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KNOWLEDGE-BASED HRM PRACTICES, TASK PERFORMANCE AND IS-BUSINESS STRATEGIC ALIGNMENT

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Abstract

The term human resources refers to the human being, which organizations have to use in order to reach their goals, which are defined as product and service production. Human being is an indispensable part of the production process and at the same time the goal of production. This paper proposes a conceptual model in which a human resource management (HRM) system of explicitly knowledge-based HRM practices mediating of IS-business strategic alignment in its effect on task performance. We have empirically tested this idea in a survey dataset of 117 personnel in Elazığ Province Fire Department using structural equation modelling (SEM) based on partial least squares (PLS).

The results show that IS-business strategic alignment mediates in the effect of knowledge-based training on a development dimension, which is one of the sub-dimensions of knowledge-based HRM practices on task performance.

Keywords: Knowledge-based HRM, Task Performance, IS-business strategic alignment

Introduction

The impact of human resources management on organizational performance stemmed from Walton's (1985) view of high commitment management and Lawler's (1986) concept of high participation management. At the center of both models is the idea of engagement, engaged in job enrichment and initiatives. Hence these are the key to the contribution of HRM to organizational performance (Wood & Wall, 2007). Strategic alignment is one of the least concrete and the most complex governance mechanisms that organizations should adopt. However, it ensures that the Information technology services of an organization are in line with business objectives and processes. To achieve this, the process must include structures, procedures and activities at various levels of the organization (Macia Perez et al., 2021).

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The effectiveness of HRM practices depends on the strength of the mutual interaction between these practices. This formal approach not only states that it is consistent with organizational and environmental conditions, but also that human resources activities must be internally consistent among themselves. According to this, an organization should develop its human resources system in which it can be successful both vertically and horizontally. Horizontal compensation refers to the internal consistency of an organization's human resources policies and practices. However vertical compensation refers to the alignment between the organization's general business strategies and human resources strategies. An effective human resources management is a system that is consistent with the organizational strategy (Akın & Erdost Çolak, 2012). This study is to investigate the tool effect of IS-business strategic alignment on the effect of knowledge-based human resources management on task performance.

1. LITERATURE REVIEW

Knowledge-based HRM includes HRM practices specifically designed to improve information processes within an organization. The following sections summarize the nature of traditional HRM practices with a knowledge-based perspective.

1. 1. Knowledge-based recruiting and selection

In this process known as the procurement of human resources; primarily determining the employee need in terms of number and quality; then, in order to meet this need from various sources, there is the phase of searching and finding candidates with some methods, and finally selecting suitable employees from among these candidates with various methods and placing them in a job. Here, the purpose is to make the most accurate decision, that is, choosing the most suitable employees for the job (Kaynak et al., 2000).

Personnel selection from internal sources matches human resource requirements with possible procurement from within the organization. Personnel selection from outside sources looks for external candidates for potential employment. The selection process in human resources determines the best candidates with appropriate knowledge, skills and abilities (Oehlhorn et al., 2020). Moreover, it is also that the learning process within the enterprise takes place primarily in a collaborative context (eg Nonaka & Takeuchi, 1995), knowledge-based recruitment should take into account a candidate's ability to collaborate. In short, knowledge-based recruitment involves a focus on selecting candidates with relevant knowledge, learning and networking abilities (Kianto et al., 2017).

1.2. Knowledge-based training

Training is generally defined as the process of providing information and developing skills and ability Specific definitions of training have also been made. Training is expressed as a system of planned activities that enable certain improvements in human behavior according to predetermined goals. In another definition, training is defined as the sum of the processes in which the individual acquires skills, orientation and other forms of behavior, which have a practical value in the society they live in. Based on these explanations, personnel training, to make positive contributions to rational decision-making, behavior and attitude habits and understanding of employees and their groups that improve their professional knowledge in order to perform the tasks they currently have or will have in the business more effectively. Aim is all of the training activities that increase knowledge and skills (Kaynak et al., 2000).

Training enables employees to learn knowledge, skills and behaviors related to work (Oehlhorn et al., 2020). Training is expressed as a system of planned activities that provide certain improvements in human behavior according to predetermined goals (Kaynak et al., 2000) knowledge-based training and development includes regularly improving the depth and breadth of employees' knowledge and expertise, personalizing training to suit specific needs, and finally ensuring continuous employee development (Kianto et al., 2017).

