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KNOWLEDGE MANAGEMENT (KM) IN HUMAN RESOURCE MANAGEMENT (HRM): EVIDENCE FROM A LOGISTIC SECTOR

Canan EKŞİ

Danışman

Prof. Dr. Ömür N. TİMURCANDAY ÖZMEN

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Yüksek Lisans Tezi olarak sunduğum "**KNOWLEDGE MANAGEMENT(KM) IN HUMAN RESOURCE MANAGEMENT (HRM) : EVIDENCE FROM A LOGISTIC SECTOR**" adlı çalışmanın, tarafımdan, bilimsel ahlak ve geleneklere aykırı düşecek bir yardıma başvurmaksızın yazıldığını ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu, bunlara atıf yapılarak yararlanılmış olduğunu belirtir ve bunu onurumla doğrularım.

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Bilgi yönetimi, doğrudan işletme içi veya işletme dışı kaynaklardan elde edilen verilerin örgütsel amaçlar doğrultusunda uygun hale getirilmesi ve yönetilmesine ilişkin sistematik bir süreçtir. Bilgi toplumunda, bilgi kullanımının artmasıyla bilgi, etkin bir üretim girdisi haline gelmiştir. Bunun sonucu olarak da bilgi yönetimi sadece global işletmeler için değil tüm işletmeler için önemlidir. Bilgi yönetimi bir işletmede hemen hemen tüm çalışanların içinde bulunması gereken örgütsel bir aktivite olup, bu süreci destekleyici kurum kültürüne ihtiyaç duymaktadır. Bu anlamda organizasyonun hedeflerine uygun işlevleri gerçekleştirilecek kişilerin kurum kültürüne uygun olarak ayarlanmış politikalar doğrultusunda destekleyen insan kaynakları yönetimi ile bilgi yönetimi arasında bir bağlantı vardır.

Bu çalışmanın amacı, insan kaynakları politikasının işe alım sürecinde örtük ya da açık bilgi kullanımına ilişkin ampirik açıklama sunmaktır. Çalışma, insan kaynakları yönetimi ve politikaları, bilgi yönetimi kavramı ve bilgi yönetimi modelleri yardımıyla anlatılmıştır. İnsan kaynakları yönetiminde bilgi yönetim sisteminin kullanılması üzerine lojistik sektöründe yer alan bir firmada seçme-yerleştirme üzerine yapılan ampirik uygulama katılan şirketin insan kaynakları yönetiminin seçme yerleştirme aşamasında açık bilgiyi örtük bilgiye oranla daha etkin şekilde kullandığı sonucuna ulaşmaktadır.

Anahtar Kelimeler: 1) Bilgi Yönetimi 2) İnsan Kaynakları Yönetiminde Bilgi Yönetimi, 3) Veri-Enformasyon-Bilgi-Bilgelik Hiyerarşisi

ABSTRACT

The Master Thesis
Knowledge Management (KM) in Human Resource Policy (HRM): Evidence
From A Logistic Sector
Canan EKSI

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Knowledge Management is a systematic process that refines and manages data from direct in business or derived from source outside, for organizational purposes. In information society, increment of the usage of knowledge let knowledge as an efficient input of the production. As a result, knowledge management not only a global business, is important for all business. Knowledge Management is a kind of organizational activity that is done with almost participant employees in the business and organizational culture is needed to support this process. In this sense, there's a link between knowledge management and human resource management, which supports people to carry out functions through the organization objectives in accordance with the organizational culture.

The aim of this study is to provide empirical explanation on usage of effectiveness in implicit or explicit knowledge in recruitment process in human resource policy. In this study, human resource management and its policies are explained in line with help of concept of knowledge management and its models. The result of the empirical study done in a company from a logistic sector, used knowledge management in human resource management in selection and placement process shows that implicit knowledge is more effective than the explicit knowledge.

Keywords:1)Knowledge Management,2)Knowledge Management in Human Resource Management, 3)The Data-Information-Knowledge-Wisdom Hierarchy.

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LIST OF ABBREVIATION

DIKW:	Data-Information-Knowledge-Wisdom
ESS:	Employee Self Service
ERP:	Enterprise Resource Planning
HR:	Human Resource
HRM:	Human Resource Management
HRIS:	Human Resource Information System
HRISM:	Human Resource Information System Management
ICT:	Information Communication Technology
IHRIM	International Human Resource Information Management
LAN:	Local Area Network
OK:	Organizational Knowledge
OL:	Organizational Learning
KM:	Knowledge Management
PM:	Personnel Management
SECI:	Socialization-Externalization-Combination- Internalization
TGL:	Transtas Global Logistics
The US:	The United States
The UK:	The United Kingdom

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INTRODUCTION

Today in the world, global competition is the basic element to define firms' strategies as a result industrial economy has been experienced to pass toward to knowledge economy. As being a competitive market development day by day it's very difficult to enhance sustainable growth for the firms' side. By the way of increment in competitiveness, in spite of the production factors such as labor, raw material and energy; information has the central role of production in information society. It is the most common point in production process today, which composes new economic and productiveness paradigms. These new paradigms imply data associate with versatile each of them to be a resource. By this way, knowledge becomes substitute of other production factors and decreases their necessity to be used; the value of knowledge increment is the result.

Organizational development aims to use the previous knowledge to increase firm efficiency by the way of managing it toward to future. Continuous increase in competition in an environment, where market conditions are constantly changing and creating new technologies and new knowledge production become easier. Such as intranet technologies it's easy to copy and reach the knowledge from the rivals and that is the reason why firms should create new knowledge and follow up new aspects.

By being core element for the organization and development of economic and social activities, numbers of many developed countries have experienced knowledge transformation in the last few past years.

Knowledge sharing is a line that relies on wide spread of social relation. It's the most critical issue that used to be in human beings related people dimensions and their interests are as selecting target group to coordinate. Despite the wide recognition of the importance of social relations, there are some points misunderstood in which human resource management practices can support social relations conducive to knowledge transfer and sharing.

In the developing business unit, in order to be changed decision mechanism the roles and responsibilities are to be defined again. In the line with these, human resource professionals have a key role to select right staff at right position to maximize firm performance by the way of creating information oriented process in knowledge transfer and sharing.

Human resource management (HRM) issues have met HRM's goal, through the efforts of others which require the effective and efficient management of people. Also, as the technological development shifts towards to business settings in order to create new efficiency, information technology has a big impact in the business.

Like the other cases, information technology (IT) has the strategic role, which only not valuable dimension to HR functions it also define HR Professional success Information technology enable to manage knowledge and is one of the key element in knowledge management life cycle as stated in this study. By human resource information system (HRIS), knowledge management and computer system both make combination in order to increase efficiency through HRM functions.

There is a relationship between knowledge, knowledge management and HRM in context and this study aims at investigating what role if knowledge type's play in selection process as HRM function.

It attempts to examine how HR professionals and managers in the organization affected by tacit knowledge and explicit knowledge during selection process. It also tries to find out if there is any significant difference in the usage of knowledge types between HR staff and managers' tasks and job roles.

In this study, there are three main parts. In the first part, what HRM is given and scope and objectives of HRM are defined. Theoretical perspectives based in sociology, economics, management, and psychology focus on different aspects of the domain of HRM in Context is conceived a dialogical structure with the present study.

HRM in context is the summary of theoretical perspectives on HRM since born of its origin to until now. As HRM, is one of an strategic management, HRM has managerial functions such as planning, organizing, directing and controlling are

defined one by one beyond its operative functions. HRM functions of recruitment and selection is identified within their differences and obstacles in the first chapter to show how they are integrated and able to work efficient in theory.

In the second chapter, Data-Information-Knowledge-Wisdom (DIKW) and its elements are identified by the mechanism used with knowledge management by highlighting its theoretical background. As the research study tries to identify if a role of knowledge types play role during selection process as HRM policy, the concept of knowledge can be interpreted depending on the underlying epistemology on which the study is based explained one by one.

The main topic of the research is KM in HRM as the result following section includes chapter two is, knowledge based firms and aim to use the knowledge capacity by the way of making whole firms assets and sustain the knowledge efficiency.

HRIS provides management with strategic data not only in recruitment and retention strategies, but also in merging HRIS data into large-scale corporate strategy. The data collected from HRIS provides management with decision-making tool. Through proper HR management, firms are able to perform calculations that have effects on the business as a whole. Such calculations include health-care costs per employee, pay benefits as a percentage of operating expense, cost per hire, return on training, turnover rates and costs, time required to fill certain jobs, return on human capital invested, and human value added.

These calculations are explained regarding the system requirements building HRIS one by one. Also as Mayfield et al., (2003) noted that one such major change included contemporary use of Information Systems (IS) in support of the HRM process. And added it must be noted though, that, none of these calculations result in cost reduction in the HR function. [1]

In this section of the study has the key role in order to identify study in theory. Human resource information system which built up knowledge management

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[1] Mayfield M., Mayfield J., Lunce S., Human resource information systems: a review and model development, Advances in Competitiveness Research 11, 2003, 139–151

and human resource management is identified and scope of human resource information system for all over the topic is given with the figure per elements. Basic functions, historical development of HRIS and the realization of electronic human resources is the other topics for analyzing the system clear conducting the study.

The third part of the present study is determined the case study relying on the theoretical background in previous chapters. The main content of this part is going to be the explanation of basic procedures and techniques that were followed in the conduct of this research. The first goal of the case was to obtain a picture of the practicum selection model in a company and describe the impacts of explicit and tacit knowledge in selection process by providing HRISM-KM linkage practices.

Such as selecting and recruitment practices have done through the way as Scarbrough (2001) points out. According to him, selection of individuals depends on both appropriate skills and appropriate attitudes have been identified for open position.[2]

Kinnie (2003) states description of recruitment in a software company. The company had extremely strict selection criteria, which served to strengthen knowledge integration. The most important element in recruitment process was the company's culture, not technical ability. A senior software engineer was responsible for recruitment. He usually used his wide   networks within the industry to identify candidates. At this stage, it was normally taken for granted that the employee would have   adequate technical tacit knowledge, as technically competent employees would be well-known within their industry, and only excellent software   engineers were invited for an interview.[3]

Finally, Evans (2003) argues for revising the interview and selection processes so that they gather evidence about individuals' knowledge building behaviors. New questions need to be asked, such as: How do they keep their own

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[2] Scarbrough, H. 2001. Knowledge management: Concepts and controversies. *Journal of Management Studies, 38(7)*: 913-921.
[3] Kinnie, N. 2003. Sharing knowledge in knowledge-intensive firms. *Human Resource Management Journal, 13(2)*: 60-75.

knowledge up-to-date? And also which knowledge type is more effective in selection process explicit or tacit one? [4]

In the light of these studies, this study tries to identify degree of effects of explicit and tacit knowledge type in selecting process and takes it as a research question by analyzing data used to gather information from the participant organization.

Here candidates are screened out first part of the interview involved HR professionals of the company and department manager due to the position hold. The overriding importance was on the candidates' ability to fit with the organizational culture involved ability to work in groups and share knowledge stood on the technical knowledge where the assessments tests are less placed on the selection results.

The first two chapters are reserved for the theoretical part of the study. Chapter one is the introductory part. It consists of the HRM background in-depth discussion on the concept by touching on the various functions, processes and other related issues. Chapter two also throws more light on KM, its development, the various definitions, and other related issues with KM- HRM linkage. However, chapter two is dedicated for HRIS. Here, issues like HRIS definitions, processes, and others will be considered.

Moreover, chapter three is designed to review previous literature on the study, based upon research topic is developed. Consequently, chapter three presents study development and the research methodology. This is to illustrate how the research were developed in addition; it illustrates how the data will be collected, sample technique to be used and evaluates the empirical results by analyzing the findings and finaly presents, the implication of the results, conclusion, and offers suggestions for future research.

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[4] Evans, W. R., & Davis, W. D. 2005. High-performance work systems and organizational performance: The mediating role of internal social structure. *Journal of Management, 31(5)*: 758-775.

CHAPTER I

HUMAN RESOURCE MANAGEMENT CONTEXT

The first part of the thesis focuses on a particular aspect of Human Resource Management (HRM) provides an overview of HRM and followed by an outline of theoretical perspectives of HRM. HRM functions are given in this part in order to provide overview of HRM based on which identifies the key role of human resources in human resource management and knowledge management linkage.

1.1.   HUMAN RESOURCE MANAGEMENT (HRM)

The terms of human resource management (HRM) and human resources (HR) have largely replaced instead of personnel management (PM) in the processes of managing people in the organizations. While human resource management is defined as a strategic and coherent approach for the organization's most valued assets behind on the workers, there is no upon description of it.

Personnel department is mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the HR department as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.[5]

In the global business, HRM is increasingly considered a contemporary development to reshape employment relationships as a tool that may have effectively replaced other management traditions like Personnel Management (PM) and Industrial Relations (IR)[6],

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[5] McNamara, C. (1999). Human Resources Management. Retrieved May 18,2005, from http://www.mapnp.org/library/hr_mgmnt/hr_mgmnt.htm (03.02.2011)

[6] Marchington, M. and Wilkinson, A. (2002) *People Management and Development*. London: CIPD

"Human Resource Management remains a contemporary but evolving science dealing with complex beings, in complex organizations and environments for the business strategy and performance." [7]

Since the 1980s, human resource management (HRM) strategy has become an important topic for the management area, HRM strategy has achieved its prominence because it provides competitiveness and promote managerial efficiency in the business area. The rise of human resource management in the 1980s brought managerial scholars to the link between the management of people and performance. A number of attempts were made to put empirical facts with the theoretical bones of the knowledge based firms and the specific HRM views concerning how the systems on HR practice, which can make an increment on the organizational performance. The approach that focuses on individual HR practices and the link with the performance continued since early 1990s.[8]

Human resource management is occurred such of these results behind the competition within the globalization and technological changes effectiveness at the business structure and organizational climate. In case of facing these changes and the perceptions of employees may lead towards to modern development, and the difference between personnel management and human resource management is only the element and core role of the human resource management term.

Although the PM just cares on business and states the human as a cost of capital, HR practices the human as a dynamic factor is to increase firm ability and effectiveness. The basic definition HR is Human Resource Management is the organization of the relationships between business and individual as Desslet mentioned.[9]

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[7] Marchington, et all (2002)

[8] Hendry, C. and Pettigrew, A. (1990) ' Human resource management: an agenda for the 1990's', International Journal of Human Resource Management, Vol. 1' No. 1, pp. 17-43

[9] Storey J & Sisson K (1993) Managing Human Resources and Industrial Relations, Milton Keynes: Open University Press.

The subject of HR depends on whatever related with the human, also contains the experience, tools which is needed by HRM. The main role of the HRM is that to set the aims of both business and individuals by finding a common point between them. [10] The successful HRM policy depends on how they could find the common point and make the firms efficient as they can.

Behind on its historical background to sum up ; *"Human resource management (HRM) is the understanding and application of the policy and procedures that directly affect the people working within the project team and working group to business settings"*. [11]

HRM is used in a global context which contains ; "(a) specific human resource practices such as recruitment, selection, and appraisal; (b) formal human resource policies, which direct and partially constrain the development of specific practices; and (c) overarching human resource philosophies, which specify the values that inform an organization's policies and practices."[12]

Also, these are the tools of a system which attracts, develops, motivates, and retains the effective functioning. To understand HRM in context it has to be understood these two levels of HRM are affected by the internal and external environments of organizations. The internal contextual factors we discuss are technology, structure, size, organizational life cycle stage, and business strategy whereas the external ones are; legal, social, and political environments; unionization; labor market conditions; industry characteristics; and national cultures.

In summary, behind on these assumptions; the definition of HRM can be said that human resources and human resource management are related with the people, and where human resource is just people and human resource management is the

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[10] Marchington, et all (2002)

[11] Truss C (2001) Complexities and Controversies in Linking HRM with Organisational Outcomes, Journal of Management Studies 38(8): 1121-1149

[12] Gilley, J., Eggland, S., & Gilley, A. (2002). Principles of Human Resource Development. New York: Basic Books.

activity of managing people and the business of the organization together in the balance in order to match their effectiveness while conducting this study.

1.2. SCOPE OF HRM

As HRM has tools of a system which attracts, develops, motivates, and retains the effective functioning related with the people managing, the scope of HRM is very wide. Researches in behavioral sciences show that new trends in managing workers and advances in the field of training have expanded the scope of HR function in recent years. The Indian Institute of Personnel Management has specified the scope of HRM thus:[13]

i.   Personnel aspect: This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay off and retrenchment, remuneration, incentives, productivity, etc.

ii.   Welfare aspect: It deals with working conditions and amenities such as canteens, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

iii.   Industrial relations aspect: This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

Human Resource Management (HRM) involves the development of a perfect blend between traditional administrative functions and the well-being of all employees within an organization. Employee retention ratio is directly proportionate to the manner in which the employees are treated, in return for their imparted skills and experience.

As the definition of HRM relatively depend on the individualistic terms on people and their needs, it can be said that there are three main items under the scope of HRM which plays a role for HRM functions for the next sections in the study.

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[13] Truss C (2001) 38(8): 1121-1149

1.3. OBJECTIVES OF HRM

The principal objectives of HRM may be listed thus:

i.   *To help the organization reach its goals:* HR department, like other departments in an organization, exists to achieve the goals of the organization first and if it does not meet this purpose, HR department (or for that matter any other unit) will wither and die.

ii.   *To employ the skills and abilities of the workforce efficiently:* The primary purpose of HRM is to make people's strengths productive and to benefit customers, stockholders and employees.

iii.   *To provide the organization with well-trained and well-motivated employees:* HRM requires that employees be motivated to exert their maximum efforts, that their performance be evaluated properly for results and that they be remunerated on the basis of their contributions to the organization.

iv.   *To increase to the fullest the employee's job satisfaction and self-actualization:* It tries to prompt and stimulate every employee to realize his potential. To this end suitable programs have to be designed aimed at improving the quality of work life (QWL).

v.   *To develop and maintain a quality of work life:* It makes employment in the organization a desirable, personal and social, situation. Without improvement in the quality of work life, it is difficult to improve organizational performance.

vi.   *To communicate HR policies to all employees:* It is the responsibility of HRM to communicate in the fullest possible sense; tapping ideas, opinions and feelings of customers, non-customers, regulators and other external public as well as understanding the views of internal human resources.

vii.   *To be ethically and socially responsive to the needs of society:* HRM must ensure that organizations manage human resource in an ethical and socially responsible manner through ensuring compliance with legal and ethical standards.

There are three main items under scope of HRM such as personnel aspects welfare aspect and industrial relations aspects. Behind on these aspects objectives of HRM is detailed above. The main objective of HRM is to provide organizational workforce need efficiently and sub objectives become under the basic objective of HRM.

HRM is the total policies related with the human in order to make workforce and procedures efficient to enhance organizational goals and objectives where scope of HRM and objectives of HRM have met together. First three items are directly takes under the definition of HRM taken in the research whereas following four of them are related with the efficiency for its goals.

1.4. AFFECTING FACTORS ON HRM

Traditionally, the personnel function centered on control and direction of employees for achievement of predetermined goals. The Human Resources Approach, in direct contrast to this, recognizes the worth of human being in the realization of corporate goals. It takes a supportive and developmental route to achieve results through the cooperative efforts of employees. When opportunities for growth and enhancement of skills are available, people will be stimulated to give their best, leading to greater job satisfaction and organizational effectiveness. The manager's role, too, has undergone a dramatic change over the years. From control and direction of employees, he is expected to move toward clarifying goals and paths and creating a supportive and growth oriented environment, where people are willing to take up assigned roles willingly and enthusiastically.

The effective use of people is the most critical factor in the successful accomplishment of corporate goals. To be effective, therefore, Human Resource managers need to understand the needs, aspirations, and concerns of employees proactively, face the challenges head-on and resolve issues amicably. They are expected to successfully evolve an appropriate corporate culture, take a strategic approach to the acquisition, motivation and development of human resources and introduce programs that reflect and support the core values of the organization and its

people. This is easier said than done in view of constant changes in environment characterized by the following things:[14]

Size Of Workforce: Corporate have grown in size considerably in recent years, thanks to global competition in almost all fields. The size of the work force, consequently, has increased, throwing up additional challenges before HR managers in the form of additional demands for better pay, benefits and working conditions from various sections of the workforce constantly.

Composition Of Workforce: The workforce composition is also changing over the years. The rising percentage of women and minorities in the work force is going to alter workplace equations dramatically. Demands for equal pay for equal work, putting an end to gender inequality and bias in certain occupations, the breaking down of grass ceiling have already been met.

Constitutional protection ensured to minorities has also been met to a large extent by HR managers in public sector units. The new equations may compel HR managers to pay more attention to protecting the rights of the other sex and ensure statutory protection and concessions to minorities and disadvantaged sections of society.

