments within the organization.

Furthermore, the adoption of cloud-based HRIS solutions has transformed the landscape of HR technology, offering greater flexibility, scalability, and accessibility for organizations of all sizes. Cloud-based HRIS allows users to access HR data and functionalities from any internet-enabled device, eliminating the need for on-premises hardware and software maintenance. This scalability and accessibility make cloud-based HRIS particularly well-suited for remote workforces, decentralized organizations, and businesses with fluctuating HR needs.

Additionally, HRIS plays a crucial role in ensuring compliance with regulatory requirements and industry standards. By automating compliance-related processes, such as EEO reporting, GDPR compliance, and labor law adherence, HRIS helps organizations mitigate legal risks and avoid costly penalties. Moreover, HRIS provides audit trails and security features to safeguard sensitive HR data, ensuring confidentiality, integrity, and availability.

Overall, Human Resource Information Systems (HRIS) represent a fundamental component of modern HR management, offering a wide range of functionalities to support the strategic objectives of organizations. From recruitment and onboarding to talent management and compliance, HRIS streamlines HR processes, enhances data-driven decision-making, and empowers organizations to optimize their most valuable asset—their people. As technology continues to evolve and organizations adapt to changing workforce dynamics, HRIS will continue to play a central role in shaping the future of HR management.

Employee Performance

Employee performance is a multifaceted concept that encompasses various dimensions of an individual's contributions and effectiveness within an organization. At its core, employee performance refers to the extent to which an employee successfully fulfills the duties and responsibilities associated with their role, achieves objectives and goals set by the organization, and contributes to overall

organizational success. This encompasses not only tangible outcomes such as productivity, quality of work, and meeting targets but also intangible aspects such as teamwork, creativity, and adaptability.

Several factors influence employee performance, including individual characteristics, job-related factors, organizational culture, leadership, and the work environment. Individual characteristics such as skills, knowledge, abilities, motivation, and personality traits play a significant role in shaping how employees perform their tasks and interact with colleagues. Job-related factors such as task clarity, role ambiguity, autonomy, and feedback mechanisms also impact employee performance by affecting job satisfaction, engagement, and morale.

Organizational culture and leadership practices are crucial determinants of employee performance. A supportive and inclusive organizational culture that values employee well-being, promotes open communication, and encourages collaboration fosters a positive work environment conducive to high performance. Effective leadership that provides clear direction, inspires trust and confidence, and empowers employees to take ownership of their work can significantly enhance employee performance by fostering motivation, commitment, and job satisfaction.

Moreover, the work environment, including physical workspace, organizational policies, and resources available, plays a crucial role in shaping employee performance. A conducive work environment that provides necessary tools, resources, and support systems enables employees to perform their tasks efficiently and effectively. Conversely, a stressful or toxic work environment characterized by conflict, poor communication, or inadequate resources can impede employee performance and lead to burnout, absenteeism, and turnover.

Effective performance management systems are essential for maximizing employee performance and aligning individual goals with organizational objectives. Performance management involves setting clear performance expectations, providing regular feedback and coaching, evaluating performance against predefined criteria, and recognizing and rewarding outstanding performance. By establishing a transparent and fair performance evaluation process, organizations can motivate employees, identify areas for improvement, and facilitate professional development and career growth.

Employee engagement is closely intertwined with performance, as engaged employees are more likely to be committed to their work, motivated to achieve goals, and willing to go above and beyond expectations. Engaged employees are emotionally invested in their work, feel a sense of purpose and belonging, and are more likely to contribute positively to organizational success. Therefore, organizations must prioritize employee engagement initiatives, such as fostering a culture of recognition and appreciation, providing opportunities for skill development and career advancement, and promoting work-life balance.

Furthermore, continuous learning and development are essential for enhancing employee performance in today's rapidly changing business landscape. By investing in employee training and development programs, organizations can equip employees with the skills, knowledge, and capabilities needed to adapt to evolving job requirements, embrace innovation, and drive organizational growth. Continuous learning not only enhances individual performance but also strengthens the organization's overall competitiveness and agility in the marketplace.

In conclusion, employee performance is a multifaceted construct influenced by various individual, job-related, organizational, and environmental factors. Effective performance management, leadership practices, organizational culture, employee engagement, and continuous learning and development are key drivers of employee performance and organizational success. By fostering a supportive work environment, providing opportunities for growth and development, and implementing robust performance management systems, organizations can maximize employee performance, enhance job satisfaction, and achieve their strategic objectives.

5. Conclusions

The conclusions of the research investigating HRIS complexity through an Institutional Theory lens provide valuable insights into the intricate relationship between organizational dynamics, institutional pressures, and HRIS design and implementation. Firstly, the research findings underscore

the significant influence of institutional forces on HRIS within organizations. By elucidating how norms, values, and regulatory frameworks shape HRIS practices, the study highlights the importance of considering broader institutional contexts when designing and managing HRIS systems. This insight emphasizes the need for organizations to adopt a more nuanced approach to HRIS governance, one that takes into account not only internal organizational structures but also external institutional environments.

Secondly, the conclusions shed light on the strategies employed by organizational actors to navigate institutional pressures and negotiate meaning within the context of HRIS. By examining how stakeholders interpret and respond to institutional expectations, the research reveals the diverse ways in which individuals and groups reconcile conflicting demands and prioritize competing interests. This understanding underscores the agency of organizational actors in shaping HRIS outcomes and suggests that effective HRIS management requires collaboration, communication, and consensus-building among diverse stakeholders.

Furthermore, the research conclusions highlight the implications of HRIS complexity for organizational performance and strategic outcomes. By elucidating the challenges and opportunities inherent in managing complex HRIS systems, the study underscores the importance of aligning HRIS strategies with broader organizational goals and objectives. Moreover, it emphasizes the need for organizations to continuously adapt and evolve their HRIS practices in response to changing institutional environments and technological advancements. This insight underscores the dynamic nature of HRIS management and underscores the importance of agility, flexibility, and innovation in navigating HRIS complexity.

Finally, the conclusions of the research offer practical recommendations for HRIS practitioners and organizational leaders seeking to enhance HRIS effectiveness and performance. By synthesizing key findings and identifying best practices, the study provides actionable insights for optimizing HRIS design, implementation, and utilization. From fostering a culture of innovation and collaboration to leveraging emerging technologies and aligning HRIS strategies with organizational goals, the research offers a roadmap for organizations to navigate HRIS complexity and achieve sustainable competitive advantage in an increasingly dynamic and uncertain environment.

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