1.3. Knowledge-based performance assessment

The organizational system, which takes the concept of performance appraisal not as an assessment activity in a static sense, but as a dynamic process, aims to plan, evaluate and improve the performance of the employees and approaches the subject from a wider perspective, is considered as a performance management system. Performance evaluation systems in businesses are studies aimed at determining the



actual success of employees in a certain period and their development potential for the future (Kaynak et al., 2000).

Performance evaluation can be an extremely relevant mechanism for guiding employee behavior. Managers should consciously and explicitly include performance criteria related to knowledge processes (i.e. knowledge sharing, creation and application) in order to enhance them. (Kianto et al., 2017) Performance evaluation support tools are also of great interest to both management practitioners and academics. A common goal is to increase compliance and therefore perceived fairness throughout an organization (Martinsons, 1997). information-based performance evaluations are evaluating employees according to the information sharing, creation and implementation contributions of organizations (Kianto et al., 2017).

1.4. Knowledge-based compensation

Compensation policies can also promote knowledge handling inside organizations. Managers could use both tangible (e.g. bonuses and one-off rewards) and intangible incentives (e.g. status and recognition) to motivate employees to share, create and apply knowledge (Kianto et al., 2017).

Compensation is the management of rewards related with the individual or group success. It is one of the most important factors in evaluating the selection and recruitment of alternative employment opportunities. It refers to evaluating alternative employment opportunities and to keeping employees in the organization and to the performance and effectiveness of the employee (Ghebregiorgis & Karsten, 2007). It refers to rewarding their contribution to knowledge sharing creation and practices, one of the basic information processes, information-based compensation process (Kianto et al., 2017).

1.5. IS-business strategic alignment

IS-business strategic alignment refers to the degree to which the organizational visions, goals and plans expressed in the business strategy are shared and supported by the information systems strategy. The alignment between Information Systems (IS) strategy and business strategy is recognized as a dominant predecessor of organizational success in the current literature (Shao, 2019). Strategic alignment is a methodology that evaluates the business environment through the relationship between business processes and strategies. It allows an organization to assess its resilience and discover how to achieve its visions (Morrison et al., 2011).

1.6. Task Performance

According to Rotundo and Sackett (2002), job performance is defined as the actions and behaviors performed by an employee voluntarily in order to achieve the goals of the organization (Chirumbolo et al., 2020). According to Khalid (2020); job performance of employees consists of two subcomponents (task performance and contextual performance); task performance includes activities that are important and formal components of an organization, and contextual performance includes activities that are informal aspects of an employee's work (for example, coordination, collaboration, civic behavior). According to Borman and Motowidlo (1993), task performance includes all activities that contribute to the technical essence of the organization and provide the materials and services needed in the process that will occur as a result of the responsibilities of the individuals working within the organization (Demirbilek et al., 2020).

2. Research hypotheses

HRM is considered to be one of the primary resources where companies can shape the skills, abilities, behaviors and attitudes of their employees and ensure that their activities are compatible with the company's objectives (Dukić Mijatović et al., 2020) is a methodology that addresses the business environment through the relationship between strategic alignment, business processes and strategies. Business and Information technology processes, business management and IT architectures are seen as the source of information needed to bridge and adjust as conditions change. It advocates that the contribution of the relevant personnel should be taken into account when present (Oehlhorn et al., 2020).

The connection between alignment and organizational performance established by contingency theoreticians can be expanded by analyzing the work of Miles and Snow (1984). According to these authors, successful organizations make strategic adjustments to their competitive environment and support the strategies with suitable management structures and processes (Prieto and Carvalho, 2011) contingency as a potential explanation for HRM-firm performance. This approach is based on the synergistic impact of



particular HRM practices on organizational performance. The particular HRM practices, also known as the high-performance work system, are used in bundles rather than as isolated practices that have synergistic impact on the organizational performance. The contingency approach recognizes that particular HRM practices may enhance organizational performance when HRM practices are consistent with each other and with the firm's strategic goals (Gürbüz and Mert, 2011).