The shifting character of workforce in terms of age, sex, religion, region, caste etc. is going to put pressures on HR managers trying to integrate the efforts of people from various places. Managing heterogeneous and culturally diverse groups is going to stretch the talents of HR managers fully.

Employee Expectations: "Instead of attempting to force employees to conform to 'corporate mould' future managers may well have to make more allowances for individual differences in people".[15] Nowadays workers are better educated, more demanding and are ready to voice strong, violent and joint protests in case their expectations are not met. The list of financial and non- financial demands is ever-

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[14] Mathis R., and Jackson, J., 2002. Human Resource Management: Essential Perspectives, South-Western / Thomson Learning, Canada

[15] Hendry et all (1990). 616.

growing and expanding. In fast-changing industries such as software, telecom, entertainment and pharmaceuticals the turnover ratios are rising fast and if HR managers do not respond positively to employee expectations, the acquisition and development costs of recruits is going to mount up steadily. An efficient organization is, therefore required to anticipate and manage turnover through human resource planning, training schemes followed by appropriate compensation packages.

Changes In Technology: Increased automation, modernization and computerization have changed the way the traditional jobs are handled. In such a scenario unless employees update their knowledge and skills constantly, they cannot survive and grow. This will necessitate training, retraining and mid-career training of operatives and executives at various levels. Where such initiatives are missing, it becomes very difficult for employees to face the forces of technology with confidence and get ahead in their careers steadily.

Life-style Changes: The life-style patterns of employees have undergone a rapid change in recent times. Unlike their predecessors people are now ready to change jobs, shift to new locations, take up jobs in start-up companies instead of manufacturing units and even experiment with untested ideas.

1.5. THEORITICAL PERSPECTIVES RELEVANT TO UNDERSTAND HRM IN CONTEXT

The main goal of this paper is to determine role of explicit and implicit knowledge predicting the selection functions of HRM practices. In order to identify this object, at first HRM has to be understand in deep as the result in this section with theories behind HRM and its linkage will try to define.

In this part theoretical perspective based in sociology, economics, management, and psychology focus on different aspects of the domain of HRM in context is given for better of understanding HRM since born of its origin to until now.

1.5.1. General Systems Theory

In general systems theory, the unit of analysis is understood as a complex of interdependent parts as Von Bertalanffy stated. There is an open system which depends on the environment for inputs, which are transformed during through the process that is put to produce outputs that are exchanged in the environment. Open systems models address organizations an exception in that treats HRM as a subsystem embedded in a larger organizational system. The open systems view of HRM has been developed further by Wright & Snell (1991), [16] who used it to describe a competence management model of organizations.

In this model linkage between HRM, skills and abilities are treated as inputs from the environment; employee behaviors are treated as through to put; and employee satisfaction and performance are treated as outputs.

To sum up, in this model, the HRM subsystem functions to acquire, utilize, retain, and displace competencies presented a multilevel organizational systems approach for understanding training implementation and transfer where organization functions are like open systems to produce some benefits for the organization.

1.5.2. Role Behavior Perspective

Katz & Kahn (1978) focused on roles as the interdependent components which is the elements that make up an organization system.[17] Instead of using specific behaviors and job performances as the fundamental components, this perspective shifts the focus from individuals to social systems characterized by multiple roles, multiple role senders, and multiple role evaluators. Katz & Kahn defined role behaviors as "*the recurring actions of an individual, appropriately*

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[16] Susan E. Jackson and Randall Schuler (1995) 46;237-64 by annual Reviews Understanding HRM and Environments

[17] Dreher, G., & Dougherty, T. (2002), Human resource strategy: A behavioral perspective for the general manager.

interrelated with the repetitive activities of others so as to yield a predictable outcome." [18]

Role theory recognizes that the behavioral expectations of all role partners can influence the behavior of organizational members.[19]

As one of HRM objective mentioned before is *"To increase to the fullest the employee's job satisfaction and self-actualization"* which stimulates every employee to realize his potential by sending role information through the organization, supporting desired behaviors, and evaluating role performances it can be said that there is a linkage between role behavior and HRM. Because one of the objectives of HRM is to make satisfaction top regarding the roles that used in the organization so it can be said that there is a relationship between these two practices.

1.5.3. Institutional Theory

A role theory perspective assumes individuals respond to normative pressures as they seek approval for their performance in socially defined roles. Similarly, institutional theory views organizations as social entities that seek approval for their performances in socially constructed environments.

Institutional theory focuses on the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemas, rules, norms, and routines, become established as authoritative guidelines for social behavior. Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse.[20]

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[18] Jackson SE, Schuler RS. 1992. HRM practices in service-based organizations: a role theory perspective. *Adv. Serv. Mark. Manage.* 1.123-57

[19] Dreher et all. P. 27

[20] Scott, W. Richard 2004. "Institutional theory" P408-14 in Encyclopedia of Social Theory, George Ritzer, ed. Thousand Oaks, CA: Sage.

Research on institutionalization focuses on pressures emanating from the internal and external environments. Internally, institutionalization arises out of formalized structures and processes, as well as informal or emergent group and organization processes. Forces in the external environment include those related to the state laws and regulations, the professions such as licensure and certification, and other organizations especially those within the same industrial sector. Regardless of the source of institutional pressures, two central assertions of this perspective are (a) institutionalized activities are resistant to change and (b) organizations in institutionalized environments are pressured to become similar (Meyer & Rowan 1977).[21] Thus, in this theoretical perspective, context is the major explanation for both resistance to change and the adoption of new HRM approaches.

The first assertion suggests that HRM activities have deep historical roots in the organization, so they cannot be understood completely without analyzing the organization's past. From the second assertion it follows that HRM activities may be adopted by an organization simply because other organizations have done so. Thus, "managerial fads and fashions" ebb and flow in part because a few legitimate organizations become fashion leaders that are imitated by other organizations that view imitation as a low-risk way to gain acceptance[22].

1.5.4. Resource Dependence Theory

Like institutional theory, resource dependence theory focuses on the relationship between an organization and its constituencies. However, resource dependence theory emphasizes resource exchanges as the central feature of these relationships, rather than concerns about social acceptability and legitimacy According to this perspective, groups and organizations gain power over each other by controlling valued resources. [23]

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[21] Susan et all. (1995) p.4

[22] Begin JP. 1992. Comparative human resource management (HRM): a systems perspective. Int. J. Hum. Res. Manage. 3:379-408

[23] Gerald F. Davis (2009)Resource Dependence Theory: Past and Future : Research in the Sociology of Organizations

Furthermore, HRM activities and processes are assumed to reflect the distribution of power within a system. For example, personnel departments acquire power over other departments to the extent they make others dependent upon them by controlling the flow of human resources into and through the organization.[24] Thus this theoretical perspective is somewhat similar within psychology in that the actor (an organization or unit) and the environment work in conjunction as explanations for the behavior of the actor.

Institutional theory and resource dependence theory were developed in the context of understanding large public bureaucracies, where efficiency may not be among the most important goals.

In contrast, the theories discussed following are human capital theory, transaction costs theory, agency theory, and resource-based theory-were developed in the context of understanding business enterprises, for which issues of efficiency are presumed to be central of HRM in context.

1.5.5. Human Capital Theory

In the economics literature, human capital refers to the productive capabilities of people. Productive capabilities are skills, experience, and knowledge have economic value to organizations because they enable it to be productive and adaptable; thus, people constitute the organization's human capital.[25] Like other assets, human capital has value in the market place, but unlike other assets, the potential value of human capital can be fully realized only with the cooperation of the person.[26]

Human capital theory emphasizes how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically

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[24] Susan E. et all (1995)

[25] Olaniyan. D.A , Okemakinde. T Human Capital Theory: Implications for Educational Development (2008) European Journal of Scientific Research Vol.24 No.2 (2008), pp.157-162 from www.eurojournals.com/ejsr.htm (09.02.2010)

[26] Susan E. et all (1995)

productive human capability which is a product of innate abilities and investment in human beings. The provision of formal education is seen as a productive investment in human capital, which the proponents of the theory have considered as equally or even more equally worthwhile than that of physical capital.[27]

To sum up, in human capital theory, contextual factors such as market conditions, unions, business strategies, and technology are important because they can affect the costs associated with alternative approaches to using HRM to increase the value of the organization's human capital and the value of the anticipated returns, such as productivity gains. As HR is just people where HRM is managing people with efficiency here human capital can be asset terms of HRM and in this study human capital theory taken as another variable under intellectual capital terms of knowledge management for the next chapter.

1.5.6. Transaction Cost Theory

Transaction cost economics assumes that business enterprises choose governance structures that economize transaction costs associated with establishing, monitoring, evaluating, and enforcing agreed upon exchanges[28] as first stated by Williamson in 1979.

In economics and related disciplines, a transaction cost is a cost incurred in making an economic exchange.

The transaction cost theory has direct implications for understanding how HRM practices are used to achieve efficiency between employers and employees. It contains HRM prediction and forecast regarding the job profiles in order to full fit the organizational needs as well.

Contextual factors, in turn, partly determine whether the types and amounts of skills and knowledge a firm needs are likely to be available in the external labor

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[27] Odekunle, S.O. (2001) Training and Skill Development as Determinant of Workers' Productivity in the Oyo State Public Service. Unpublished Ph.D Thesis, University of Ibadan.

[28] Williamson, Oliver E. (2001). The Economics of Organization: The Transaction Cost Approach. The American Journal of Sociology,

market, the costs of acquiring them from the external market, the organization's capability for developing them internally, and the costs of doing so.

1.5.7. Agency Theory

Agency theory focuses attention on the contracts between a party (i.e. the principal) who delegates work to another (i.e. the agent) is mentioned by Jensen & Meckling in 1976.[29] Agency relations are problematic to the degree that (a) the principal and agent have conflicting goals and (b) it is difficult or expensive for the principal to monitor the agent's performance.

Agency theory has been used to understand situations in which an individual delegates responsibility for a task to other persons (Fama, 1980).[30] The person delegating the work is called the principal, and the individual to whom tasks are assigned is referred to as the agent. Agency theory is used to explicate alternative ways of controlling behavior in order to reduce conflicts of interest that inevitably arise when principals delegate responsibility to agents.

HRM literature is focusing on implications of the economic perspective for HRM utility estimates. Their discussion suggests various reasons for predicting that the utility of HRM activities will vary with conditions in both the internal and external environments of organizations. Such conditions include the other human resource practices that are used by the organization, government regulations and their enforcement, technologies, union activities, and labor market conditions. These contextual factors can affect both the costs and potential gains associated with a particular human resource practice (e.g. a recruitment program, a selection test, or a training program) as the result very integrated with the HRM in context.

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[29] Susan E. et all (1995)

[30] Theresa M. Welbourne , Linda A. Cyr : 11-1-1996 Agency Theory Implications for Strategic Human Resource Management: Effects of CEO Ownership, Administrative HRM, and Incentive Alignment on Firm Performance

1.5.8. Resource Based Theory

"The resource-based theory of the firm blends concepts from organizational economics and strategic management"[31]. A fundamental assumption of this view is that organizations can be successful if they gain and maintain competitive advantage.

According to Barney (1991) competitive advantage is gained by implementing a value-creating strategy that competitors cannot easily copy and sustain and for which there are no ready substitutes.[32]

For competitive advantage to be gained, two conditions are needed: First, the resources available to competing firms must be variable among competitors, and second, these resources must be immobile (i.e. not easily obtained).[33] Three types of resources associated with organizations are (a) physical (plant; technology and equipment; geographic location), (b) human (employees' experience and knowledge), and (c) organizational (structure; systems for planning, monitoring, and controlling activities; social relations within the organization and between the organization and external constituencies). HRM greatly influences an organization's human and organizational resources and so can be used to gain competitive advantage.

HRM can be used to gain competitive advantage, and the means of doing so, firm must first possess people with different and better skills and knowledge than its competitors or it must possess HR practices by the way of technologies can substitute for human resources, whereas in others the human element is fundamental to the business.[34]

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[31] Susan E. et all (1995)

[32] Rahim K. Jassim; Competitive Advantage Through the Employees

[33] Adina Dabu; Working Paper 82, Strategic Human Resources Management:Between the Resource-Based View of the Firm and an Entrepreneurship Approach , University of Illinois, Urbana Champaign, Institute of Labor and Industrial Relations.

[34] Shad S. Morris, Scott A. Snell Patrick M. Wright; Working Paper 05 – 16, A Resource-Based View of International Human Resources: Toward a Framework of Integrative and Creative Capabilities

To illustrate, contrast labor-intensive and knowledge-intensive industries. The latter context may be more conducive to the use of HRM as a means to gain competitive advantage.

These are the theoretical perspectives which intended to understand human resource management context. In addition, many of the internal and external factors are likely to be related, control for all possible interdependencies; similarly, the contextual factors as they are independent from these approach simply.

1.6.   HUMAN RESOURCE MANAGEMENT FUNCTIONS

An organization is driven by human capital and the quality and effectiveness of the organization is determined by the quality of the people that are employed. The resources of the organization such as money material and machine are collected and coordinated through people. As the result, without people organization cannot exist. Success for most organizations depends on finding the employees with the skills to successfully perform the tasks required to attain the company's strategic goals. Here is the subject that leads to be used HRM as a strategic stand point of a firms that sustains a competitive advantage.

As the HRM has a basic role to create a competitive advantage of a firm, there are several functions of HRM which, are common to all organizations.

As HRM has a variety of definitions but there is general agreement that it has a closer fit with business strategy. In all the debates about the meaning, significance and practice of HRM, nothing seems more certain than the link between HRM and HRM functions

Robinson (1997) defined HRM role is the provision of assistance in HRM issues to line employees, or those directly involved in producing the organization's goods and services. Acquiring people's services, developing their skills, motivating them to high levels of performance, and ensuring their continuing maintenance and commitment to the organization are essential to achieving organizational goals. The authors proposed an HRM specific approach as consisting of four functions- staffing,

training and development, motivation, and maintenance.[35] As HRM is an activator to manage people through the organization needs by balancing employee satisfaction, in this study Robinson definition is not considered.

In addition, Bratton and Gold (2003) define HRM as the strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage. This is achieved through a distinctive set of integrated employment policies, programs and practices. The authors presented HRM functions as planning, recruitment and selection, appraisal and performance management, reward management, development, employee relations, health and safety, and union-management relations.[36] As HRM is one of strategic management type, it normally contains planning-organizing-controlling terms in strategic management issues as Bratton and Gold mentioned. But in this study, the aspect is not managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage terms of HRM so their opinion has not considered in the study.

Moreover, to Alan Price (2004) HRM aims at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies.[37] In this study, HRM has various definition with various aspects regarding its functions by developing HR staff roles in various area Price definition is narrow here so it has not considered.

Torrington (2005) identified the role of the human resource functions with the key objectives. These four objectives are the corner stone of all HR activities. These include Staffing, Performance, Change-management and Administration. Staffing objective focuses on finding the appropriate pool of human resources needed to

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[35] Robinson D. (1997)"HR information systems: stand and deliver" Institute for Employment Studies, Report 335, IES, Brighton

[36] Bratton John and Gold Jeffrey (2003) Human Resource Management: Theory and Practice third edition London: Palgrave Macmillan

[37] Alan Price: Human Resource Management in a Business Context, second edition 2004

ensure full and timely supply of work force. It therefore involves designing organizational structures, identifying working conditions for different groups of employees followed by recruiting, selecting and developing the personnel required to fill the roles.[38] However Torrington definition of staffing full fits this study, administration function of HRM has not taken account for classifying the functions. Administration is one of the key elements in HRM meanwhile HRM covers administration as its vocabulary meaning of HRM-management term.

However for the purpose of this study, literature on the HRM concept will be based on consists of the activities, policies, and practices involved in obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate number and skill mix of employees to accomplish the organization's objectives. The goal of HRM is to maximize employee's contributions in order to achieve optimal productivity and effectiveness. That is the reason why opinions of Dessler et al.,is taken in this study.

According to Dessler and his friends, function of HRM include assisting the organization in attracting the quality and quantity of candidates required with respect to the organization's strategy and operational goals, staffing needs, and desired culture. Helping to maintain performance standards and increase productivity through orientation, training, development, job design, effective communication, and performance appraisal. Helping to create a climate in which employees are encouraged to develop and utilize their skills to the fullest. Helping to establish and maintain cordial working relationship with employees. Helping to create and maintain safe and healthy work environment. Development of programs to meet economic, psychological, and social needs of the employees. Helping the organization to retain productive employees and ensuring that the organization complies with provincial/territorial and federal laws affecting the work place such as human rights, employment equity, occupational health and safety.[39]

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[38] Torrington D., Hall L., and Taylor S. (2005) Human Resource Management sixth edition.London: Pearson Education Limited

[39] Dessler Gary, Cole Nina D., and Sutherland Virginia L. (1999) Human Resources Management In Canada seventh edition. Prentice-Hall Canada Inc. Scarborough, Ontario

This sub section illustrates HRM functions: planning, recruitment, selection, orientation and training, performance appraisal etc. goes through as HRM function.

1.6.1. Planning

It is a pre-determined course of action. Human resource planning takes place within the context of the organization. The extent to which it is used, and the approach adopted, will be contingent on the extent to which management recognizes that success depends on forecasting future people requirements and implementing plans to satisfy those requirements.[40] As Dessler agree with this idea and he states that planning is determination of changes in advance that will contribute to the organizational goals. [41]

It can said that HRM planning function is a forecasting and research terms of needed human action in the future such as predicting labor, wages and whole kinds of activities related with human resources. In other words, it involves planning of human resources requirement, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values attitude and behavior of employees and their impact on organization.

Human resource planning, in the broader meaning of the term, is one of the fundamental strategic roles of the HR function.[42] HR can make a major contribution to developing the resource capability of the firm and therefore its strategic capability by systematically reviewing the firm's strategic objectives and by ensuring that plans are made that will ensure that the human resources are available.

Human Resource Planning (HRP) process include forecasting demand for labor considering organizational strategic and tactical plans, economic conditions, market and competitive trends, social concerns, demographic trends, and technological changes. These includes business strategic plans which is about

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[40] Micheal Armstrong (2006) A Handbook of Human Resource Management Practice London and Philadelphia

[41] Dessler et all. (1999) p. 446

[42] Kearns, P (2005b) Human Capital Management, Reed Business Information, Sutton, Surrey

defining future activity levels and initiatives demanding new skills, resourcing strategy whereas ensuring that they develop organization specific knowledge and skills and estimating the future demand for people.

1.6.2. Recruitment

"Recruitment is the process of searching for required personnel and stimulating them to apply for job in the organization."[43] A proper balance should be maintained between internal and external sources of recruitment.

Recruitment function of HRM contains process of searching for and attracting an adequate number of qualified job candidate, from whom the organization may select the most appropriate to field its staff needs. The process begins when the need to fill a position is identified and it ends with the receipt of resumes and completed application forms. The result is a pool of qualified job seekers from which the individual best matching the job requirements can be selected.

The steps in recruitment process include identification of job openings, determination of job requirements, choosing appropriate recruiting sources and methods, and finally, generating a pool of qualified recruits.[44]

Job openings are identified through human resource planning or manager request. Next is to determine the job requirements. This involves reviewing the job description and the job specification and updating them, if necessary. Appropriate recruiting sources and methods are chosen because there is no best recruiting technique. Consequently, the most appropriate for any given position depend on a number of factors, which include organizational policies and plans, and job requirements.

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[43] Dessler et all

[44] Micheal et. all p. 371

1.6.3. Selection

Selection refers to employers judging the suitability of different candidates for job in the organization and choosing the most appropriate persons where placement means assigning suitable jobs to selected candidates so as to match employees' qualification with job requirement.

It is the process of choosing individuals with the relevant qualifications to fill existing or projected openings. Data and information about applicants regarding current employees, whether for a transfer or promotion, or outside candidates for the first time position with the firm are collected and evaluated. The steps in the selection process, in ascending order include preliminary reception of applicants, initial applicant screening (pre interview screening), selection testing, selection interview, and reference checking and evaluating the selection process.

However, each step in the selection process, from preliminary applicant reception and initial screening to the hiring decision, is performed under legal, organizational, and environmental constraints that protect the interests of both applicant and organization.

1.6.4. Orientation and training

This function is related with after the job offer completed. It starts with orientation which involves familiarizing the new employees with company. The work environment and existing employees so that the new people feel at home and can start work confidently. It is the total procedure of providing new employees with basic background information about the firm and the job.

Training is the process by which employees learn knowledge skills and attitudes to further organizational and personal goals. For this function of HRM, orientation is the beginning process of the action and continues with the training. It focuses on skills and competencies needed to perform employees' current jobs, employee and management development is the training of long-term nature. Development process is the last sub item under this HRM function includes with the

job, and contains job analysis, career planning and development and evaluation and follow-up.

1.6.5. Career planning and Development

It is the deliberate process through which persons become aware of personal career related attributes and the lifelong series of activities that contribute to their career fulfillment. Individuals, managers, and the organization have role to play in career development. Individuals accept responsibility of own career, assess interests, skills, and values, seek out career information and resources, establish goals and career plans, and utilize development opportunities. The career stage identification entails career cycle (the stages through which a person's career evolves).

Job analysis is the process of studying in detail the operation and responsibilities involved in a job so as to identify the nature and level of HR required. Job description is prepared with the help of information provided by this stage. HR development function is a process of improving knowledge skills aptitudes and values of employees so that they can perform the present and future jobs more effectively and for the career development, mean that planning and implementing career plans so as to fulfill the career aspirations of people. It involves mobility of personal of personnel through promotion and transfers.

1.6.6. Performance appraisal

Performance appraisal may be defined as any procedure that involves setting work standards, assessing employee's actual performance relative to these standards, and providing feedback to the employee with the aim of motivating the worker to eliminate performance deficiencies. Performance appraisal is the practice of assessing employee job performance and providing feedback to those employees about both positive and negative aspects of their performance.

Providing feedback is the key element used in performance appraisal leads reward systems which mechanism by which organizations provide their workers with rewards for past achievements and incentives for high performance in the future. It is

also the mechanism by which organizations address problems within their work force, through institution of disciplinary measures.

1.6.7. Employee Compensation and Benefits

Employee compensation involves all forms of pay or rewards accrued to employees and arising from their employment. This however consists of two main components: direct financial payments, and indirect payments. While direct financial payments are in the form of wages, salaries, incentives, commissions, and bonuses, indirect payments are in the form of financial benefits like employer-paid insurance and vacations.

The processes in establishing pay rates involve the following five steps: First, conducting wages/salary survey to determine the prevailing wage rates for comparable jobs, which is central in job pricing. Second, determine the relative worth of each job (job evaluation) by comparing the job content in relation to one another in terms of their efforts, responsibility, and skills. This eventually results in wage or salary hierarchy.

Third, group similar jobs into pay grades, a pay grade comprises of jobs of approximately equal value or importance as determined by job evaluation. Forth, price each pay grade using wage curves. A wage curve is graphical description of the relationship between the value of job and the average wage paid for the job. However, if jobs are not grouped into pay grades, individual pay rates have to be assigned to each job.

Where employee compensation involves all forms of pay or rewards accrued to employees and arising from their employment, work scheduling and job analysis has to be considered under this function. Organizations must realize the importance of scheduling work to motivate employees through job enrichment, shorter work weeks, flexi-time work sharing and home work assignments.

1.6.8. Occupational Health and Safety

It is concerned with promoting physical and mental health of employees by providing various benefits and facilities. Occupational health and safety process aims at protecting the health and safety of workers by minimizing work-related accidents and illnesses. Laws and legislations to ensure and observe general health and safety rules bound employers.

1.7. ROLE OF HR MANAGER

Human resource management is concerned with the development of both individuals and the organization in which they operate. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to provide organizational development.

There is no clear-cut definition of HRM. However, the common ground settled by Dessler et al.,is taken in this study the connection with the goal of HRM is stated as to maximize employee's contributions in order to achieve optimal productivity and effectiveness.

The primary responsibilities associated with human resource management have a relationship between human resource management functions stated above. These are recruiting, selecting, performance appraising, training and orientation, career development, occupational health and safety, and compensation and benefits.

The primary goal of HR manager is to increase a worker's productivity and a firm's profitability as investment in HRD improves a worker's skill and enhances motivation. The other goal of HR manager is to prevent obsolescence at all levels.

In a sense, all managers are HR managers as they all get involved in activities like selecting, training, compensating employees. HR managers are staff experts. They assist line managers in areas like recruiting, selecting, training and compensating. Managing people, in a broader context, is every manager's business and successful

organizations generally combine the experience of line managers with the experience of HR specialists while utilizing the talents of employees to their greatest potential.

HR managers have to win the hearts of employees working alongside line mangers and deliver results in a cost-effective manner. HR managers as indicated earlier are assuming a greater role in top management planning and decision making-a trend that indicates the growing realization among executives that HRM can make significant contributions to the success of an organization.

Human Resource Managers, mainly three different types of roles, while meeting the requirement of employees and customers, namely administrative, operational and strategic.[45]

1.7.1. Administrative Roles

The administrative roles of human resource management include policy formulation and implementation, housekeeping, records maintenance, welfare administration, legal compliance etc.

Policy maker: The human resource manger helps management in the formation of policies governing talent acquisition and retention, wage and salary administration, welfare activities, personnel records, working conditions etc. He also helps in interpreting personnel policies in an appropriate manner.

Administrative expert: The administrative role of an HR manager is heavily oriented to processing and record keeping. Maintaining employee files, and HR- related databases, processing employee benefit claims, answering queries regarding leave, transport and medical facilities, submitting required reports to regulatory agencies are examples of the administrative nature of HR management. These activities must be performed efficiently and effectively to meet changing requirements of employees, customers and the government.

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[45] http://www.slideshare.net/dasaritapaswi/hrm-pdf (01.12.2010)

Advisor: It is said that personnel management is not a line responsibility but a staff function. The personnel manager performs his functions by advising, suggesting, counseling and helping the line managers in discharging their responsibilities relating to grievance redressed, conflict resolution, employee selection and training. Personnel advice includes preparation of reports, communication of guidelines for the interpretation and implementation of policies, providing information regarding labour laws etc.

Housekeeper: The administrative roles of a personnel manager in managing the show include recruiting, pre-employment testing, reference checking, employee surveys, time keeping, wage and salary administration, benefits and pension administration, wellness programs, maintenance of records etc.

Counsellor: The personnel manager discusses various problems of the employees relating to work, career, their supervisors, colleagues, health, family, financial, social, etc. and advises them on minimizing and overcoming problems, if any.

Welfare officer: Personnel manager is expected to be the Welfare Officer of the company. As a Welfare officer he provides and maintains (on behalf of the company) canteens, hospitals, creches, educational institutes, clubs, libraries, conveyance facilities, co-operative credit societies and consumer stores. Under the Factories Act, Welfare officers are expected to take care of safety, health and welfare of employees. The HR managers are often asked to oversee if everything is in line with the company legislation and stipulation.

Legal consultant: Personnel manager plays a role of grievance handling, settling of disputes, handling disciplinary cases, doing collective bargaining, enabling the process of joint consultation, interpretation and implementation of various labour laws, contacting lawyers regarding court cases, filing suits in labour courts, industrial tribunals, civil courts and the like.

In some organizations, the above administrative functions are being outsourced to external providers in recent times, with a view to increasing efficiency

as also cutting operational costs. Technology, is being put to good use to automate many of the administrative tasks.

1.7.2. Operational Roles

These roles are tactical in nature and include recruiting, training and developing employees; coordinating HR activities with the actions of managers and supervisors throughout the organization and resolving differences between employees.

Recruiter: "Winning the war for talent" has become an important job of HR managers in recent times in view of the growing competition for people possessing requisite knowledge, skills and experience. HR managers have to use their experience to good effect while laying down lucrative career paths to new recruits without, increasing the financial burden to the company.

Trainer developer, motivator: Apart from talent acquisition, talent retention is also important. To this end, HR managers have to find skill deficiencies from time to time, offer meaningful training opportunities, and bring out the latent potential of people through intrinsic and extrinsic rewards which are valued by employees.

Coordinator/linking pin: The HR manager is often deputed to act as a linking pin between various divisions/departments of an organization. The whole exercise is meant to develop rapport with divisional heads, using PR and communication skills of HR executives to the maximum possible extent.

Mediator: The personnel manager acts as a mediator in case of friction between two employees, groups of employees, superiors and subordinates and employees and management with the sole objective of maintaining industrial harmony.

Employee champion: HR managers have traditionally been viewed as 'company morale officers' or employee advocates.

Liberalization, privatization and globalization pressures have changed the situation dramatically HR professionals have had to move closer to the hearts of

employees in their own self interest. To deliver results they are now seriously preoccupied with:

✓ Placing people on the right job.

✓ Charting a suitable career path for each employee.

✓ Rewarding creditable performance.

✓ Resolving differences between employees and groups smoothly.

✓ Adopting family-friendly policies.

✓ Ensuring fair and equitable treatment to all people regardless of their background.

✓ Striking a happy balance between the employee's personal/professional as also the larger organizational needs.

✓ Representing workers' issues, problems and concerns to the management in order to deliver effective results HR managers have to treat their employees as valuable assets. Such an approach helps to ensure that HR practices and principles are in sync with the organization's overall strategy. It forces the organization to invest in its best employees and ensure that performance standards are not compromised.

1.7.3. Strategic Roles

An organization's success increasingly depends on the knowledge, skills and abilities of its employees, particularly as they help establish a set of core competencies (activities that the firm performs especially well when compared to its competitors and through which the firm adds value to its goods and services over a long period of time, e.g. ONGC 's oil exploration capabilities and Dell's ability to deliver low cost, high-quality computers at an amazing speed) that distinguish an organization from its competitors. When employees' talents are valuable, rare, difficult to imitate and organized, a firm can achieve sustained competitive advantage through its people. The

strategic role of HR management focuses attention on how to enable ordinary employees to turn out extraordinary performance, taking care of their ever-changing expectations. The key areas of attention in this era of global competition include effective management of key resources (employees, technology, work processes), while delivering cost effective, value- enhancing solutions

To sum up, HR can initiate systematic efforts to enhance skill levels of employees so that the firm can compete on quality. Globalization, deregulation and technological innovations have, in recent times, created the need for rather, faster and more competitive organizations. The basic managerial functions comprise planning, organizing, directing and controlling. The administrative roles of human resource management include policy formulation and implementation, housekeeping, records maintenance, welfare administration, legal compliance etc.

Operational roles are tactical in nature and include recruiting, training and developing employees; coordinating HR activities with the actions of managers and supervisors throughout the organization and resolving differences between employees.

1.8. HUMAN RESOURCE FUNCTION OF RECRUITMENT AND SELECTION

In this study, it tries to identify impacts of explicit and tacit knowledge types during selection process in the participant organization. In order to achieve this object, at first HRM in context is given with its definitions and functions.

In this section selection and recruitment functions of HRM is identified for understanding the process on the measure and the difference between them is given in order to prevent confuse them each other. For the following, challenges and constraints are explained in general as HRM functioning which also can be taken as limitation of the research.

Recruitment and selection are the process of locating and encouraging potential applicants to apply for existing or anticipated job openings. Certain influences restrain (the freedom of) managers while choosing a recruiting source such as: image of the company, attractiveness of the job, internal policies, budgeting support, government

policies etc. Companies generally rely on time lapse data, yield ratios, surveys etc., to evaluate the sources of recruiting carefully.

"Recruitment is the process of locating and encouraging potential applicants to apply for existing or anticipated job openings"[46]. It is actually a linking function, joining together those with jobs to fill and those seeking jobs. Recruitment, logically, aims at (i) attracting a large number of qualified applicants who are ready to take up the job if it's offered and (ii) offering enough information for unqualified persons to self-select themselves out (for example, the recruitment ad of a foreign bank may invite applications from chartered accountants who have cleared the CA examination in the first attempt only).

While the recruitment and selection process are very related with each other they are all different from each other, also recruitment contains selection. Recruitment enables the sources of individual and stimulation of them who apply for the job. Selection is a process to try to select best full fit for the organization.

Also there lots of differences between selection and recruitment as Prasad mentioned such as the different aims, process, techniques and outcomes differ in two types. [47]As giving an example; recruitment tries to affect maximum candidates for the job whereas selection is just only care about to find right people to the right job. On the other hand, for the recruitment source pool is bigger than the selection source the result of the outcome that could be the right candidate.

Third item is that selection techniques are more specialized with the skills than recruitment process. Outcome of recruitment process acts as a source for selection but selection process it the final step of offering job.

While they are all the process functions of HRM in the organizations in order to create a competitive advantage, this makes them important to be cared on. The terms are sensitive for their results however perfect filling could be impossible. The

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[46] http://business.tafe.vu.edu.au/dsweb/Get/Document-177782/6.1%2BRecruitment.ppt (01.12.2010)

[47] http://business.tafe.vu.edu.au/dsweb/Get/Document-177782/6.1%2BRecruitment.ppt

followings are the summary of the challenges and constrains recruitment and selection function in HRM.

1.8.1. Constraints and Challenges of Recruitment

In actual practice, it is always not easy to find and select a suitable candidate for a job opening.[48] The recruiter's choice of a communication medium (e.g. advertising in a trade journal read by the prospective candidate) may not be appropriate. Some of the bright candidates may begin to view the vacancy as not in line with their current expectations (e.g. challenging work, excellent rewards, flexible schedules and so on). The most suitable ones may not have been motivated to apply due to several other constraints.

o **Poor image:** If the image of a firm is perceived to be low (due to factors such as operating in a declining industry, earning a bad name because of environmental pollution, poor quality products, nepotism, insider trading allegations against promoters etc.), the likelihood of attracting a large number of qualified applicants is reduced.

o **Unattractive job:** If the job to be filled is not very attractive, most prospective candidates may turn indifferent and may not even apply. This is especially true in case of jobs that are dull, boring, anxiety producing, devoid of career growth opportunities and generally do not reward performance in a proper way. (e.g., jobs in departmental undertakings such as Railways, Post and Telegraphs, public sector banks and Insurance companies failing to attract talent from premier management institutes.)

o **Conservative internal policies:** A policy of filling vacancies through internal promotions based on seniority, experience, job knowledge etc. may often come in the way of searching for qualified hands in the broader job market in an unbiased way. Likewise, in firms where powerful unions exist, managers may be compelled to pick up candidates with questionable merit, based on issues such as caste, race, religion, region, nepotism, friendship etc.

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[48] http://www.scribd.com/doc/249671/Human-Resource-Management (01.12.2010)

o   **Limited budgetary support :** Recruiting efforts require money. Sometimes because of limited resources, organizations may not like to carry on the recruiting efforts for long periods of time. This can, ultimately, constrain a recruiter's efforts to attract the best person for the job.

o   **Restrictive policies of government:** Governmental policies often come in the way of recruiting people as per the rules for company or on the basis of merit/seniority, etc. For example, reservations for special groups (such as scheduled castes, scheduled tribes, backward classes, physically handicapped and disabled persons, ex-servicemen, etc.) have to be observed as per Constitutional provisions while filling up vacancies in government corporations, departmental undertakings, local bodies, quasi-government organizations, etc

1.8.2. Aim of Recruitment Function

Recruitment is the process of attracting interest and applications for a vacant position in Council's organizational structure. This process involves identifying the requirements to perform the duties of a position and advertising the position in a manner to attract suitable applicants where the selection function is the process of choosing the best person for the vacant position. This process includes the short listing of applicants for interview, developing questions for the interview, interviewing of applicants and selecting who should be offered the position based on merit. Appointment covers the administrative processes to place and start the successful applicant.

The purpose of these functions is to attract, select and appoint the most suitably experienced and qualified applicant based on merit. The Merit of a person eligible for appointment to a position is to be determined according to:[49]

✓   the nature of the duties of the position; and

✓   the abilities, qualifications, experience and standard of work performance of those persons relevant to those duties.

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[49] Geelong Netball Club http://www.netball.asn.au/_uploads/res/4109_73578.pdf (04.12.2010)

The aim of the HRM Function is keeping the recruitment process design as simple as possible. The HR Recruiters should not forget about this main goal during the design phase of the recruitment process development. The recruitment process is simple on the high level, but it contains a lot of interaction among different participants in the recruitment process. The HRM Function, the line manager and candidates need to receive and share a lot of information and their interaction is usually the main issue during the recruitment process. The main steps of the recruitment process are:

1.   Job Design

2.   Opening Job Position

3.   Collecting Job Resumes

4.   Preselection of Job Resumes

5.   Job Interviews

6.   Job Offer

The first three steps are inside of recruitment process and the others are related with the selection process. In many cases job design opening job position and collecting job resumes are the sub process of job analysis. Because job analysis is a formal and detailed examination of jobs. It is a systematic investigation of the tasks, duties and responsibilities necessary to do a job. A task is an identifiable work activity carried out for a specific purpose, for example, typing a letter. A duty is a larger work segment consisting of several tasks (which are related by some sequence of events) that are performed by an individual, for example, pick up, sort out and deliver incoming mail. Job responsibilities are obligations to perform certain tasks and duties. It is related with job design and also the job position, because in order to complete job analysis it has to whole coverd skills that the position hold and also the individual to full fit.

The job design is the most important part of the recruitment process. The job design is a phase about design of the job profile and a clear agreement between the line manager and the HRM Function. The Job Design is about the agreement about the profile of the ideal job candidate and the agreement about the skills and

competencies, which are essential. The information gathered can be used during other steps of the recruitment process to speed it up. The Opening of the Job Position is generally the job of the HR Recruiter. Skilled and experienced HR Recruiter should decide about the right mix of the recruitment sources to find the best candidates for the job position. This is another key step in the recruitment process. These are the sub steps under job analyzing process of recruitment function. Here the position of the job is clearly identified with the requirements needed within the essential criteria overall the job by evaluating moment and future duties of the position.

Than advertising sub process has to be done inside of recruitment function in HRM behind on the job specifications written after the job analyzing. Job specification summarizes the human characteristics needed for satisfactory job completion. It tries to describe the key qualifications someone needs to perform the job successfully. It spells out the important attributes of a person in terms of education, experience, skills, knowledge and abilities (SKAs) to perform a particular job. The job specification is a logical outgrowth of a job description. For each job description, it is desirable to have a job specification. This helps the organization to determine what kinds of persons are needed to take up specific jobs.

As the internet growth by the hiring landscape job seekers register their resume on the website and they are informed of vacancies in any organization that match their qualifications through e-mail. Automated staffing software would seem to provide a much-needed technological edge for human resource professionals in the high-tech age. It allows employers to create a reusable pool of applicants from resumes they receive. Resumes received by employers may be in electronic formats—through e-mails, Internet applications or diskettes — or on paper that must be optically scanned and converted into computer files. The software programs typically rank the resumes on the basis of how well each applicant matches the employer's criteria. Kariyer.net, yenibiris.com, secretcv.com are the web sites regarding the employment seekers looking for a job in Turkey.

1.8.3. Steps in Selection Process

The Main Objective of a selection procedure is to determine whether an applicant meets the qualification for a specific job, and then to choose the applicant who is most likely to perform well in that job. The entire process of selection begins with an initial screening interview and concludes with a final employment decision. When a selection policy is formulated, organizational requirement like technical and professional dimensions are kept in mind. The success of a sales organization largely depends on its staff. Selection of right candidate builds the foundation of any organization's success and helps in reducing turnovers.

As the selection process is important for the firms in order to create an advantage, its shape will be change due to organizational structure and its policies that should be used. The basic logic behind on the procedure are same whereas the numbers of steps following by the terms could be different. In some organizations job offer which is the outcome of this process will be divided into two parts as conditional job offer and permanent job offer regarding the position for job seekers.

As from HRM literature classification selection process includes; "*Establishing Selection Process, Identifying & choosing selection criteria, Gathering information about potential employees, Evaluating information for assessing applicant, Making decision to select or reject, Communicating decision*"[50]For the study of view the process generalize as followings under these names;

1.8.3.1. Pre Interview Screening

This is generally the starting point of any employee selection process. Here, in accordance with the position advertised suitable candidates will be short listed from applications received from various sources are scrutinized and irrelevant ones are discarded. Pre Interview Screening eliminates the unqualified applicants and helps save time.

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[50]http://www.articlesbase.com/college-and-university-articles/class-notes-human-resource management-872443.html (10.12.2010)

1.8.3.2. Applicant Form

A candidate who passes the preliminary interview and is found to be eligible for the job is asked to fill in a formal application form. Such a form is designed in a way that it records the personal as well professional details. Application forms are traditional and use to collect information from candidates. It should provide all information about job seeker such as nationality, salary expectation, educational background and work experiences.

1.8.3.3. Selection Tests

These tests are used to provide extra information about applicants that cannot be obtained from their application forms or interviews. Selection tests gather information on an individual's attainment, aptitude, interests, learning styles and other relevant characteristics. Selections tests could be changed due to the position hold they can be a psychological test which gives an idea about the candidate that is suitable for the job or they can be aptitude tests to predict how well you can perform a particular job or any kind of skills and knowledge tests regarding exercises measure the acquired knowledge, skills or understanding you have about a particular subject.

1.8.3.4. Employment Interview

It helps organizations in obtaining more information about the prospective employee. It also helps them in interacting with the candidate and judging his communication abilities, his ease of handling pressure etc. In some Companies, the selection process comprises only of the interview. The candidates are invited usually be with a third party recruiter or someone from the Human Resources department. These are considered the gatekeepers for a company. They are typically experienced and professional interviewers who are skilled at interviewing and screening candidates. These interviewers should be effective at judging character, intelligence, and if the candidate is a good fit for the company culture.