previous research suggests investing in individuals and considering human resources as contributors to effective strategic alignment. In order to adequately investigate how human resources and HRM maintain strategic alignment (Oehlhorn et al., 2020) strategic alignment acknowledges widely shared premise of strategic management research that the fit or alignment of an organization's strategy with its context it is crucial to performance. This premise has its theoretical roots in the contingency perspective formulated in the original strategy paradigm of matching or aligning organizational resources with environmental opportunities and threats (Walter vd., 2013)

The contingency approach attempts to understand the interrelationships within and among organizational subsystems as well as between the organizational system as an entity and its environments. It emphasizes the multivariate nature of organizations and attempts to interpret and understand how they operate under varying conditions (Weill and Olson, 1989).

hypotheses we have developed in the context of contingency theory;

H1: Knowledge-based recruiting and selection, one of the knowledge-based human resources management applications, mediates IS-business strategic alignment in its effect on task performance.

H2: Knowledge-based training and development, which is one of the knowledge-based human resources management practices, mediates IS-business strategic alignment in its effect on task performance.

H3: Knowledge-based performance assessment, one of the knowledge-based human resources management applications mediates IS-business strategic alignment in the effect of task performance.

H4: Knowledge-based compensation, one of the knowledge-based human resources management applications mediates IS-business strategic alignment in the effect of task performance.

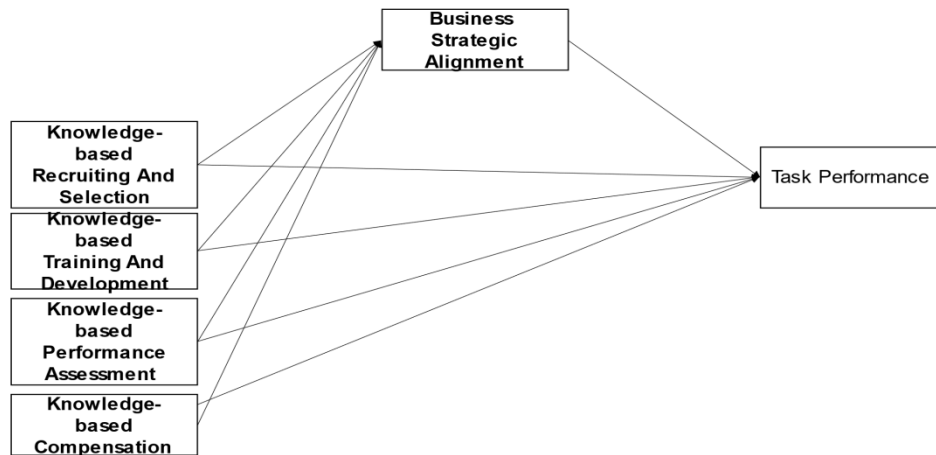


Figure 1: Research model.

3. Methodology

3.1. Measurement Instruments

As the concept of knowledge-based HRM is four were related to (recruiting and selection, training and development and performance assessment and compensation scales based on a thorough literature review (Kianto vd., 2017) and In this study we used 3 items IS-business strategic alignment index The



scale of IS-business strategic alignment is adapted from Preston and Karahanna (2009)'s study and four items are designed to measure the construct (Shao, 2019) and task performance. The scale developed by Hainsworth and Barlow (2001) and adapted by Veerasamy et al. (2013) to measure the performance level of employees was translated into Turkish with this research (Develi, 2020).

3.2. Purpose And Sampling Of The Research

In this study, the mediating of IS-business strategic alignment in the effect of knowledge based HRM practices on task performance. The universe of the study was fire fighters in Elazığ province. The number of fire fighters in Elazığ province has been stated as 120 for 2020. In the study, Questionnaires were applied to 117 employees.

3.3. Data analysis

The structural model is then analyzed in PLS to assess the significance of the path coefficients between the constructs and the variance of the exogenous variables explained by the endogenous variables (Shao, 2019). In this study, partial least square structural equation modeling (PLS-SEM) method was used. PLS-SEM is variance-based analysis method (Civelek, 2018). In this method, measurement and structural models can be analyzed together. Therefore It is considered as second generation multivariate analysis method (Civelek and Başar, 2020).