Types of Interviews

There are a variety of types of interviews that employers may conduct, including behavioral interviews, group interviews, phone and video interviews, second interviews, and even interviews held during a meal. The types of interview are selected due to convenient situation that the position required for the HRM policy makers in the organization.[51]

Traditional (Face-to-Face) Interview: This method most widely used in the research of any topic and based on a direct meeting between interviewer and interviewee. By personal communication it is possible not only to obtain much more information, but also to use visual materials (cards, pictures, packages, logos, etc.) to encourage response. [52] Most interviews are face-to-face. The most traditional is a one-on-one conversation. Your focus should be on the person asking questions. Maintain eye contact, listen and respond once a question has been asked. Here, goal is to establish rapport with the interviewer and show them that your qualifications will benefit their organization. Traditional interviews are either structured or unstructured.[53] A structured interview is a standardized method of comparing job candidates. A structured interview format is typically used when an employer wants to assess and compare candidates impartially. If the position requires specific skills and experience, the employer will draft interview questions focusing exactly on the abilities the company is seeking. An unstructured interview is a job interview in which questions may be changed based on the interviewee's responses. While the interviewer may have a few set questions prepared in advance, the direction of the interview is rather casual, and questions flow is based on the direction of the conversation.

Group Interview: A group interview is usually designed to uncover the leadership potential of prospective managers and employees who will be dealing with customers.The front-runner candidates are gathered together in an informal,

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[51] http://iccweb.ucdavis.edu/LAB/pdf_la/Interviewing_Guide.pdf(12.12.2010)

[52] http://jobsearch.about.com/od/interviewsnetworking/a/interviewtypes.htm (12.12.2010)

[53] http://jobsearch.about.com/od/interviewsnetworking/a/interviewtypes.htm(12.12.2010)

discussion type interview. A subject is introduced and the interviewer will start off the discussion. The interviewer is a passive observer, making observation regarding the quantity and quality of each candidate's inputs, the ability of the candidate to seize the initiative, the ability to convince others to their point of view, and the extent to which they accommodate other's view, or change their opinions if corrected. The goal of the group interview is to see how you interact with others and how you use your knowledge and reasoning to influence others.

Panel/Committee Interview: A panel of committee interview serves the same purpose of a traditional face-to-face interview of any type, with the only difference being the presence of more than one interviewer to interview the candidate. Typically, three to ten members of a panel may conduct this part of the selection process. This is your chance to put your group management and group presentation skills on display. Panel interviews allow combining different interviews such as behavioral interview, technical interview, stress interview, and others into a single session. With a multiple assessors, the chances of bias reduce considerably, allowing for a more objective candidate rating. Maintain primary eye contact with the panel member who asked the question, but also seek eye contact with other members of the panel as you give your response is important in this type of interview.

Behavioral Interview: Behavioral interview is a specialized form of face-to-face interview conducted under the premise that past behaviors best predict future actions. The major advantage of behavioral interview is that it force candidates to answer based on facts rather than on hypothesis. For instance, a question "how will you react if…" is a hypothetical question and irrelevant in ascertaining the worth of an employee. On the other hand, "Describe how you approached a situation in the past when a customer shouted at you" help determine the behavioral orientation of the person. The increasing dominance of the behavioral approach to human resource management has raised the status of behavioral interview as an effective selection tool in recent times. Critical Incident Interview, Stress Interview and Lunch/Dinner Interviews are three close variants of the behavioral interview.

✓ **Critical incident interview** is a closely related type of interview. Here, the interviewer gives the candidate a critical situation or incident concerning

the job in question, and seeks from the candidate the way he or she plans to approach the situation. This gives an insight into the candidate's analytical abilities, conceptual knowledge, thought process, and behavioral orientation.

✓ **Stress Interview** is a type of face-to-face behavioral interview where the interviewer deliberately creates a pressure situation for the candidates to see how they cope with the pressure or react to unexpected situations. Ways by which the interviewer creates stress include by making sarcastic comments, by being argumentative, by being kept waiting, and the like.

✓ **Lunch or dinner interview** aims at putting the candidate at ease in an informal setting and delve into their etiquettes and behaviors by studying their responses in a natural setting.

Stress Interview: This form of interview was more common in sales positions and is rare today. However, candidates should be aware of the signals. A Stress Interview is a technique that deliberately places the job candidate in a stressful situation to observe how the applicant reacts. This is sometimes accomplished by making the job candidate wait needlessly for the interview to start or making them hurry to their appointment. Alternatively, the person conducting the interview can attempt to introduce stress into the interviewing process itself. This can be accomplished by being argumentative with the job applicant or by exhibiting rude behaviors towards at the job applicant. A stress interview should be used sparingly by companies since it can sometimes damage the relationship between the applicant and the company itself. This can even cause successful candidates to refuse job offers. However, if the operating environment is truly filled with stress, then it may be an appropriate technique to use during an interview.

Case Interview: A case interview is a job interview in which the applicant is given a question, situation, problem or challenge and asked to resolve the situation. The case problem is often a business situation or a business case that the interviewer has worked on in real life.

After the applicant is given information about the case, the applicant is expected to ask the interviewer logical and sequential questions that will enable the applicant to understand the situation, probe deeper into relevant areas, gather pertinent information and arrive at a solution or recommendation for the question or situation at hand.

Case interviews are mostly used in hiring for management consulting and investment banking jobs. Firms use case interviews to evaluate analytical ability and problem-solving skills; they are looking not for a "correct" answer but for an understanding of how the applicant thinks and how the applicant approaches problems.[54]

1.8.3.5. Checking References

Most application forms include a section that requires prospective candidates to put down names of a few references. References can be classified into - former employer, former customers, business references, reputable persons. Such references are contacted to get a feedback on the person in question including his behavior, skills, conduct etc.

1.8.3.6. Final Approval (Job Offer)

A candidate who clears all the steps is finally considered right for a particular job and is presented with the job offer. An applicant can be dropped at any given stage if considered unfit for the job. Only after successfully clearing all the hurdles, an applicant can enjoy the feeling of being selected for a particular job.

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[54] Management Consulting Case Interview Questions", by www.consultingcase101.com(12.12.2010)

CHAPTER II

CONTEPTUALIZING KNOWLEDGE AND KNOWLEDGE MANAGEMENT

This study tries to examine effects of explicit and tacit knowledge during selection process as HRM function. In the first part, HRM is defined with its functions. In order to understand using knowledge in HRM, HRM-KM linkage has to be given. This is the second part of the thesis which gives general aspects of knowledge management by its whole elements.

To understand knowledge management first, knowledge concept has to analyzed in deep and differences from the information perspective has to be given, as the result this part starts with a section to give concept of knowledge and DIKW hierarchy tools. Then, mean to regard with knowledge management in an organization there have to knowledge types based on it are summarized at the following sections.

After identifying the intellectual capital as one of key instrument of knowledge management in knowledge based organizations, HRM-KM linkage is identified in this chapter. Human Resource Information system which is the linkage between HRM-KM is explained by its determinants one by in order to complete theoric section of the study.

The concept of knowledge can be interpreted in different ways depending on the underlying epistemology on which it is based. The concept of knowledge has not taken place in a vacuum. Instead, it s shaped by Western, philosophical, psychological and sociological perspectives. The conceptualization of knowledge in terms of its distinction from data and information appears to be the dominant view in the information science and Knowledge Management literature.

The Data-Information-Knowledge-Wisdom (DIKW) hierarchy is a widely accepted taxonomy of knowledge in both literatures.

2.1. DATA-INFORMATION KNOWLEDGE-WISDOM (DIKW) HIERARCHY

DIKW hierarchy explains the relation between Data-Information-Knowledge-Wisdom functions. It is used as an aimed of analyzing applied chain of Data-Information-Knowledge-Wisdom action. It contains the stage of understanding from past to future to find the best intelligence used for. They both used to indicate levels of understanding.

The process starts with the basic level of data, and takes the action of researching, absorving, and doing, interacting and reflecting. In the DIKW pyramid each stage depends on the previous one in order to compose whole result; wisdom. The process is illustrated in Figure below.

Figure 1: DIKW Process
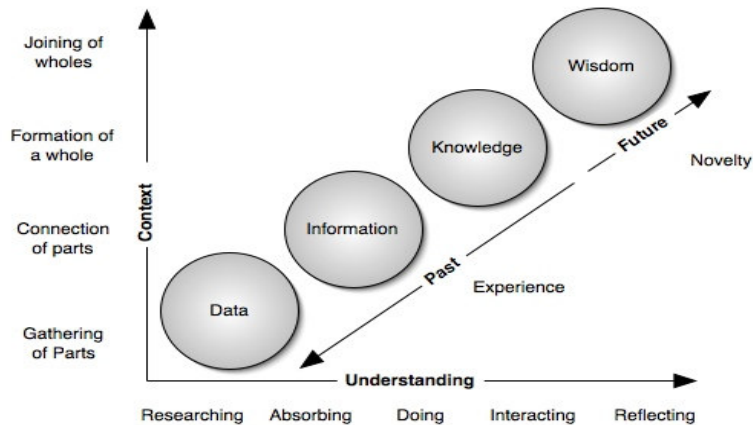
Source: Axepolous 2008 in Clark (2004); page:15

DIKW hierarchy allows indentifying classifications of relationships lying on decision making process. The degree of the judgment will be increase among on top the pyramid, by the same way value of them will be increase.

It represents a schema for classifying the four elements (data, information, knowledge and wisdom) based on their relative value and "*degree of human*

understanding and judgment (including ethical evaluations) that are involved in their formation and transformation along the so-called 'knowledge pyramid'[55].

DIKW hierarchy could be characterized as relatively simplistic understanding of the complex interconnections between different elements of knowledge (know-what, know-how, know-why). In DIKW hierarchy, data is the main bases in the pyramid and allows gathering all inputs for the every each step.

It provides collected items for the information which is the step for" know what". Information is the source of knowledge that based on the answers for know-how and lastly the all compose parts engaged into wisdom and able to get know-why.

DIKW allows understanding connections regarding with their results, first, overlooks the philosophical roots of knowledge.

Second, it does not take into account the psychological processes by which the different elements of knowledge are dynamically shaped. Finally, it ignores the social context within which knowledge is related to human action.

2.1.1. Data

The word of data means something to be given from etymology. It has no meaning alone and symbols such as numbers, characters, images or any kind of outputs from devices to convert physical quantities are under the definition of data. However, data is the source and need to manipulate objects. When data refers to something it occurs as information. To get information data analysis, which is the process of inspecting, cleaning, transforming, and modeling to make data useful needed.

Data describes the reason of information. As Zack mentions:" *Data refers to discrete, objective non-contextual facts or observations, whereas information is the*

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[55] Rowley, J. 2007. The wisdom hierarchy: representations of the DIKW hierarchy. *Journal of Information Science, 33(2)*: 163-180.

result of providing data with some meaningful, purposeful content, which usually takes the form of a message "[56]

Data is the basic level of the hierarchy and consists of nothing more than raw observations and measurements. As it's mentioned before, data can be the blocks to make communication is need to find purpose of "which is to record activities or situations, to attempt to capture the true picture or real event, such that all data are historical, unless used for illustrative purposes, such as forecasting

2.1.2.Information

Information is useful than data and it's organized for allowing to compose knowledge. By handling information you only know about the items, what you have but instructions of using will be constraint here. Although, information meets meaning of knowledge it is less useful and unidentified if making compare with knowledge. Information is defined *"as data that are endowed with meaning and purpose."[57]*

However, information such a concept of diversify meanings used today and there are many definitions. The common point is that; information is the combination of data, form and knowledge. In this sense, "information is the case of transaction to object to subjects" composes information society. The developed economies depend on the information and information society. Information society used information to create comparative advantage and against this advantage society wealth becomes.

As it's mentioned before, information has diversified meanings and it is not only the thing to do your work well. Data which have been processed with formatting output can be perceived as information. Also knowledge is known as when information has packaged or used for to understand something. There are three principal uses of the word "information":

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[56] Zack, M. H. 1999. Managing codified knowledge. *Sloan Management Review, 40(4)*: 45-58.

[57] Blackler, F. 1995. Knowledge, knowledge work and organizations: An overview and interpretation. *Organization Studies, 16(6)*: 1021-1046.

Information-as-process: When someone is informed, what they know is changed. In this sense "information" is *"The act of informing...; communication of the knowledge or `news' of some fact or occurrence; the action of telling or fact of being told of something."* [58]

Information-as-knowledge: "Information" is also used to denote that which is perceived in "information-as-process": the "*knowledge communicated concerning some particular fact, subject, or event; that of which one is apprised or told; intelligence, news."[59]*. The notion of information as that which reduces uncertainty could be viewed as a special case of "information-as-knowledge". Sometimes information increases uncertainty. Because it gives more descriptive analysis rather than it's needed.

Information-as-thing: The term "information" is also used attributively for objects, such as data and documents, that are referred to as *"information because they are regarded as being informative, as "having the quality of imparting knowledge or communicating information; instructive."[60]*

According to M.D. Merrill (1997) , there are five types of information: facts, concepts, procedures, processes, and principles.

But these are the definitions and also classifications of information are not accepted as the types of information. In below, types of information definitions in the literatures given;

Objective information : It is usually based on facts and should represent all sides of an issue. Objective information able to felt by five sense and they are both imitated the same multiples in decision making progress.

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[58] Oxford English Dictionary, 1989, vol. 7, p. 944

[59] Oxford English Dictionary, p. 944

[60] Oxford English Dictionary, p. 944

Subjective information : They are opinions belong to individual or a group and presents the some kind of analysis of facts. The subjective information is the variables to person to person to be destructive in decision making.

Primary information: *"Primary information is something told by the person to which an event happened and to which they were an actual witness, or something that was written down at or near the time of an event's occurrence."* [61]Primary information is information in its original form. Primary information has not been published elsewhere, put into context, interpreted, or translated.

Secondary information: Secondary information is information derived from other information. It is a kind of information that has been analyzed, interpreted, translated or examined in some way and has been removed in some way from its original (primary) source and repackaged.

Word of information has several meanings and there are many resources for information. Data, objects, events, text and documents are the main source of information in information science.

2.1.3. Knowledge

Oxford English Dictionary defines knowledge as "(i) expertise, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject, (ii) what is known in a particular field or in total; facts and information or (iii) awareness or familiarity gained by experience of a fact or situation."

The concept of knowledge has not taken place in a vacuum. Instead, it s shaped by Western, philosophical, psychological and sociological perspectives. The conceptualization of knowledge in terms of its distinction from data and information appears to be the dominant view in the information science and Knowledge Management literature. The DIKW hierarchy is a widely accepted taxonomy of knowledge in both literatures.

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[61] http://genealogical.today.com/2009/01/01/primary-vs-secondary-information (01.01.2009)

DIKW hierarchy could be characterized as relatively simplistic as it offers a rather rudimentary understanding of the complex interconnections between different elements of knowledge (i.e., know-what, know-how, know-why). This is because it, first, overlooks the philosophical roots of knowledge. Second, it does not take into account the psychological processes by which the different elements of knowledge are dynamically shaped. Finally, it ignores the social context within which knowledge is related to human action. The followings seek to provide a more integrated approach to conceptualizing knowledge based on important research from the fields of philosophy of knowledge, cognitive psychology, and sociology of knowledge.

The question of "what is knowledge" relies on three dimensions to rely different perspectives by philosophical, psychological and social view.

2.1.3.1. A Philosophical Knowledge Approach

Philosophical inquiry into knowledge is concerned with metaphysics, which combines the branches of ontology and epistemology. The question of "what's knowledge" has not been answered clearly yet since the inception of philosophy until now, however ontology and epistemology can be defined in terms of the questions they seek to answer.

This approach tries to answer 'what is the form and nature of being and therefore, what is there that can be known? and focuses on sources, nature, criteria and limits of knowledge including the methodological instruments that are used to validate the acquisition of knowledge. Here it's important that to be identify the relationship between know and known.

From a philosophical standpoint, the most widespread definition of knowledge that is found in the literature is based on the Platonian conception of knowledge as justified true belief.[62] The traditional epistemological view of knowledge as justified true belief corresponds to a dualist view of the world, thereby

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[62] Nonaka, I., & Takeuchi, H. 1995. *The knowledge-creating company*. New York: Oxford University Press.

separating the mind from the body, the knower from the known, the subject from the object, the theory from practice, the appearance from reality.

Under this approach, there are lots of definitions to analyze what's knowledge by the philosophy itself. It differs per condition that human on being or the individual sense or mind. As the result, by the light of epistemology concept it helps an overview to define the knowledge as philosophical not as same as the exact definition.

In summary, it could be said that however there's no one correct answer to be found yet, but they whole acknowledge the role of the social context within which human knowledge is shaped.

2.1.3.2. A Psychological Knowledge Approach

It's related with cognitive psychology which has emerged in the late 1950s as a distinct discipline following the divide of psychological thought into behaviorism and cognitivism. In contrast to behaviorist psychology, cognivitism rejects the notion of internal mental states, cognitive psychology is broadly concerned with the study of the mental processes of perception (e.g., attention, pattern recognition), memory, thinking (e.g., choice, concept formation, decision making, problem solving), language and communication, learning, and emotion.

By employing strictly positivist methods, which are usually operationalized in the form of models of human-computer interaction, cognitive psychologists investigate the intervening variables between stimuli and response in order to understand the processes of the human mind. Those models explain what happens in the human brain during problem solving, decision making, remembering. "*This represents a dominant paradigm in cognitive science according to which the human mind is viewed as an information processor similar to that of a computer.* " [63]This has led psychologists and organization theorists to consider the social aspects of knowledge.

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[63] Andrea Scarantino; Information Processing, Computation, and Cognition (11/16/2009)

2.1.3.3. A Sociological Knowledge Approach

In a critique of the domination of psychology remain under two questions such as: how can individuals reach beyond internal representations to the reality they are supposed to represent? and how can individuals' mutual interdependence with the environment be captured by a system of formal and informal rules? These two questions address the separation of knower from knowledge as problematic and, therefore, shift the attention to the social construction of knowledge.

Social constructionist views knowledge as neither objective nor subjective, but rather as constructed through individuals' collaborative efforts with common objectives or by dialectically bridging their diverse perspectives. From this viewpoint, knowledge is theorized as being socially distributed.

This means that problem-solving and other cognitive processes are also based on distributed access to information and knowledge and a shared understanding among individuals.

In summary, social constructivism views knowledge as inter subjective process rather than an object. In this regard, it shares common ground with pragmatism for they both suggest that knowledge and, more broadly, beliefs and ideas cannot be "*passed physically from one to another, like bricks; they cannot be shared as persons would share a pie by dividing it into physical pieces*"[64]

2.2. PROPERTIES OF KNOWLEDGE

Research dealing with the nature of knowledge in organizations has to date been predicated on taxonomy of knowledge properties along two generic dimensions: the epistemological and the ontological[65].

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[64] Andrea Scarantino(11/16/2009)

[65] Tywoniak, S. A. 2007. Knowledge in four deformation dimensions. Organization, 14(1): 53-76.

As the study is identify the HRM-KM linkage and aim is to understand tacit and explicit knowledge impact during selection process, here analysis of tacit and explicit knowledge is explained versus other types of knowledge dimensions.

The epistemological dimension distinguishes between two types of knowledge; that is explicit and tacit knowledge . The ontological dimension places emphasis on the locus of knowledge; that is the analytical level – individual or collective – in which knowledge resides.[66]

The epistemological dimension classified knowledge by tacit knowledge and explicit knowledge. It is a view that helps to define knowledge in the organization or in the business. Explicit knowledge, which can be expressed in words and numbers and shared in the form of data, scientific formulae, product specifications, manuals, universal principles, and so forth. This kind of knowledge can be readily transmitted across individuals formally and systematically. This has been the dominant form of knowledge in the West. The Japanese, however, see this form as just the tip of the iceberg. They view knowledge as being primarily tacit, something not easily visible and expressible.

2.2.1. Explicit Knowledge

Its ready accessibility has lead to many ways of using it as a management tool. This is shown in the following;

"Explicit knowledge is increasingly being emphasized in both practice and literature, as a management tool to be exploited for the manipulation of organizational knowledge. Groupware, intranets, list servers, knowledge repositories, database management and knowledge action networks allow the sharing of organizational knowledge."[67]

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[66] Tywoniak, S. A. 200714(1): 53-76.

[67] Shigeyasu Sakamoto2010Business & Economics http://books.google.com.tr/books?id=(12.12.2010)

Merali states that tools such as co-ordinate databases, groupware systems, intranets and internets are seen as the ultimate knowledge management systems for initiating and supporting discussion forums and communities of practice. Managers hope that these tools will retain knowledge within the company when employees have left and also that this will encourage learning and the flourishing of communities of interest across functional boundaries.

The explicit knowledge approach holds that knowledge is something that can be explained by individuals. As a result, it assumes that the useful knowledge of individuals in an organization can be articulated and made explicit.

The explicit knowledge approach also believes that explicit knowledge assets can then be disseminated within an organization through documents, drawings, standard operating procedures, manuals of best practice, and the like. Information systems are usually seen as playing a central role in facilitating the dissemination of explicit knowledge assets over company intranets or between organizations via the internet.

"The main advantage of the explicit knowledge approach is that once an individual articulates his or her knowledge in a document, drawing, process description, or other form of explicit knowledge asset, it should be possible through use of information systems to quickly disseminate that knowledge throughout an organization or indeed anywhere in the world."[68]

To sum up explicit knowledge is tangible and to get it there is no need to gain experience. It is something that converts as a rule. The main shortcoming of explicit knowledge in real life is college graduate students. They have strong theoretical background (explicit knowledge) but not have experience (tacit knowledge).

2.2.2. Tacit Knowledge

Dictionary meaning of tacit knowledge is; unwritten, unspoken, and hidden vast storehouse of knowledge held by practically every normal human being, based

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[68] Sanchez, Juan I. ve Edward L. Levine (1999): "Is Job Analysis Dead or Misunderstood, or Both?", Evolving Practises in Human Resource Management

on his or her emotions, experiences, insights, intuition, observations and internalized information. It is intangible and getting tacit knowledge is not as easy as to get explicit knowledge. Tacit knowledge depends on the experiences as a result to it is acquired largely through association with other people, and requires joint or shared activities to be imparted from on to another.

Tacit knowledge is known as informal knowledge and its' concept build on by Michael Polanyi (1891-1976) as tacit dimension. He criticized the scientific method always give the truth. Polanyi claims that knowledge is personal from relativism is his belief that tacit awareness connects with objective realities. He defines the tacit knowledge as a knowledge, which comprises a range of conceptual and sensory information, and images that can be brought to bear in an attempt to make sense of something.

The tacit knowledge approach is *"the basic belief that knowledge is essentially personal in nature and is therefore difficult to extract from the heads of individuals. In effect, this approach to knowledge management assumes, often implicitly, that the knowledge in and available to an organization will largely consist of tacit knowledge that remains in the heads of individuals in the organization."* [69]

It is a relatively easy and inexpensive way to begin managing knowledge with tacit knowledge, which is acting as a advantage of using tacit knowledge approach. On the other hand, this approach is likely to avoid some of the practical and motivational difficulties that may be encountered in trying to secure the cooperation of individuals in making their knowledge explicit.

2.2.3. Collective Knowledge

As it is mentioned before, there two main properties of knowledge; these are epistemological and the ontological. Tacit and explicit knowledge relies under epistemological classification whereas ontological property contains individual and collective knowledge.

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[69] Sanchez, et all (1999)

The key point of the relationship between knowledge and the organizations is creating value to gain sustainable competitive advantage, as the result according to some studies knowledge movement depends on collective and individual knowledge types.

Collective knowledge ideal type is building on Durkheiman social tradition which explains that collective knowledge is the total aggregation of information, knowledge and other facts residing in people, communities and networks by the way of getting accessible. As Durkheiman claims; social facts are not only the way that determine collective phenomena, it has also effects on individual action.

The Rules of Sociological Method main point, is the collective knowledge which is stated by Durkheiman (1952) *"individual natures are merely the indeterminate material that the social factor molds and transforms"*. [70] To sum up collective knowledge view contains that human nature is conceived as heterogeneous social facts (such as culture, social context, and environment) shape and determine'

2.2.4. Individual Knowledge

This type of knowledge explanations of social phenomena such as culture, social context, and environment) drown from individual level and should provide the basis for collective explanation. According to Rossenberg (1995) & Grant (1996) ; role of individual is the primary factor that makes effective of knowledge process and knowledge creation.[71]

According to individualistic tradition; 'human beings have a genetically determined "initial state", competence, or endowment, which is individual, intentional and internal which leads to cause external determinations to make it collective.

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[70] Felin, T., & Hesterly, W. S. 2007. The knowledge-based view, nested heterogeneity, and new value creation: Philosophical considerations on the locus of knowledge. Academy of Management Review, 32(1).

[71] Felin & Hesterly, 2007: p. 201-202

2.3. PROPERTIES OF KNOWLEDGE AS INTERRELATED DIMENSIONS

There are two basic dimensions predicated on taxonomy of knowledge properties such as the epistemological and the ontological. The epistemological dimension involves two types of knowledge explained above such explicit and tacit knowledge whereas the ontological dimension places emphasis on the locus of knowledge; individual or collective resides.

Behind on these properties, there are number of frameworks which make connection between epistemological and ontological properties of knowledge as interrelated dimensions in order to define types of knowledge within the knowledge creation process in the organization.

Nonaka and colleagues' theory of organizational knowledge creation lays the idea that knowledge in organizations is created as a result of a dynamic interaction process, termed knowledge conversion, between explicit and tacit knowledge.

The underlying principle of Nonaka & Takeuchi's (1995) theory of knowledge creation is that of knowledge conversion. It based on this principle, 'human knowledge is created and expanded through social interaction between tacit and explicit knowledge.

Accordingly, they posit that tacit knowledge can be expressed and, therefore, transferred between individuals. Based on this assumption shown in Table 1 below, they postulate four modes of knowledge conversion under the acronym SECI: socialization (tacit → tacit), externalization (tacit → explicit), combination (explicit → explicit), and internalization (explicit → tacit).[72]

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[72] Nonaka, I. 1994 *5(1)*: 14-37.

Table 1 SECI

Tacit knowledge   *To*   Explicit Knowledge

	Tacit knowledge → Explicit Knowledge	
Tacit knowledge (From)	Socialization	Externalization
Explicit knowledge	Internalization	Combination

Source :Nonaka&Takeuchi

This framework holds on that organizational knowledge is created through a continuous dialogue between tacit and explicit knowledge via four patterns of interactions, socialization, combination, internalization and externalization.[73]

Under this point of view, explicit knowledge is codified knowledge transmittable in formal, systematic language whereas tacit knowledge is personalized knowledge that is hard to formalize and communicate and deeply rooted in action, commitment and involvement in context.

Socialization represents the interaction between individuals through mechanisms such as observation and imitation. Combination involves combining explicit knowledge through meeting and conversation or using information systems. Internalization converts explicit knowledge into tacit knowledge whereas externalization converts tacit knowledge into explicit knowledge.

Another framework belongs to Blackler's which again explains the ideal knowledge types in the organizations. Blackler's (1995) framework identifies five types of knowledge in organizations: embroiled, embodied, encoded, embedded, and encultured knowledge. A brief description of the five types of knowledge is provided in table 2 following:

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[73] Nonaka, I. 1994. A dynamic theory of organizational knowledge creation. *Organization Science, 5(1)*: 14-37.

Table 2 : Five Types of Knowledge in the Organizations

Types of knowledge	Description
Embrained	…is knowledge that is dependent on conceptual skills and cognitive abilities (e.g., know-that).
Embodied	…is knowledge that is action oriented and is only partly explicit (e.g., know-how).
Encoded	…is information conveyed by signs and symbols such as books, codes of practice and electronic documents.
Embedded	…is knowledge which resides in systemic routines. It is analysable in the relationships between, for example, technologies, roles, formal procedures, and emergent routines.
Encultured	…refers to the process of achieving shared understandings. It is related to the processes of socialisation and acculturation.

Source: Blacker 1995; Page: 1023

The types of knowledge identified in Blackler's (1995) framework share similarities Nonaka & Takeuchi's (1995) distinction between explicit and tacit knowledge. For example, embrained knowledge equates with the notion of tacit knowledge and encoded knowledge with explicit knowledge.

In summary, Blackler's (1995) framework is useful for it highlights that 'the type of knowledge that dominates within the firm should to some extent influence the way in which knowledge is managed in working organizations. On the other hand, embedded knowledge can be either tacit or explicit knowledge "*since routines may be formal articulated policy and procedures or informal routines that are tacitly known by everyone in the firm*"[74].

These are the types of knowledge which represent ideal mixture of an organization. In particular, individual knowledge comprises conscious and automatic knowledge. While the former type refers to knowledge that is available to the individual in the form of facts, concepts, and frameworks that can be stored in and retrieved from memory or personal records, the latter type concerns automatic

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[74] Newell S., Robertson, M., Scarbrough, H., & Swan, J. 2002. *Managing knowledge work.*London: Palgrave Macmillan

knowledge, which can take the form of either theoretical or practical knowledge that enable the individual to perform a number of skilful activities. Both types of individual knowledge are considered particularly important *"in contexts where the performance of individual employees is crucial, as in specialist craft work"*[75]

In Spender's (1996) theoretical framework, the epistemological and ontological dimensions of knowledge classified as: conscious knowledge (individual-explicit), automatic knowledge (individual-implicit), objectified knowledge (social-explicit), and collective knowledge (social-implicit). The four types of knowledge are illustrated in Table 3 below

Table 3: Four Types of Knowledge in the Organization According Spender (1996)

	INDIVIDUAL KNOWLEDGE	SOCIAL KNOWLEDGE
EXPLICIT	Conscious	Objectified
IMPLICIT	Automatic	Collective

Source: Spender 1996; Page: 12

In this framework shown in table 3, social knowledge comprises objectified and collective knowledge. As Spender (1996) suggests collective knowledge is the most secure and strategically significant kind of knowledge' in the sense that it is hard to be understood and imitated by competitors.[76]

Yet, one of the limitations of Spender's (1996) framework appears to be the lack of interaction between individual and social knowledge. The table above summarizes 'how the firm becomes a context especially favorable to the interaction of knowledge creation and knowledge-application processes'

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[75] Newell,.et all.

[76] Spender, J. C. 1996. Making knowledge the basis of a dynamic theory of the firm.

Strategic Management Journal, 17: 46-62.

Where there are similarities with Blacker's framework as well as. Such collective (social/implicit) knowledge is similar to Blacker's Encultured knowledge

Tacit knowledge definition with, in its pure, pre-theoretical, inaccessible, inarticulable and, therefore, unmeasurable. Attempts have, however, been made by researchers to define operationally and subsequently measure tacit knowledge.

Some theorists suggest that there is a subset of tacit knowledge, called implicit knowledge, which can be articulated and, as a consequence, communicated and transformed into explicit knowledge. According to Wilson (2002), while implicit knowledge refers to something that a person knows but does not want to express, tacit knowledge is something that a person knows but cannot express.[77]

Wilson (2002) further argues that implicit knowledge is that which is taken for granted in human action, and which may be shared through common experience or culture. Although such knowledge may be difficult to be written down or codified, it may be capable of being communicated by people living and interacting with each other in the social environment.[78]

Arena et al. (2006) distinguish between "tacit", "articulable", "articulated" and "codified "knowledge. According to this distinction, part of the (tacit) knowledge of a person is articulable when it can be made explicit by means of language. In the same vein, articulated knowledge is knowledge that has been rendered explicit through language.[79]

Yet, these attempts have led to the problem of overlap and confusion in terminology. Much of this confusion stems from using the term 'tacit' interchangeably with other terms, and particularly with the term 'implicit'.

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[77] Wilson, T. D. 2002. The nonsense of 'knowledge management'. *Information Research,8(1)*: paper no. 144. http://informationr.net/ir/8-1/paper144.html.(03.02.2010)

[78] Wilson, T. D. 2002.

[79] Arena, R., Lazaric, N., & Lorenz, E. 2006. Trust, codification and epistemic communities: Implementing an expert system in the French steel industry. In R. Bachmann and A. Zaheer (Eds.), *Handbook of trust research*: 187-198. Cheltenham: Edward Elgar.

So it can be concluded that, Blackler's and Spender's framework there's another view behind on Spiral of Knowledge by Nonaka& Takeuchi. These are the four different frameworks that is designed for knowledge types using in organizations. In this study, Nonaka & Takeuchi's framework is based on. The reason that Nonaka&Takeuchi's framework building relies on that the creation of knowledge is simple and summary of the others as well. In Blacker's and Spenders's studies knowledge is defined the range for Spiral of Knowledge to identify the explicit and implicit knowledge together in the other processes.

This study presents the explicit and tacit knowledge which are key elements to identify knowledge context. The aim of the study tries to define which type of epistemological knowledge type will more effective than other in the organizations.

2.4. KNOWLEDGE BASED ORGANIZATIONS

This study identifies the roles of explicit and tacit knowledge during selection process as HRM function. In order to identify this, HRM-KM linkage has to be considered as tacit knowledge and explicit knowledge are types of epistemological dimension of knowledge conducting in the study. If it tries to examine what a role plays terms of epistemological knowledge types, there has to be knowledge management in the HRM-KM linkage. And knowledge management is a kind of activity in knowledge based firms means that if there is KM the organization has to be well structured with knowledge based intensions. In this sub section, knowledge based firms are tried to identified for knowledge management activities by its tools.

The knowledge-based view of the firm signals a clear departure from the transaction cost logic and its behavioral assumption of opportunism. The starting point of defining a knowledge based firms is those organizations that 'employ, transfer and diffuse knowledge as a substantial aspect of their operations to create the intellectual capital that underpins wealth creation[80].

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[80] Staples, D. S., Greenaway, K., & McKeen, J. D. 2001. Opportunities for research about managing the knowledge-based enterprise. *International Journal of Management Reviews, 3(1)*: 1-20.

Knowledge based firms aim to use the knowledge capacity as well as they can and covers efficiency while using it. The main tools by the way of making whole firms assets and sustain the knowledge efficiency. According to Nahapiet & Ghoshal's (1998) view of intellectual capital represents a rich framework for theorizing on knowledge and organizations. As they stated, intellectual capital comprises *"the knowledge and knowing capability of a social collectivity, such as an organization, intellectual community, or professional practice".[81]*

2.4.1.Intellectual Capital

Intellectual capital is knowledge that can be exploited for some money-making or other useful purpose. The OECD (1999) defines intellectual capital as 'the economic value of two categories of intangible assets of a company' – organizational and human capital argue that intellectual capital is a factor that includes human capital, social capital and organizational capital.[82]

For Nahapiet & Ghoshal (1998), intellectual capital refers to the 'knowledge and knowing capability of a social collectivity, such as an organization, intellectual community, or professional practice.' Intellectual capital can include the skills and knowledge that a company has developed about how to make its goods or service.

The construct of "intellectual capital" has existed in management research for many years. However, different terminology used in different disciplines and different taxonomies of the same constructs have caused significant confusion and have restricted the potential for generalization and comparability of application and research in this area.

It is important to note that there is no right or wrong definitions of intellectual capital, however, what does exist are adequate and inadequate definitions of intellectual capital.

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[81] Staples, D. Et all. J. D. 2001

[82] Wright PM, McMahan GC, McWilliams A. 1994. Human resources and sustained competitive advantage: a resource-based perspective. *Int. J. Hum. Res. Manage. 5 (2):* 299-324

Combinations of human capital, instructional capital and individual capital employed in productive enterprise are usually under intellectual capital definition. It is a set of intangible benefits that add value to the companies. It is also called intellectual capital the sum of the employees´ knowledge of an organization, considering that what provides the competitive advantage is the collective mental capacity, the capacity to create continuously and to provide value of superior quality. For Stewart (2002) the intellectual capital is the set of knowledge and information found in companies, which add value to the products and services, by using intelligence and not monetary capital for the enterprise.[83]

He highlights, the two forms of intellectual capital, one of them is the semi permanent structure of knowledge, expertise developed about a task, a person or the organization. The second form are the tools that increase the structure of the knowledge congregating facts, data, information directed to the attainment of objectives, that is, a set of experiences, knowledge and information used to generate wealth. In his vision, the capital of the customer is integrated as part of the Social Capital, in accordance with Figure 3 below.

Figure 2: Edvinson´s Intellectual Capital Classification Diagram
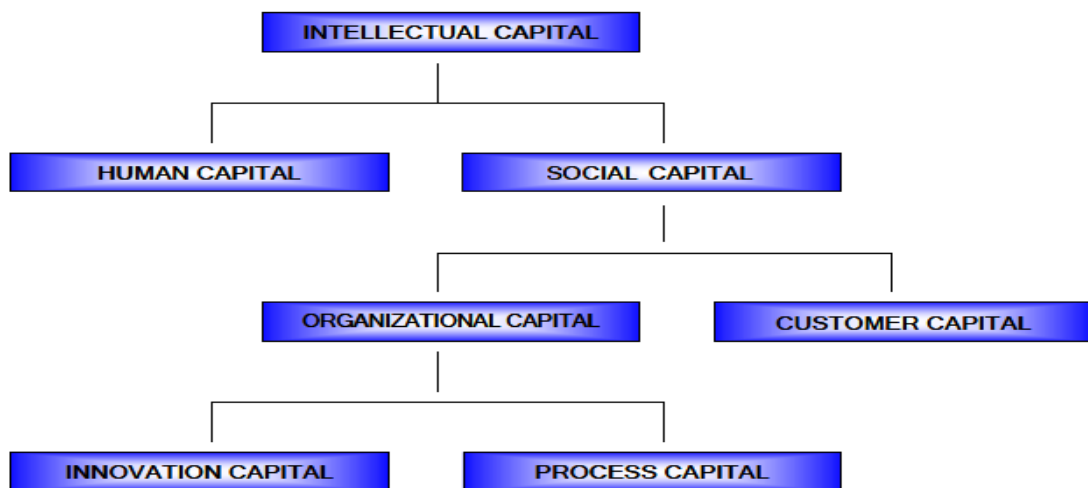
Source: Adapted from Edvinsson in Stewart (1998, p. 22

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[83] Wright PM et all. *5 (2):* 299-324

2.4.1.1. Human Capital

Human capital is primary component of the intellectual capital construct Human capital is the profit lever of the knowledge economy. An organization's members possess individual tacit knowledge .In order to illustrate the degree to which tacit knowledge characterizes the human capital of an organization is characterized internally by a series of flows among a network of nodes and ties or links .

According to Hudson; *"four factors define human capital on individual an individual level and makes a combination. i) your genetic inheritance; ii) your education; iii) your experience; and iv) your attitudes about life and business."* [84]It is important because it is a source of innovation and strategic renewal, whether it is from brainstorming in a research lab, daydreaming at the office, throwing out old files, re-engineering new processes, improving personal skills or developing new leads in a sales rep's little black book. The essence of human capital is the sheer intelligence of the organizational member.

Human capital embodies the knowledge, talent and experience of employees, Social Capital represents the codified knowledge bases that do not exist within the minds of employees. Furthermore, relational capital represents the knowledge embedded in the organizational value chain. That is, the knowledge embedded in the relationships that the firm has with suppliers, customers and any entity outside of the boundaries of the firm.

The emphasis on human capital in organizations reflects the view that market value depends less on tangible resources, but rather on intangible ones, particularly human resources. Recruiting and retaining the best employees, however, is only part of the equation. The organization also has to leverage the skills and capabilities of its employees by encouraging individual and organizational learning and creating a supportive environment in which knowledge can be created, shared and applied.

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[84] Wright PM et all. *5 (2):* 299-324

2.4.1.2. Social Capital

Social Capital is *"Competitive intelligence, formulas, information systems, patents, policies, processes, etc., that result from the products or systems the firm has created over time. One of the three types of intellectual capital, it does not reside in the heads of the employees and remains with the organization even when they leave."* [85]

It is also used in terms of organizational capital or organizational Social Capital. Organizational Social Capital is composed of Intellectual properties and processes, and refers to the intellectual capital that is accessible by the company as an organization.

Intellectual properties refer to the knowledge that provides a company with a competitive advantage and is packaged under legal protection. This includes assets such as patents, licenses, copyrights, franchise packages and company-developed software. Processes refer to the systematization of the company's expertise and intrinsic methodologies possessed by the company and their conversion to systems and documentation. This helps to reduce operations that are dependent on individuals and thus achieve business standardization. Examples of this include manufacturing processes, operation manuals, task-related information systems and document regulations, as well as various types of templates. To sum up, "Relational Social Capital" is external and "Human Capital" is internal, "Organizational Social Capital" serves as a bridge that connects people between the two.

The principal role of Social Capital is to link the resources of the organization together into process that create value for customers and sustainable competitive advantage for the firm. This will include:

✓ Organizational and reporting structures

✓ Operating systems, processes, procedures and task designs

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[85] http://www.businessdictionary.com/definition/structural-capital.html;

✓ Information and communication infrastructures

✓ Resource acquisition, development and allocation systems

✓ Decision processes and information flows

✓ Incentives, controls and performance measurement systems

✓ Organizational culture, values and leadership

The interactions between these dimensions are important if employees are to be motivated to develop and use their skills and knowledge. It provides the environment that encourages individuals to invest their human capital to create and leverage its knowledge. It encompasses the organizational capacity, including the physical systems used to transmit and store intellectual material. It is all of an organization's organizational capital, innovation capital, and process capital.