3.4. Demographic Characteristics of Speakers

All of the respondents are male, 59.0% are 35 years old and above, 37.0% are high school graduates.

4. Testing the Research Model and Results

Table 1 : Reliability Levels

	Cronbach's Alpha	Composite reliability	AVE
Business Strategic Alignment	0,904	0,940	0,839
Knowledge-based Compensation	0,877	0,924	0,802
Knowledge-based Performance Assessment	0,829	0,898	0,745
Knowledge-based Recruiting And Selection	0,870	0,920	0,794
Task Performance	0,906	0,925	0,589
Knowledge-based Training And Development	0,880	0,917	0,735

Before the analysis of the research model, the validity and reliability studies of the structures in the research were carried out. Within the scope of validity and reliability studies; Internal consistency reliability, convergent validity and discriminant validity were evaluated. Cronbach Alpha and composite reliability (CR = Composite Reliability) coefficients were examined for internal consistency reliability. Average variance (AVE = Average Variance Extracted) values explained with factor loadings were used to determine the convergent validity. Factor loadings are expected to be above 0.70, Cronbach Alpha and combined reliability values 0.70, and the average variance value explained above 0.50 (Hair et al., 2006; Hair et al., 2014). Cronbach's Alpha, Combined Reliability and AVE values were calculated in order to examine the reliability values of the scales in the study. When the Cronbach's Alpha coefficients were examined, it was determined that all values were above 0.800. Accordingly, the reliability values of the scales were determined to be very high.



Table 2: Correlation Coefficients

	Business Strategic Alignment	Knowledge-based Compensation	Knowledge-based Performance Assessment	Knowledge-based Recruiting And Selection	Task Performance	Knowledge-based Training And Development
Business Strategic Alignment	1,000	0,485	0,676	0,690	0,696	0,703
Knowledge-based Compensation		1,000	0,673	0,607	0,595	0,606
Knowledge-based Performance Assessment			1,000	0,720	0,733	0,766
Knowledge-based Recruiting And Selection				1,000	0,611	0,772
Task Performance					1,000	0,725
Knowledge-based Training And Development						1,000

The level of the relationship between the variables is weak or low if the correlation coefficient is between 0 and 0.29, medium if it is between 0.30-0.64, 0,65-0.84 strong / high and 0.85-1 if it is between, it can be interpreted as very strong / very high (Ural and Kılıç, 2006, 248).

Correlation coefficients were examined to determine the relationship between scale scores. According to this, there is a positive medium strong relationship between Business Strategic Alignment and knowledge- based Compensation, (r=0,485) knowledge- based Performance Assessment (r=0,676) knowledge-based Recruiting And Selection (r=0,690) and Task Performance (r=696) while there is a very strong positive relation between knowledge -based Training and Development (r=703).

There is a strong positive relationship between Knowledge- based compensation and Knowledge- based Performance Assessment (r=673). Knowledge- based recruiting and selection (r=607) Task Performance (r=595) and Knowledge- based training and development (r=606)

There is a very strong positive relationship between knowledge-based performance assessment and Knowledge- based recruiting and selection, (r=720) Task Performance (r=733) and knowledge-based training and development (r=766).

There is a strong positive relationship between Knowledge- based recruiting and selection and Task Performance (r=611) and a very strong positive relationship between Knowledge- based training and development (r=772).

There is a strong and positive relationship between Task Performance and Knowledge- based training and Development (r=725).

Table 3 : Mediation hypotheses

	Direct Effect		İndirect Effect		
	Coefficient	t	Coefficient	T	f ²
Knowledge -based compensation -> Task Performance	0,131	1,168			0,022
Knowledge- based Performance Assessment-> Task Performance	0,375	3,049			0,117
Knowledge- based Recruiting And Selection-> Task Performance	-0,037	0,280			0,001
Knowledge- based Training And Development-> Task Performance	0,387	3,042			0,119



Knowledge- based compensation -> Business Strategic Alignment	-0,107	1,177	0,045	0,891	0,015
Knowledge- based Performance Assessment -> Business Strategic Alignment	0,144	1,174	0,128	1,917	0,016
Knowledge- based Recruiting And Selection -> Business Strategic Alignment	0,314	2,758	-0,013	0,253	0,091
Knowledge- based Training And Development -> Business Strategic Alignment	0,168	1,004	0,132	2,012	0,020
Task Performance-> Business Strategic Alignment	0,341	2,795			0,118