Edvinsson (1997) considers the following division for the Social Capital in organizational capital that in turn, subdivides into innovation capital and processes capital. [86]

Organizational capital refers to all the company's investment in systems, tools, and operational philosophy that speed the flow of knowledge through the organization, besides the external areas, like those aimed at channels of supply and distribution. The organizational capital is a systemized ability, so that beyond the leverage systems creates value through the innovative strong points of the company. Thus, the organizational capital involves the process and innovation capitals, described as follows.

Innovation capital is where the company finds support for the innovation; it is the force of a company's renewal, which can be expressed in intellectual properties that are protected by commercial laws, and other intangible assets and values, as business oriented knowledge, recipes and secrets. Moreover, the innovation capital finds support in the capacity of renewal and in the results of the innovation under the

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[86] Edvinsson, L., & Malone, M. S. 1997. *Intellectual capital*. London: Piatkus.

form of commercial rights protected by law, copyright and other assets and intangible talents used for creating and quickly placing in the market new products and services.

The Process Capital is made up of combined processes of creation of value and non creation of value. And also it is made up of those processes, techniques (as ISO 9000) and programs directed to the employees, who increase their productive efficiency or providing services. It is the type of practical knowledge in the continuous creation of value. To manage the Social Capital, it is necessary a fast distribution of knowledge, an increase of the collective knowledge, reduced waiting time, and more productive professionals. The function of management is to use the Social Capital correctly, in order to increase its value for the shareholders.

Customer Capital is the value of the relationships of a company with the people with whom it does businesses. It is defined as the value of its franchising, its continuous relationships with people and organizations it sells to. The choice of the company of the knowledge in regarding the customers, for Sveiby (1998), has a strategical, vital meaning because of the type of customer with whom a knowledge company works determines both the quality and the quantity of its intangible revenues of the knowledge.

2.5. KNOWLEDGE MANAGEMENT

As knowledge based organization depends how they success on using intellectual capital. By helping to facilitate intellectual capital as well through appropriate communication, reward and recognition schemes in the organization enhance knowledge management. In this section knowledge management is tried to examined.

While there is no agreed upon definition of KM , there seems to be a growing consensus in the literature that the overarching aim of KM is to improve organizational productivity and competitiveness. From a strategic viewpoint, KM has been defined as a *"conscious strategy of getting the right knowledge to the right*

people at the right time and helping people share and put information into action in ways that strive to improve organizational performance"[87]

Some scholars equate KM with the organizational ability 'to manage, store, value, and distribute knowledge[88] however, others suggest that KM can be viewed as 'the process of creating, capturing, and using knowledge to enhance organizational performance'[89] . Other definitions place emphasis on the "management" and "control" aspects of KM.[90]

Accordingly, KM can be defined as the explicit control and management of knowledge within an organization aimed at achieving the company's objectives' or as the formalization of, and access to, experience, knowledge and expertise that create new capabilities, enable superior performance, encourage innovation and enhance customer value .

2.5.1. Knowledge Management Paradigms

Knowledge Management literature themes have wide range regarding knowledge, information management, information technology, people management (knowledge roles, knowledge workers), knowledge creation, knowledge sharing, transfer of learning, intellectual capital, tacit knowledge and so on. Despite the different interests and perspectives, it is possible to say that there are two main paradigms within the KM field: Managing Information and Managing Knowledge.[91]

For the term "knowledge management" is now in widespread use, having appeared in the titles of many new books about knowledge management as a

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[87] Staples, D. S et all. J. D. 2001.p. 1-20.

[88] Harris, L. (2000). A theory of intellectual capital in Herling, R. W. and Provo, J. (eds) Strategic Perspectives on Knowledge, Competence and Expertise, San Francisco: AHRD/Berrett-Koehler Communications Inc. pp 22-37.

[89] Lank, E. (1997). Building structural capital: a new key to generating business value, Journal of Knowledge and Process Management,

[90] Staples, D. S et all. J. D. 2001.p. 1-20.

[91] Ryan, S et all p. 41-55.

business strategy, it's often useful to categorize them. According to Karl-Erik Sveiby there are two "tracks" of knowledge management:

Management of Information: To researchers in this track, according to Sveiby, "… knowledge = Objects that can be identified and handled in information systems." (Sveiby, Karl-Erik,1990).Management of information refers computational or technological paradigm and reflects a scientific view of knowledge, or a "knowledge as truth" view

Under management of information view KM is linked to the management of information technology 'based on predefined assumptions and models concentrating on software and hardware issues'. Examples of KM tools and solutions include intranets, data warehousing and electronic repositories, electronic document systems, Lotus notes, yellow pages catalogues, groupware, and decision support systems (e.g., Ruggles, 1998; Hansen, Nohria & Tierney, 1999). It 's named as computational paradigm and takes a mechanistic approach to the management of knowledge by stressing the importance of IT tools for knowledge capture, codification, storage and retrieval[92]

Mechanistic Approach is characterized by the application of technology and resources to do the same better as Barclay & Murray (1997) stated. In this approach, it is assumed that better accessibility to information is a key where by, the emphasis is in enhancing methods of access and reuse of documents which involves hypertext linking, databases, full text search and the like. Networking is also the key solution and it is technology and sheer volume of information that will make knowledge management initiatives work.

The main assumptions of the mechanistic approach include:

✓ Better accessibility to information is a key, including enhanced methods of access and reuse of documents (hypertext linking, databases, full-text search, etc.)

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[92] Swan et all. 1991

✓ Networking technology in general (especially intranets), and groupware in particular, will be key solutions.

✓ In general, technology and sheer volume of information will make it work.

There is a good sense here, because enhanced access to corporate intellectual assets is vital. Unless the knowledge management approach incorporates methods of leveraging cumulative experience, the net result may not be positive, and the impact of implementation may be no more measurable than in traditional paper models.

Management of People: For researchers and practitioners in this field, knowledge consists of "… processes, a complex set of dynamic skills, know-how, etc., that is constantly changing. Emphasis is without rejecting the value of technology, places explicit emphasis on the importance of people and organizational issues of managing knowledge. It's known as organic paradigm which, is based on a social view of knowledge. Under this view, knowledge is 'socially constructed rather than being seen as universal scientific truth' .In this sense, emphasis is placed on 'knowledge creation and sharing through essentially social means' [93].

The organic paradigm takes a dynamic and contextual approach to the management of knowledge by seeking to understand *"the people within organizations, their interactions, the work structures and processes, and the organizational culture"*[94]. It is important to distinguish between the two KM paradigms because proponents of KM often do not make a distinction between information and knowledge, which can result *"in one or other of these terms standing as synonym for the other, thereby confusing anyone who wishes to understand what each term signifies"* [95]

There are two approaches related with this assumption. First one is the cultural/ behaviorist approaches which tend to view the "knowledge problem" as a

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[93] Swan et all. 1991p.914

[94] Hazlett, S.-A., McAdam, R., & Gallagher, S. 2005. Theory building in knowledge management: In search of paradigms. *Journal of Management Inquiry, 14(1)*: 31-42.

[95] Hazlett, 2005*14(1)*: 31-42.

management issue.   In this approach, technology is not only solution for managing explicit knowledge resources. In order to make learning organization, this approach tend to focus on innovation and creativity more than to make working knowledge or leveraging existing explicit knowledge

Assumptions of cultural/behaviorist approaches often include:

✓   Organizational behaviors and culture need to be changed … dramatically. In our information intensive environments, organizations become dysfunctional relative to business objectives.

✓   Organizational behaviors and culture can be changed, but traditional technology and methods of attempting to solve the "knowledge problem" have reached their limits of effectiveness. A "holistic" view is required. Theories of behavior of large-scale systems are often invoked.

✓   It's the processes that matter, not the technology.

✓   Nothing happens or changes unless a manager makes it happen.

In this approach, the cultural factors affecting organizational change have almost certainly been undervalued however cultural strategy and business benefits is not clear, because predictions about systems as complex as knowledge-based business organizations. Positive results achieved by cultural/behaviorist strategies may not be sustainable, measurable, cumulative, or replicable. Time will tell.

Second one is the systematic approach in which basic assumption is its sustainable result, not process or technology. This approach sees the cultural issues as important. Employees may or may not need to be changed apart from looking into policies and work practice. Technology can be applied successfully to business knowledge problems. In this approach, it recognizes knowledge as an important management component but is not an activity that is only handled by managers alone. Some basic assumptions are:

✓   Its sustainable results that matter, not the processes or technology … or your definition of "knowledge."

✓ A resource cannot be managed unless it is modeled, and many aspects of the organization's knowledge can be modeled as an explicit resource.

✓ Solutions can be found in a variety of disciplines and technologies, and traditional methods of analysis can be used to re-examine the nature of knowledge work and to solve the knowledge problem

✓ Cultural issues are important, but they too must be evaluated systematically. Employees may or may not have to be "changed," but policies and work practices must certainly be changed, and technology can be applied successfully to business knowledge problems themselves.

✓ Knowledge management has an important management component, but it is not activity or discipline that belongs to managers.

Systematic approaches show the most promise for positive cumulative impact, measurability, and sustainability. Because it shows a relationship between managing of people and managing of information. It doesn't refer something to manage, it claims that organization will change day by day and in order to fit organizational change following up both information resources are as important as to follow up people under their perspectives and characters. The solution will change according to the situation and it's known that there won't be only one solution which includes problems regarding to KM.

Although it's a large variety to be used in literature, KM has generally classified with two terms 1-) Management of people 2-) Management of Information. As I explained on the top, management of people refers to computational KM paradigm which is related with information resources and statistical data. Second one is the Management of information which named as Organic KM Paradigm and its people centric and more dynamic rather than computational one according to me. And following is the table according to Hazllen which summarizes two general assumptions about KM Paradigms, the study based on.

Table 4: KM Paradigms

Computational KM Paradigm	Organic KM Paradigm
-Systems / Techno-centric	-Relations / People-centric
-Mechanistic	-Discontinuous
-Codified Knowledge	-Codified and non-codified knowledge
-Acontextual	-Contextual
-Static	-Dynamic
-Optimisation	-Adaptation

Source: Hazlett; 2005; page: 105

Distinguishing between the two paradigms can also help clarify that it is not the knowledge that is in people's heads that is managed but the people themselves.

The computational and organic KM paradigms find their parallel in two distinct KM Strategies, namely codification and personalization respectively et al.[96], Based on research on management consultancies, computer companies, and health care providers in the USA, Hansen et al. argue that organizations do not take a uniform approach to managing knowledge, but instead they either focus on the computer or on people.

For the term "knowledge management" is now in widespread use, at knowledge praxis there are three different approaches for the KM categorization appeared in the titles of a business strategy, (1) mechanistic approaches, (2) cultural/behaviorist approaches, and (3) systematic approaches to knowledge management. These are the categorization of KM approaches which is helpful to make a strategy regarding KM in organizations.

In this part, it is summarized that the knowledge paradigms under a two category such as Managing of People and Managing of Information. Due to conducted this research, the other approaches will try to define the usable of knowledge as same as firs approach with more descriptive information. As giving an example the logic of the computational paradigm reflects the date evaluating and technological usage while managing knowledge as the paradigm of managing

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[96] Hazlett et all; 2005

information. On the other hand, there's another such as Mechanic paradigm of knowledge which assumes that better accessibility to information is the key point.

According to Hazllet framework knowledge is classified into two types and one of them is organic paradigm. Under his definition to identify differences between computational paradigms; it reflects to more dynamic and human oriented than. If its description analyze is more non-codified to explain the logic behind it relies on the managing of people. Because managing people also depends on managing codified and non codified knowledge as Nonaka's spiral of knowledge study, explicit and tacit one.[97]

And the third result that it is classified the paradigms of knowledge, systematic paradigm which covers the two different paradigms into one topic. In the organization while knowledge management is done systematic approach If knowledge should be managed it must be consisted on knowledge with in. Knowledge is with on two things information and people, which are also dynamic factors in knowledge transfer and sharing process. KM aims to make efficiency in knowledge transfer and sharing process by the way of controlling whole indicators as well. As the result, in summary however literature classifications may has been occurred it is selected Karl-Erik Sveiby framework in this study.

2.5.2. Knowledge Management Strategies

The main objective of knowledge management is value creation. Modern organizations are making the most of all types of knowledge by turning it into intellectual capital that can be managed in order to create value. In order to create, develop and extract value from knowledge and information, the right operational and strategic processes need to be put into place. With knowledge management firms generates wealth with two different ways. Strategic and tactical approaches are these ways.

When the preoccupations of knowledge management are to meet market demands or short-term opportunities, it is tactical. Strategic approach holds on *"when*

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[97] Hazlett et all; 2005

these preoccupations are more continuous, more oriented toward growth in the macro-economy, toward the reactions of companies to their market or toward changes in the way their resources are allocated."[98]

The tactical aspect of the process involves four successive stages: finding information, using it, learning and then sharing knowledge. The perspective of strategic approach, which is under the aegis of the directors - is a process that falls into three stages: assessing intellectual, feeding it and selecting knowledge. The tactical facet of this model encourages everybody to participate and to show a spirit of initiative, whereas the strategic facet is principally the responsibility of company directors. Knowledge management behaviors' include three primary activities:

1) Knowledge generation; it describes the way employees improvise and organizations innovate

2) Knowledge integration, which describes how employees transform their tacit knowledge into explicit knowledge by codifying their ideas into the systems of the organization, and

3) Knowledge sharing, which describes the socialization process through which employees share knowledge with one another. [99]

Ultimately, the goal of knowledge management is to leverage the intellectual capital that is currently resident in the organization and to convert that knowledge into sustainable competitive advantage through increased business performance.

The computational and organic KM paradigms find their parallel in two distinct KM strategies, namely codification and personalization respectively. Based on research on management consultancies, computer companies, and health care providers in the USA, Hansen et al. argue that organizations do not take uniform approach to managing knowledge, but instead they either focus on the computer or on people.

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[98] Hazlett et all; 2005

[99] Nonaka et all 1995

According to the codification strategy, 'knowledge is carefully codified and stored in databases, where it can be accessed and used easily by anyone in the company. In contrast, according to the personalization strategy, 'knowledge is closely tied to the person who developed it and is shared mainly through direct person-to-person contacts.

The chief purpose of computers is to help people communicate knowledge, not to store it' two KM strategies places emphasis on the management of different types of knowledge. In particular, the codification strategy focuses on managing objectified knowledge (i.e., social/explicit), while the personalization strategy focuses on managing individual knowledge, be that automatic or conscious[100]

According to this model, codification strategy focuses on exploitative learning, while the personalization strategy focuses on explorative learning (March, 1991). KM strategies are 'relevant to any company that depends on smart people and the flow of ideas', and that the choice between the two strategies 'is the central one facing virtually all companies in the area of knowledge management' as summarized in following table.

Table 5: Knowledge Management Strategies

Codification	Competitive Strategy	Personalisation
People-to-Documents: - Develop an electronic document system that codifies, stores, disseminates, and allows reuse of knowledge	KM Strategy	Person-to-Person: - Develop networks for linking people so that tacit knowledge can be shared
-Invest heavily in IT -The goal is to connect people with reusable codified knowledge	Information Technology	- Invest moderately in IT - The goal is to facilitate conversations and the exchange of tacit knowledge

Source : Hansen 1999; page :109

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[100] Nonaka et all 1995

2.5.3. Knowledge Management Life Cycle

A useful way to understand how KM contributes to organizational performance is to think of KM through the lens of a life cycle model.

There have been a number of life cycle models that describe KM activities and their relationship to performance . These models range from Davenport & Prusak's (1998) three-stage model (i.e., knowledge generation, codification/coordination, and transfer) to Ward & Aurum's (2004) seven-stage model (i.e., knowledge creation, acquisition, identification, adaptation, organization, distribution, and application). [101]

Figure 3 below illustrates a KM life cycle model proposed by King, Chung & Haney (2008). This model, by making use of parallel paths, helps clarify some subtle but important differences between KM activities that are often confounded in the literature.

Figure 3: Knowledge Management Life Cycle Model
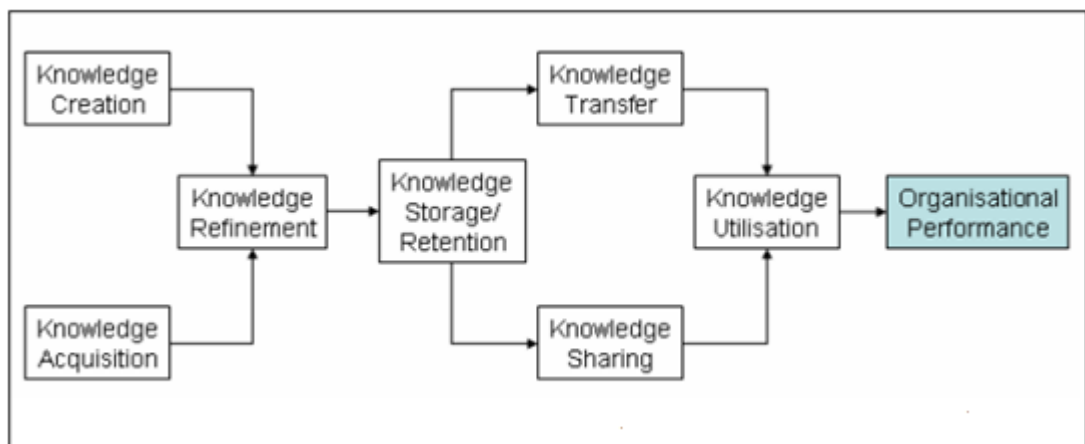
Source: King, 2008; page: 168

King et al's (2008) model, as presented in Figure, shows that the initiation of the KM life cycle involves the creation and/or acquisition of knowledge. The former KM activity entails the development of new knowledge or the enhancement of

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[101] King, W. R., Chung, T. R., & Janey, M. H. 2008. Editorial: Knowledge management and organizational learning. *Omega, 36(2)*: 167-172.

existing knowledge with new content (Nonaka, 1991). Knowledge creation is normally expected to take place within the boundaries of the firm. In contrast, knowledge acquisition refers to *"search for, recognition of, and assimilation of potentially valuably knowledge, often from outside the firm"*[102]

Knowledge refinement involves a set of processes by which newly created knowledge is prepared to enter into the organization's memory. These processes include the explication, evaluation, selection, and codification of knowledge. Knowledge storage describes the stage at which refined knowledge becomes part of the organization's memory.

Organizational memory comprises multiple knowledge repositories or knowledge reservoirs, namely members, tools, and tasks, as well as the sub networks that are formed amongst them. Members reflect the people component of organizations. Tools, which include electronic repositories such as hardware and software, are the technological component. Tasks refer to the goals, intentions, and purposes of the organizations.[103]

There are also a number of different sub networks based on various combinations of knowledge reservoirs. The member-member network reflects the organization's social network. The task-task network corresponds to the sequence of organizational routines. The tool-tool network represents the combination of ICTs used by the organization. More broadly, organizational memory is also reflected in the organizations' business processes, products and services, as well as its relationships with internal and external stakeholders .

In order for knowledge to have an organizational impact, it is necessary for it to be transferred or shared.

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[102] King et all, 2008; page: 168

[103] Argote, L.; Ingram, P. (2000). "Knowledge transfer: A Basis for Competitive Advantage in Firms". Organizational Behavior and Human Decision Processes 82 (1): 150–169.

According to King et al. (2008), knowledge transfer and sharing can be viewed as two ends of a continuum. In particular, transfer involves the focused and purposeful communication of knowledge from a sender to a known receiver'.

On the other hand, sharing is less-focused dissemination, such as through a repository, to people who are usually unknown to the contributor'. The final stage in the KM life cycle model involves the utilization or application of knowledge.

Knowledge utilization is a multi-faceted and multi-level process. It involves a number of processes including 'elaboration (the development of different interpretations), infusion (the identification of underlying issues), and thoroughness (the development of multiple understandings by different individuals or groups)'.

It is also inextricably related to learning, be individual, group or organizational, as well as to collaborative problem solving. Finally, *"it may also be embedded in the practices, systems, products and relationships of the organization through the creation of knowledge-intensive organizational capabilities"* .[104]

2.6. KNOWLEDGE MANAGEMENT (KM) IN HUMAN RESOURCE MANAGEMENT (HRM)

This study identifies the roles of explicit and tacit knowledge during selection process as HRM function. In order to identify this, HRM-KM linkage has to be considered as tacit knowledge and explicit knowledge are types of epistemological dimension of knowledge conducting in the study. If it tries to examine what a role plays terms of epistemological knowledge types, there has to be knowledge management in the HRM-KM linkage. In this section KM in HRM will be identified enlighten of the objective conducting the study.

Human resources function in organizations, are changing effects of social and organizational and information technology changes. This makes human resource professionals better quality, faster, and other institutional related functions, expanded services to offer a challenge. Technologies that support the provision of such services

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[104] King et al., 2008: 168

as human resources specialists' time employees, managers, these activities increased the expectations of Auditors and other interested parties.

Many applications related with the human resources are used within the information technology as the result here there will be a common point to be used knowledge management and human resource management together under the name by human resource information system. Information technologies, human resources functions coming to become woven together, human resources information system related to the definition of what is occurring in some revealed confusion.

"The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. Normally packaged as a data base, hundreds of companies sell some form of HRIS and every HRIS has different capabilities. Pick your HRIS carefully based on the capabilities you need in your company."[105]

The best working system depends on the combinations knowledge management, information technology and human resource management. The function of Human Resources departments is generally administrative and common to all organizations. Organizations may have formalized selection, evaluation, and payroll processes. Efficient and effective management of "Human Capital" has progressed to an increasingly imperative and complex process. The HR function consists of tracking existing employee data which traditionally includes personal histories, skills, capabilities, accomplishments and salary. To reduce the manual workload of these administrative activities, organizations began to electronically automate many of these processes by introducing specialized Human Resource Management Systems. HR executives rely on internal or external IT professionals to develop and maintain an integrated HRMS.

Kovach et al., (1999) defined HRIS as a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by organization about its

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[105] Hendrickson, Anthony, R., "Human Resource Information Systems: Backbone Technology of Contemporary Human Resources", Journal of Labour Research, Vol. 24, No. 3, Summer, 2003, s. 381.

human resources, personnel activities, and organization unit characteristics. Furthermore, HRIS shape an integration between human resource management (HRM) and Information Technology. It merges HRM as a discipline and in particular basic HR activities and processes with the information technology field and not limited to the computer hardware and software applications that comprise the technical part of the system it also includes the people, policies, procedures, and data required to manage the HR function (Hendrickson, 2003).And Kovach et al., (1999) presented the three major functional components in any HRIS by giving the model below:[106]

<div align="center">Input → Data Maintenance → Output</div>

The Input function enters personnel information into the HRIS. Data entry in the past had been one way, but today, scanning technology permits scanning and storage of actual image off an original document, including signatures and handwritten notes. The maintenance function updates and adds new data to the database after data have been entered into the information system.

<div align="center">**Figure 4: Human Resource Information System**</div>
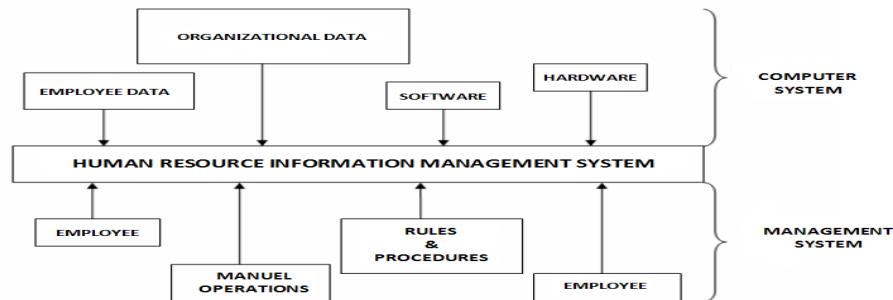
Source: Ceriello, Vincent, R., Human Resource Management Systems: Strategies, Tactics and Techniques, Jossey Bass, San Francisco, 1998, s. 7.

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[106] Asafo-Adjei Agyenim Boateng (2007); The Role of Human Resource Information Systems (HRIS) in Strategic Human Resource Management (SHRM)

As shown from the figure above, the things includes in scope of human resource information system are wide range for all over the topic. Considering the responsibilities of HRM and expanding the information technology execution, knowledge management is done by manually makes inefficient results. By the way software and hardware systems become main element for HRM.

Human resource information systems enable to provide data recording, storage, processing and transmission of computerized information packages through the users without any geographic borders.[107]

Human resources information system, can also be defined as computer-aided technique which enterprise employees and the tasks of data from collection, storage, processing and providing access to the information on these issues.[108]

Human resources information systems, planning, operations and controls for the final and provides timely information. Computers and operations to lack of arithmetic errors performs much faster than people in a way, by hand watches the preparation of a report will be prepared electronically in seconds.

Human resources information system is a system that includes automation of routine jobs, recruitment a candidate pool of applicants with summary information about the creation, wage management, training and development, management, backup planning, and employee turnover analysis of many issues such as absenteeism, labor planning and reporting provides important support to the human resources section.[109]

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[107] Kleiman, Lawrence, S., Human Resource Management: A Managerial Tool For Competitive Advantage, 2nd ed., South Western-College Publishing, Cincinnati, 2000, s.

[108] Targowski, Andrew, S., - Deshpande, Satish, P., "The Utility and Selection of an HRIS", Advances in Competitiveness Research, Vol. 9, No: 1, 2001, s. 44.

[109] Byars, Lloyd, L., - Rue, Leslie, W., Human Resource Management, 3rd ed., Richard D. Irwin Inc., Boston, 1991 s. 503, 504.

Human resources information systems in the near term, the structure of many companies and literature has taken place. Human resources management system, personnel data system or human resources information system and information system running on the same or similar concepts meanings are used.

Human resources information system has three basic functions such as all systems features. These are the input function, the data processing function and output function. Input function means properties of human resource information system data needed. First, the necessary data collection of procedures and processes should be put to use. This procedure and processes, the data from where and what time and specifies how to obtain. After the data obtained, if necessary is entered to the system by the encoding process.[110] Data which has entered into the system, starting the data processing function should be checked and approved. Based on the data before the data entry system described in with ranges, the possibility of erroneous input data input to very low levels during withdraw. Also, today a lot of documentation through scanners, computer are prompted to view and converted into same format through the forms of the system within a little time. After entering the data processing function of the data information system, database and adds new entries or updates to the database.

After new data is ready to use with computers this could be done immediate, accurate data entry is performed in a few seconds. The most visible function of the human resources information system, the outputs produced. Business operations needed to produce useful outputs are made by the system and the user is presented in a format understood. The most important factor in determining the value of the system is the nature of the information presented.[111]

Reliable operation and effective functioning of the human resources information system depends on some of the responsibilities of provision of

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[110] Byars, et alls. 505, 506.

[111] Kovach, Kenneth, A, - Cathcart, Charles, E., "Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage", Public Personnel Management, Vol. 28, No. 2, Summer, 1999, s. 278.

information to all employees according to job descriptions falls and the related joint work of all units. Human resource professionals are responsible for evaluation and development of the friendly user information systems, human resources development, the appropriate authority detection of fields, rules and procedures, designating the system well adaptation to, and also enable the prevention of unauthorized use of the systems continuous. Line managers in the system provide full and accurate information, the system enough for the purposes of section use of the system contribute to improving the quality of human resources section provide. Employees have to keep up to date their own information, and enter the accurate information required and also have an active role in the evaluation of the system should be provided. In developed human resource information systems, career planning can be done by the employee own self regarding the system. [112]

In the light of all of this information, human resources information system is a sub-system of a kind knowledge management which is also connected and compatible with other enterprise information systems. It is related data including planning, implementation, and analysis and controls the information needed by management in taking decisions converted into a computer-aided structure. Also it requires the efficient use of all relevant parties through the human resource activities by the way of using appropriate processes and organizational structure.

2.7. HUMAN RESOURCE INFORMATION MANAGEMENT DEVELOPMENT

Although some exceptions, prior to World War II some human resource professionals (they are personnel managers on that time) kept basic records in order to service main interactions with the business objectives instead of employees. Between the years 1945 and 1960 business are more aware of issues related with the human capital and began to develop formal process of employee selection and development.[113] During the same period, companies began to notice importance of

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[112] Schuler, Randall, S., Managing Human Resources, 5th ed., West Publishing Company, St. Paul, 1995, s. 701.

[113] Hendrickson, et all., s. 381.

the morale of the employee in accordance with the overall production. The first computerized human resource management practice has gone back to early 1950 at General Electric. [114]

The change effect on this circuit just makes the employees files more comprehensive and lead a significant change began in 1960s.[115] Since 1960s companies led to began widespread of usage human resource information systems with large powerful computers and they began to invest computer-aided systems for that issue. General Electric is the leading company wherever IBMİ AT&T, Remington Rang, Ford are the other following firms which have developed human resource information systems. Other big labor-intensive firms moved more about human resource developed systems for other special needs.

Manufacturers Hanover Trust, Chemical Bank, banks such as Bank of America, Sears & Roebuck, and Montgomery Ward are such as the retailers among these issues to overcome high turnover rate or the enterprises with highly related with public and business unions. [116] Between 1960s and 1980s, has integrated into objectives of business and as the result there was a significant increment on official reports regarding employees on the desired term. The large and expensive computers can support hundred or even a thousand user at the same time, named as mainframe by the way expansion of legal regulations and the required reports had increased as a result of a technical solution needs. The effectiveness of these changes makes the human resource department as major users of expensive computer systems.[117] In 1960s, numbers of commercial software packages were designed specially and expensive however they were not the exact solution for the whole needs yet.

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[114] Byars, et alls. 502.

[115] Hendrickson, et all., s. 382.

[116] Ceriello, et alls. 5.

[117] Hendrickson, et all., s. 382.

In 1970s, such a development of database management concepts, more powerful human resource information systems emerged.[118] Even if human resource expanded in terms of size and mission they became computer made and on this generally, they had just simple record keeping systems in the past. During this period, against the development of computerized systems; there were two main obstacles. The first one is the assumption that reduces in the number of workers instead of increase in the productivity and second one is degree of the communication between technical aspects of the systems and department staff. System users enter the data with forms and at the end of the day they send the forms to the data center. The communication gap became more result of misunderstanding, confusion and control hand-held sense of loss as a backup because of the many people in the old systems used.

In the last two decades, began to study based on human resource function providing to improve efficiency of human capital management.

In addition, legal regulations and competitive pressures have started to influence not only the mainframe companies whole of the other firms. While small and medium-sized businesses a more comprehensive human resources needed by applications during this period, personal computers have made to achieved modern human resource information systems with a lower cost. Whatever the company size, usage of human resource information systems have became not only the tool in managing the knowledge, it is also used to support variety management decision analysis.[119]

The realization of electronic human resources (e-human resources) concept which includes the activities related to human resources management through the use of the internet is in 1990s when e-commerce began to use with great importance. Managers have access to relevant data and information instantly, and able to make analysis and communicate with other employees.

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[118] Ceriello, et alls. 5,6.

[119] Hendrickson, et all., s. 382.

Administers are able to inform relevant departments by entering program at the same to deliver with using the required the data files and guiding their decisions. E-human resource will be adopted in accordance with different activities of company as the demand and also not only the one-way communication with the employees to produce information as well. E-human resource could be an interactive system through the all companies function integrated with all kinds of human resource construction. E-human resources decrease time costs on paperwork and increase the data reliability as the result this leads to reduce number of people working by increasing efficiency. On the other hand, e-human resource system makes human resource managers and employees ability to make decisions on time and more accurate.[120]

In recent years, the usage of web-based information systems has increased rapidly by the way companies use intranet and features of the intranet widely. Intranets are such a internet networks enable to keep employee rights, phone numbers, information of business structure and any kind of human resource knowledge with the border of own company access. Intranet usage eliminates the cost of printing and distribution of knowledge. Employees are satisfied with fast and reliable human resource information sharing. The next stages of intranets are the extranets which makes company to various connections to external organizations. In this way employees through the system can provide information with business contracted organizations such as insurance companies, travel agencies.[121]

After the transition to web-based systems, employee self service (ESS) has emerged. "ESS is a web-based application that provides employees with access to their personal records and their payroll details. The most common features of ESS allows employees to change their own address, contact details and next of kin."[122] ESS software is available as a stand-alone product or as a component of some larger

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[120] Lengnick-Hall, Mark, L., - Moritz Steve, "The Impact of e-HR on the Human Resource Management Function", Journal of Labor Research, Vol.24, No. 3, Summer, 2003, s. 365-368.

[121] Kleiman, et alls. 65.

[122] Totty, Patrick, "Do It Yourself HRIS: Self Service Features Help CUs Manage People Costs", CreditMUnion Magazine, July, 2003, s. 30.

application, such as an enterprise resource planning (ERP) product. ESS applications are available from a number of vendors, including iClick, Interlynx, Oracle, PeopleSoft, SAP, and Workscape. ESS is part of a larger movement towards automated and, increasingly, Web-enabled services that encompasses e-support, e-voting, Web self-service, e-procurement, and e-outsourcing, among other possibilities.[123]

In order to prevent wrong and inaccurate data and changes, administrator approve will be required before the database relayed. In this case, administrator can except the data pr if its necessary reject the data to make some changes. Amy kind of data entry and change will transmit to human resource department. Practitioners of the system will need current information and the use of full documents in order to access self system efficient. As a result of the development human resource information systems, communication gap occur between human resource management and knowledge management. In order to close this gap various organizations in UK and USA started to provide some consultancy services and the most common known is IHRIM (International Human Resource Information Management)

The number of consultancy services providing human resource information system will be increasing in Turkey parallel with the world organizations day by day. In Turkey, in small and medium size of the companies there is a computerized human resource information system to be used keeping records and making payrolls. In large scale organizations, human resource information systems are used at professional level. Also, advanced software supports mainframes and human resource activities on the intranet. [124]

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[123] http://searchsoa.techtarget.com/definition/employee-self-service(12.12.2010)

[124] Tonus, Zümrüt, H., İnsan Kaynakları Bilgi Sistemi ve İşgücü Planlamasında Kullanımı, Eskişehir Anadolu Üniversitesi Sosyal Bilimler Enstitüsü, (Yayınlanmamış Yüksek Lisans Tezi), Eskişehir, 2001,

2.7.1. Determinants of Human Resource Information System in Organization

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. Normally packaged as a data base, hundreds of companies sell some form of HRIS and every HRIS has different capabilities. HRIS carefully based on the capabilities needed in the company and is going to be composing specific needs according to company size and enterprises meet with the cost efficiency.

In the field of information systems approaches generally divided into two parts as technical and social. In order to work HRIS properly intellectual, social and organizational investments will be needed as machines and physical components. In practice few of the problems are only related with technical or social. Therefore, discussing the HRIS in the borders of socio-technical systems approach will give better results for evaluating. At every stage of designing HRIS, size of employees and procedures have to address in the balanced manner taken.[125]

Planning software design, purchasing the software programme and following the implementation are the three basic steps in building HRIS in the organization.

Planning is the first step in building HRIS and based on well functioning in order not to spend money for the future. Planning should be done well with the well known system needs to be required. Therefore, first stage of HRIS is expected to provide all expectations regarding the system requirements clearly.[126] There are two main points have to concentrated on the planning process. First one is that, how the functional structure of HRIS should be (If any existing system developed or corrected) and second one is that which human resource activities could be done by the usage of technology.

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[125] Laudon, et alls. 13, 14.

[126] Ceriello, et alls. 31.

At planning stage project teams are established then this team analysis the current situation and system requirements by feasibility analysis. Due to scope of the project and variety project team members differ from each other. If the project is not so range the tasks will not specialized accordance with the skills. It is very important to be balanced team skills, knowledge, experience and personality to diffuse into team while creating a new project team. If the scope of the project becomes larger, the team members could be from different department to represent organization structure such as finance, human resource and etc. Such as this, functional information can be balanced with the technical knowledge. The project team can do any designing and planning activities for HRIS by own their selves or with the support of external enterprise perform. Also it is important to do job descriptions for each team member in order to prevent any conflict between the members.

Working conditions are determined by the project team members in planning stage and approved by senior management. After the approval has taken, determine the system requirements and feasibility analysis are next steps for planning unit.

Which decisions are going to be supported by the system use, who will be the user of the system, how much information to gather is determine for the provided steps are decided. By using appropriate techniques for the nature of the business determine the system requirements and by the light of this sense project team prepares a report regarding the process findings and recommendations. This report deliver to all relevant people such as project team members, human resource managers and this report will verify due to organization structure and contains followings: [127]

✓ General terms of HRIS

✓ Techniques used in determinate the system requirement

✓ Existing system analysis

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[127] Martinsons, M. G., "Human Resource Management Applications of Knowledge-based Systems", International Journal of Information Management, Vol. 17, 1997, No: 1, s. 48.

✓   User needs

✓   Suggested technical solutions

✓   Supported documents

The report finalized through the feedback from interested parties and continued with the next step, feasibility analysis.

After appropriate HRIS for business structure determined with the business requirements, degree of new system need and how it cost should be put out. There would be many alternatives after the options evaluated. To recover existing system, change the system instead of new one or select the extensible system are the several alternatives regarding the HRIS building process in the organization.

Feasibility analysis contains mainly three parts such as economic, managerial and technical.

In economic review of feasibility analysis, benefits and costs of the system compared each other. In economic feasibility analysis depends on the price calculation. Cost of project teams, fees paid to the consultant, cost of using technology, hardware and software costs, training expenses, maintenance and operating expenses are the costs that care on economic analysis.[128] On the other hand, here measuring the benefits are so hard but they should be care on. Reduction in errors, increment in speed of production, performance indicators, employee satisfaction, high competitiveness, development of organizational learning and planning are the example of measurable benefits.

During the technical evaluation of functional and technological aspects of the system is taken. After analyzing the common points between the current system requirements and software containing, this able to appear if there is any incompatibility. Number of computers in the organization, usage of technology, local

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[128] Martinsons, M. G., "Human Resource Management Applications of Knowledge-based Systems", International Journal of Information Management, Vol. 17, 1997, No: 1, s. 48.

area networks are taken account to make a technical feasibility analysis as the result this takes business technology structure.[129]

Managerial feasibility analysis common points between planned organizational structure and system components. Also during this process, numbers of users and their properties, central structure of HRIS and education needs are examined too.

2.7.2. Building HRIS in the Organization

After determine the system requirements and feasibility analysis, studies have revealed the structure of the system is performed at the stage of designing HRIS. Requirement definition during planning phase provides information to design data needs and project team. In the light of this sense, there are three basic parts in designing process:[130]

1.   Able to control contents of data and database structure

2.   Selecting the software used to be achieved processing, storage and adaptation of data required

3.   Selection of new hardware or software available for the selected operation or the establishment of this hardware to software

First database design has to be completed and then software election done. Hardware and software decisions related are the ordering process on this issue. If human resource department have hardware to cover all needs just the convenient software selection is the result. Also, in some situations new software will be integrated to the existing system and this makes small preference to build up.

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[129] Five Critical '-tions' Help You Select New or Replacement HRIS", IOMA's Human Resource Department Management Report, August 2003, s. 10.

[130] Ryder, John, - Schwartz Lois, - Andrews Jean, "18 Steps to Selecting A Human Resource Information System", SHRM White Paper, Haziran, 2000, s. 4.

Central or common human resource information systems have different structures such as technology intensive designs and manual input integrated. Each design of HRIS represents business structure of organizational and technical functions. The most important factor of evaluating these HRIS design depends on efficiency in accordance with organizational, technical, financial and time constraints matched with the users need.

The database forms are core of the system design and for this reason data collection, use, analysis and reporting related to each direction should be considered. The first basic function of HRIS control of the content is performed database structure section. The phase of HRIS requirements depend on keeping current updates in the structure and employee information as able to be reached and creation of data entry and data transform according to data information once needed as input and also monitoring the all other activities should be used to perform other applications transferred. Enlighten of these information followings' are the basic requirement that HRIS;[131]

✓   *HRIS can save all the procedures and structures*

✓   *HRIS can keep the desired details of whole information needed*

✓   *HRIS can able to do previous analysis in order to plan the future*

✓   *HRIS can restrict updating and displaying data based on user access*

✓   *HRIS can store necessary documents as opened file*

✓   *HRIS can carry out the data flow to the other applications*

✓   *HRIS can build a structure that data can be recorded as implementation*

The first step of building a HRIS in a organization is creating a human resource database. In HR database it is important to determine which information will present which headings. In most HRIS, the basic distinction is made between job

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[131] Karakaşoğlu, Funda, "İnsan Kaynakları Yönetiminde Gelişmeler – Yönelimler ve Bilgisayar Sistemlerinin Desteği", Human Resources, Temmuz – Ağustos, 1999, s. 15.

files and employee files. In addition to these files, departments, degree of wages and various topics could be created a file.

In employee files includes personal information, degree of wage, professional backgrounds, working attendance are the basic data regarding the employee information in HRIS. Job title, grade, position holding in organizational hierarchy are such of the data elements that is relied in job/business file in HRIS. Employee files are 80% of the total forms in HRIS in the organization.