In order to test the hypotheses, the f^2 values were checked to understand the path coefficients, significance states and the contribution of the effect of the independent variables on the dependent variable to the R^2 value. In order to interpret about f^2 values, Cohen's (1992) study was used. According to Cohen, f^2 value is considered as low if it is between 02-, 14, medium if between 15-, 34, and large effect if it is above 35. In addition, in order for the path asserted between two variables to be meaningful in the SmartPLS program, the "t" value must be greater than 1.96. Otherwise, the asserted path is not considered as a meaningful one (Dülgeroğlu and Başol, 2017, 299).

The impact coefficient of Knowledge- based recruiting and selection variable on Business Strategic Alignment variable is 0,314; The impact coefficient on the Task Performance variable is -0.037. When the indirect effect is examined, the coefficient has dropped to -0.013. Accordingly, with the entry of the mediator variable into the model, the effect turned into negative and the effect level decreased (B= -0,013, t=0,253;p>0.05). So H1 was rejected.

The impact coefficient of Knowledge- based training and development variable on Business Strategic Alignment variable is 0,168; The impact coefficient on the Task Performance variable is 0.387. When the indirect effect is examined, the coefficient has dropped to 0.132. Accordingly, with the entry of the intermediary variable into the model, its effect level decreased (B=0,132, t=2,012;p<0,05). So H2 was accepted.

Knowledge- based performance assessment variable on Business Strategic Alignment variable is 0,144; The impact coefficient on the Task Performance variable is 0.375. When the indirect effect is examined, the coefficient has decreased to 0.128. Accordingly, with the entry of the intermediary variable into the model, its effect level decreased (B=0,128, t=1,917;p>0.05) H3 was rejected

The impact coefficient of the compensation variable on the Business Strategic Alignment variable is - 0,107; The impact coefficient on the Task Performance variable is 0.131. When the indirect effect is examined, the coefficient has dropped to 0.045. Accordingly, with the entry of the intermediary variable into the model, its effect level decreased (B=0,045, t=0,891; p>0.05) H4 was rejected

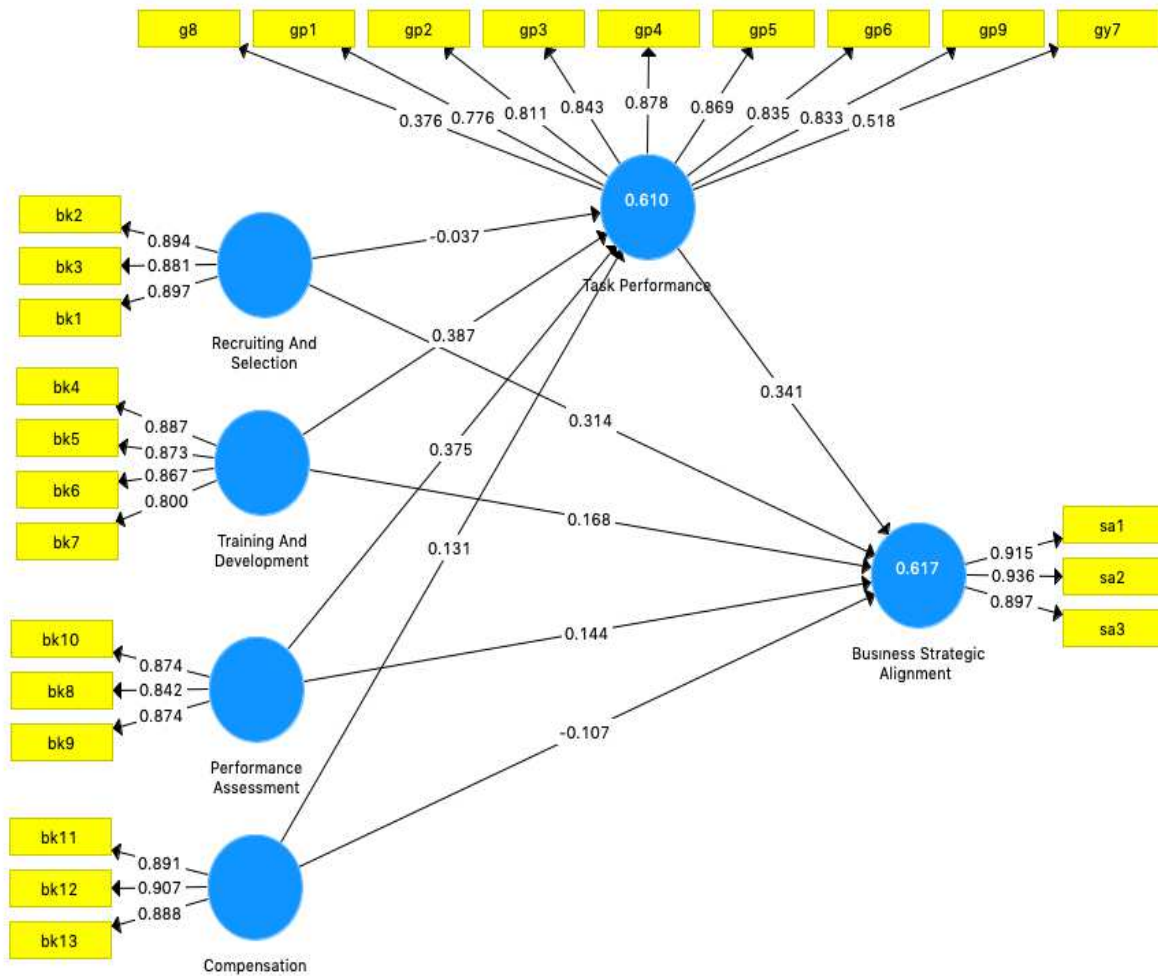


Figure 1: Research Model

CONCLUSION

The HRM function contributes to organizational success by providing sufficient numbers of competent and motivated employees, and facilitating the effective use of this workforce (Martinsons, 1997)

The human resources function has long been treated as a part of business competing for scarce investment resources, and traditional IS (information systems) research into the strategic alignment of business In information systems (IS) research, it is widely acknowledged that the strategic alignment of information technology (IT) and business areas, here in after referred to as strategic alignment, plays a crucial role in enhancing an organization's performance, innovative ability and competitive advantage (Oehlhorn vd., 2020).

Sustaining strategic alignment has long been the endeavor of organizations , and effective HRM can help them achieve this goal. In order to create 'a firm foundation for advancing knowledge' , prior research on strategic alignment and synthesize fundamental knowledge as well as research insights into how HRM sustains strategic alignment (Oehlhorn vd., 2020). Strategic alignment or "fit" is a notion that is deemed crucial in understanding how organizations can translate their deployment of information technology (IT) into actual increases in performance (Bergeron vd., 2004).

There have been a number of studies showing a relationship between human resources management (HRM) and performance (Guest, 1997; Ağdelen & Erkut, 2003; Akın & Erdost Çolak, 2012; Ghebregiorgis and Karsten: 2007; Bjorkman and Xiucheng ,2002; Rogers and Wright, 1998; Huselid, 1995; Richard and Johnson, 2001; Youndt vd., 1996). In the study, the findings that support this result are received. Additionally, the following findings are reached in the study.



knowledge-based human resources management practices one of the sub-dimensions of Knowledge-based training and development mediates IS-business strategic alignment in the effect of task performance Accordingly, H2, hypotheses were accepted. The fact that today's business world is knowledge-oriented supports this result. It can be said that the investment in knowledge is invested in human resources and as a result, it has a significant impact on organizational performance, and the learning process can be activated by both individual and collective learning and sharing within the enterprise. Learning process can be activated with. Information sharing can be activated with financial or moral rewarding within the business.

It can be said that there is a harmony between information technologies and information systems, especially for firefighters, and this is reflected in their performance. It can be said that the work of firefighters concerns the performance of the team and the coordination between them is important in terms of occupational health and safety, as well as ensuring the harmony between information technologies and information systems, and the importance and urgency of the work of the fire brigade. In the following studies, organizational structure, culture and technology dimensions can be discussed.

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