Job files are relatively narrow and short described than employee files. Data collection related employee starts with the position beginning and continues until the obligations to government finish. Figure below shows the stages of data formed in HR:

Figure 5 : Human Resource Data Management
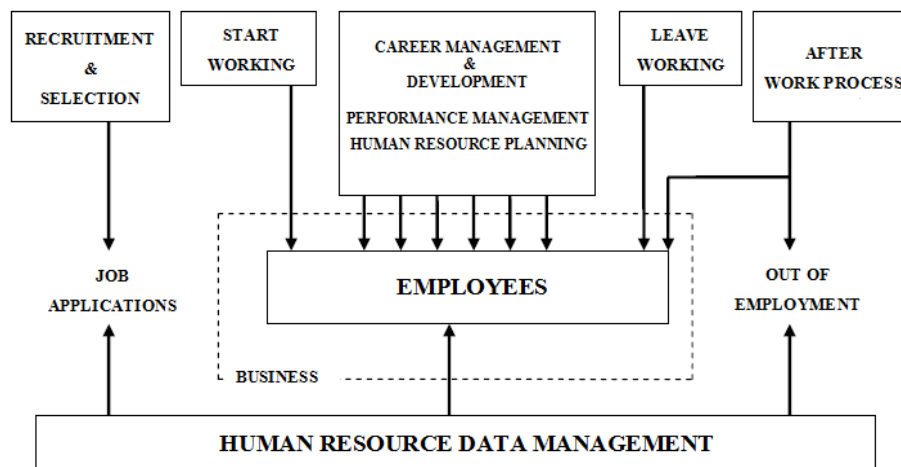
Source : McLeod, Raymond, - Schell George, Human Resources Information Systems

After determining the needed data elements, tables are created due to the data classification and primary keys for the issues are defined. In order to prevent the confusion between employees, primary keys should be selected on the elements such as job code, department code instead of personal information records. To determine the keys for the tables are important for the efficient functioning between other associations. Sample switches under shows how to link between table primary keys and human resource information system.

Figure 6: Sample Switches of primary keys
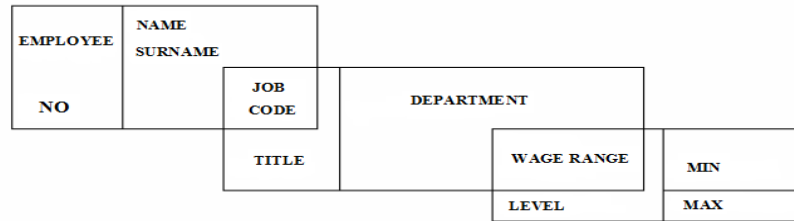
EMPLOYEE	NAME				
	SURNAME				
		JOB	DEPARTMENT		
NO		CODE			
		TITLE		WAGE RANGE	MIN
				LEVEL	MAX

Source: Ceriello, Vincent, R., Human Resource Management Systems: Strategies, Tactics and Techniques, Jossey Bass, San Francisco, 1998 s. 121

The figure 6 is concentrated on entity relationship in information system with schemas. Schemas provide controlling records and connections installed or removed. Symbols used in the schemas shows if there is a relationship between different units displaying areas and by this way due to information connections check the correlations between them. Finally data dictionary is created to identify whole database where forming the logical structure of database completed. It is possible to define for all formats, size of data. Entry data classification is done as number, letter or both of them in the area. Such as name-surname, phone numbers, address, citizenships identification is important to avoid from errors. Also with access restrictions make to avoid invalid information. As giving an example, the application date of job can not be given future from the moment. Another way to make convenient data entrance can be done by coding. It allows selecting the right person in a situation that two or more same named or address. In such a situation coding differentiates department, sex and title.

HRIMS programmes should cover definitions related data limitations, forms, procedures, designing process determinations. HRIS can be composed by the project team members in the organization or outsource from the software enterprises.

2.8. HRIS FUNCTION OF RECRUIMENT AND SELECTION

HRIS consists of several modules that support human resource management activities. HRIS undertakes the activities human resources in accordance with the scope and intensity of the modules. HRIS is using the modules performed among the basic functions located as; human resources planning, selection and placement,

compensation management, training and development, performance management such the functions of HRM stated previous chapters. As the subject of the study is the role of explicit and tacit knowledge during selection process as HRM function, HRM, KM and linkage between HRM-KM has already given in order to understand the context by analysis. The research has conducted into selection process and that is the reason has to be identified HRIS usage in recruitment and selection. In this section, HRIS function of recruitment and selection is defined.

Recruitment and selection process contain various method to find most appropriate candidate in accordance with the business requirements by using external and internal sources. Recruitment and selection functions of HRIS include four following basic tasks:[132]

✓   *Storage of candidate details*

✓   *Access and manage changes in candidate details*

✓   *Prepare standard letters such as invitation for interwiev, approval or rejection types and etc.*

✓   *Reports, analysis and calculate recruitment cost*

Level and type of education, ability and experience for the work, skills are some details that's needed for the position profile to be uploaded in HRIS. In order to determine appropriate candidates, key words will be searched in the system with resumed CVs and references. During this searching process, internal and external source of candidates distinction can be made by HRIS integrated working functions.

After the evaluation of the whole candidate's profile, appropriate candidate list will be managed by HRIS. Also, by using HRIS, interview planning, interview results recording and checking the provided positions via internet could be done and followed in managing human resources information system. After the recruitment

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[132] Armstrong, Michael, A Handbook of Human Resources Management Practice, 7th ed., The Bath Press, London, 1999, s. 830.

has already completed, candidate information will be transferred into employee section and recruitment costs will be accessed from that on. [133]

Approval or rejection letters will be sent on time in whole candidate pool by the standard letters in HRIS. These standard letters decrease the price and time cost as the result the process results will be announced on time.

Also there's another issue for searching keywords as a screening process in recruitment leads to mention on electronic resume management. Resume tracking software focuses on your professional skill sets, or core competencies. For example if you are a software developer, the program might be directed to search for words like Unix, Solaris, HTML, Java, XML, Visual Basic, etc.; if you are an accountant, the program might be directed to search for descriptors like: financial analysis, accounts payable, accounts receivable, employee scheduling, payroll, payroll systems and the like. When electronic resumes are stored and retrieved this way, it means that without the right words, our resumes are less likely to be high enough in the match-rankings to be retrieved and actually evaluated by a sentient human being. So naturally, you will want to use a wide a selection of relevant skill set descriptors in your resume; yet at the same time a resume the length of a novel is never going to get read.

A keyword section can be as long as you require, though they typically don't run longer than 40 items and quite often are a little shorter. There's no need to use definite or indefinite articles or conjunctions.

This innovation in resume writing allows you to add a host of additional information in a space efficient way. With it, you can list a host of supporting skills without the resulting document. A keyword or core competencies section increases the odds of an electronic screening agent making multiple matches between your resume and an open job requisition, because it allows you to pack more information into the document in limited space, and in the process moving your candidacy higher in those all important matched rankings. In electronic resume system, CVs on the

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[133] "Automating Recruitment: How to Select and Implement the Best New Recruiting App", IOMA's Report On Managing HR Information Systems, Issue 01-12, December, 2001, s. 13

whole database will be screened in accordance with the position requirements and then will be transferred into HRIS company used. Also qualified employment structure is the result by using HRIS as most of the company stated.[134]

In the light of these developments, there will be new determining rules emerged on preparing CV. CVs must reflect concrete manner for both business screening technologies and individual characteristics together.

Through the usage of internet widen HRIS in most of the companies and since 1993 job advertisements moved from newspapers to web-sites and recruitment process have been following on internet advertisements named as job boarding. Turkey is also following this trend and number of sites which began to open in late 1990s will be increasing day by day. [135] Before this, human resource departments spent more time for concentrating applications via phone, fax and e-mail and HRIS makes to save time and also it allows collecting more applied candidate as making a comparison with the traditional application. On the other hand, there's a system for information storage and classified them as the result again it saves time.

By using HRIS by own selves or from the human resource consultant firms able to do each steps of human resource activity as efficient as firm need. From the large candidate the most appropriate ones will be hired to the open position with the requirements comparison and the best predicts and options cause the best result. HRIS allows people to inform regarding their application terms and details on time.

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[134] Baker, William, H. et al, "How Fortune 500 Companies Are Using Electronic Resume Management Systems", Business Communication Quarterly, Vol. 61, No. 3, November, 1998, s. 8, 18.

[135] Göçgün, Pınar, "İşe Alımda Hızla Yaygınlaşan Bir Yöntem: E-İşe Alım", (çevrimci) http://www.insankaynaklari.com/cn/ContentBody.asp?BodyID=64, 11.03.2008.

2.9. KNOWLEDGE TYPES IN SELECTION FUNCTION OF HUMAN RESOURCE INFORMATION SYSTEM

Human resource information system contains data regarding jobs and employees in the organization. Human resources practices and human resources information is needed data about the types of jobs should be included in the system are as follows:[136]

✓ *Open position profile*: Job title, required skills and qualifications, the exact date of the position have to full filled, degree of the wage

✓ *Market Information:* Market labor supply, market wage demand and market wage level

✓ *Job profile:* Hierarchical statue, job description, job code

✓ *Information regarding working environment:* Average wages of similar jobs, degree of education required employees, labor force conversion rate, accident frequency rate

✓ *Other Information:* These are not related with the wage and working schedule .Payments for non-working time, pension plans

Types of knowledge have to take place regarding employees in human resource information system are grouped as following:[137]

✓ *Personal Information:* Name, surname, registration number, date of birth

✓ *Information regarding employee process:* Application form, interview date and notes, recruitment report, selection test results

✓ *Information regarding work experience:* Job experience, abilities and knowledge of the job

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[136] Kaynak, T. v.d., İnsan Kaynakları Yönetimi, İstanbul Üniversitesi İşletme Fakültesi Yayınları, İstanbul, 1998, s. 492.

[137] Kaynak, et alls. 492.

✓   *Education Information:* Level of education, university diploma, other course certificates

✓   *Price Information:* Current wage, wage type, job code, special deductions, tax cuts ratios

✓   *Performance Information:* Performance results, awards, disciplinary notes

✓   *Time Information:* Starting date, leaving date, working duration

✓   *Attitude Information:* Employee attitude towards the job and position, absenteeism notes

✓   *Union Information:* Membership information regarding the union

✓   *Contact Information:* Home address, phone number, personal contacts for emergency

✓   *Health Information:* Heath certificate, injury records, lost in working time, chronic illness types, etc

The key point in HRIS (Human Resource Information System) is that business and employees data has a capacity to make better decisions for managing the information as a knowledge facilator. The report that contains human resource data will be prepared according to the needs of the business, offering a combination of positive and negative developments, people with different expertise as a role in finding solution. To ensure that, firstly what is the need for people will be identified instead of standard reports and then data and needs of data regarding relevant parties should be presented.

To sum up, Human Resource Information Systems is introduced by presenting the various definitions, development, costs and benefits, as well as their functions and relationship with HRM.

CHAPTER I I I
RESEARCH STUDY

The main content of this part is going to be the explanation of basic procedures and techniques that were followed in the conduct of this research. The focus of this study is the usage of explicit and tacit knowledge in selection process as HRM function in a logistic company. The study is descriptive and data is collected through the web-site (cv.yolla.com) in the time of November 2009 to June 2010. Data collection is one of the most important parts of the research where applications from the online web-side through the participant organization which includes CV's per candidate terms with theoretical backgrounds as written.

The first goal of the study was to obtain a picture of the practicum selection model in a company and describe the impacts of explicit and tacit knowledge in selection process by providing HRISM-KM linkage practices.

The impact of explicit and tacit knowledge during selection process as HRM function is tried to identify where as an object in this study.

3.1. RESEARCH MODELS

The aim of this thesis is to examine impacts of explicit and tacit knowledge during selection process. The purpose of the study depends on the epistemological knowledge types used in a organization and that is the reason to consider on if there is knowledge management used in the participant firm at first. There are two models used here.

COST Model

First of them is COST (Customer-Organization-Supplier- Technology) model used here to understand if the participant organization has already used knowledge management or not.

COST model is the most common model used to measure KM in the organization regarding its elements will be found normally per structure and this is the first reason conducted in the study. Secondly, COST Model leads make a

comparison if the functions of the business are effective to be used by the technology. Technology is the main factor to make information wide and to make it organized according to this model and as the first stage of the selection process pre interview screening is done via internet technology based on conducting the research on COST model. COST model components and questions to compose are given following.[138]

Customer: This includes the questions of "what are the problems and solutions of customers to be known?" and "What are the questions that are usually asked?" and "How we are getting efficient by the way of learning from our customers?"

Organization: "What are the capabilities of the firms have and employees in order to enhance the success?" and "What is the difference attitude between us and other organizations?"

Supplier: "How is our connection with our suppliers? Does our suppliers provide us the optimum quality, cost and service? How is our relationships between our partnerships /joint ventures?

Technology: How many computers does firm have per employee? Are these used effective connections between customers, organizations and suppliers? Is the technology enable to be used wherever and whatever needed?

Nonaka's Model

Also, in order to enhance the research objectives, as knowledge results self reflection and interaction with other people is essentially a human process in the one of HRM function there is another model used to conduct the study. Knowledge results when people transform information into their personal knowledge store and create new knowledge. Knowledge is therefore viewed as the personal ability to interpret information through a process of giving meaning to the information and the attitude aimed at wanting to this. Considering on this view, it is necessary to sharing

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[138] Nirvikar Singh Analyzing Change: Demand, Organizational Structures and Supplier Relationships *Business Week,* August 28, 2000, p. 210

and diffusing knowledge. It results through self reflection and interaction with other people is essentially a human process.

For the purpose of this article it can be stated that the focus of the module as regards knowledge management is less on technical aspects and more on the human side of management.

In an attempt to understand knowledge management, theorists have designed models of knowledge management which has already examined in chapter two. And as other two of models are built on Nonaka's spiral of knowledge is the reason to be selected in conducting this research. This model is the second model used in the study.

Table 7 SECI

	Tacit knowledge $_{To}$ Explicit Knowledge	
Tacit knowledge *From*	Socialization	Externalization
Explicit knowledge	Internalization	Combination

Source :Nonaka&Takeuchi p.19

Explicit knowledge is similar to information and can be stored outside the human mind, According to this model which describes how tacit becomes explicit and then leads to new tacit knowledge there are four stages as shown in the table. And in this study only two of them used conducting for the research. Externalization and Combination are the stages used in the study.

Externalization which is, tacit knowledge is made explicit. Here, the creation of conceptual knowledge occurs through knowledge articulation in a communication process that uses language in dialogue and collective reflection that is leading from the job interview process conducted in the research.

The other one is combination, where explicit knowledge is transformed through its integration by adding, combining and categorizing knowledge. This integration of knowledge is also seen as a systemizing process.

Socialization and internalization has not taken into consideration in the study that is the reason depends on that socialization is the process by which synthesized knowledge is created through the sharing of experiences between people as it is experimental and need to spend time together. But the research is structured through the interview process which is at most takes less than 2 hours in the participant organization. And internalization is the process of reflecting on explicit knowledge and embodying explicit knowledge into tacit knowledge by learning by doing that is why it is impossible to taken in the study as it is during interview process.

To sum up, COST model is used here to understand if a participant organization uses KM and Nonaka's Spiral of Knowledge process of externalization and combination is taken consideration in order to analyze variables during interview process.

3.2. RESEARCH METHODOLOGY

Standing behind the study objectives it is qualitative research study which displays an interactive, dynamic, and emergent character in which the aims, strategies, data, analysis, and validity are woven together in the process.

3.2.1. Qualitative Research

Qualitative research explores attitudes, behaviors and experiences through such methods as interviews or focus groups. It attempts to get an in-depth opinion from participants. As it is attitudes, behavior and experiences which are important, fewer people take part in the research, but the contact with those people tends to last a lot longer.

"The ultimate aim of qualitative method is to develop theory through repeated testing of related to subject. However, the outcomes of experiments are not generalizable but by reference to the related theory."[139]

As the qualitative research seeks out the 'why', not the 'how' of its topic through the analysis of unstructured information, in this study explicit and tacit knowledge types effectiveness degree is identified. Also the as it is qualitative research, data are not numbers.

Qualitative research is used to gain insight into people's attitudes, behaviours, value systems, concerns, motivations, aspirations, culture or lifestyles. It is used to inform business decisions, policy formation, communication and research. Focus groups, in-depth interviews, content analysis, ethnography, evaluation and semiotics are among the many formal approaches that are used, but qualitative research also involves the analysis of any unstructured material, including customer feedback forms, reports or media clips. [140] By analyzing these issues it aims to gather an in-depth understanding of human behavior and the reasons that govern such behavior as stated in this study.

Previous studies regarding HRIM were used as a basis for developing questions for story tellers in the participant organization. These questions are asked after KM system used due to COST model analysis of the organization, then behind on Nonakas' model process of externalization and combination effecting factors in selection process based on such experience, skills or any other description written on CV is evaluated by knowledge sharing process on selection process. As qualitative research is used to gain value systems and used to inform business decisions by focusing on groups; that is the reason this is the qualitative research method used in the study.

3.2.2. Case Study

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[139] Lloyd-Jones Design and Control Issues International Journal of Qualitative Methods 2 (2) Spring 2003

[140] http://www.qsrinternational.com/what-is-qualitative-research.aspx(03.01.2011)

It is explained that why it is a qualitative research however it ranges various types while conducting research studies. In qualitative research, only a sample (that is, a subset) of a population is selected for any given study. The study's research objectives and the characteristics of the study population (such as size and diversity) determine which and how many people to select. A case study is an intensive study of a specific individual or specific context.

"*Case studies, in their true essence, explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions, and their relationships*".[141]

There are several categories of case studies such as, namely exploratory, descriptive and explanatory. First, exploratory case studies set to explore any phenomenon in the data which serves as a point of interest and generally seek to answer yes or no during the research process depending on the hypothesis questions. Second one is that explanatory case studies which examine the data closely both at a surface and deep level in order to explain the phenomena in the data. And third one is descriptive case studies, set to describe the natural phenomena which occur within the data in question.[142]

As the study tries to identify degree of effects of explicit and tacit knowledge type in selecting process and takes it as a research question, it is a descriptive case study.

If the study focuses to enlighten the question "Does any knowledge type used in selection process for the requirement as HRM policy?" here it is a kind of exploratory case study. Because this is a general question is meant to open up the door for further examination of the phonemon observed.

If the question of the research is that "why tacit knowledge is the most effecting factor used in selection process" the study will be a sample of explanatory

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[141]Zaidah Zainal et all (2007), Case study as a Research Method Jurnal Kemanusiaan bil.9

[142] Zaidah Zainal et all (2007)

case. In explanatory case studies, pattern-matching can be used to investigate certain phenomena in very complex and multivariate cases.

Yin (2003) use to describe an intervention or phenomenon and the real-life context with occurred for the descriptive case studies. The case study does not imply the use of a particular type of evidence. Case studies can be done by using either qualitative or quantitative evidence. The evidence may come from fieldwork, archival records, verbal reports, observations, or any combination of these. [143]

This study tries to identify degree of tacit and explicit knowledge effect in a sample logistic company.

3.3. DATA COLLECTION METHOD

For conducting this research qualitative data gathered through the web-site (cv.yolla.com) in the time of November 2009 to June 2010. Data contains the suitable candidates that s thought to full- fit the position. Qualitative data for the research taken, candidates' age between 20 to 30 with fresh graduate or not more than 2 experienced. The department of the graduate is changes for the operation department whereas related ones are more preferable for recruitment.

Department of Foreign Trade, International Logistics, Industrial Engineer, and Business Administration Faculties are the backgrounds of the candidates' bachelor's degree as participated in the interviews which study based on. While the major areas differ due to candidates' profile, there is no exact university level different. From the candidate pool regarding the interview process applied, the level of university background is not different between them. There is not famous ones as METU, BILKENT and so on.

They are both from Anatolian and almost their levels are same with each other. The level identification here is done by the OSS score and sorting lists with these score. Following figure shows the distribution of the universities regarding candidate pool in HRIS used by the participant organization on 2th June 2010.

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[143] Robert K. Yin Administrative Science Quarterly, Vol. 46, No. 1. (Mar., 2001), pp. 58-65.

The information presented here derives from interviews with HR manager and shareholder of a company which provides service in logistic sector. There's only one participant organization as well as secondary resources such as printed documents and electronic material available to be used in the research. As it is a qualitative research, it enables to various types of data collection method.

"*Qualitative researchers may use different approaches in collecting data, such as the grounded theory practice, narratology, storytelling, classical ethnography, or shadowing. Qualitative methods are also loosely present in other methodological approaches, such as action research or actor-network theory. Forms of the data collected can include interviews and group discussions, observation and reflection field notes, various texts, pictures, and other materials.*"[144]

The storytelling method is used here to give a clear picture of the interview reality through the theories. Story telling is a method that is sub-topic of narrative theory based on research. Alack of theoretical underpinning in narrative and a limited use of narrative, as writing; story telling gives the possibility of an approach more creative and more reality. [145]

Narrative is, moreover, being used in a variety of senses that move person who is aware of personal practice, rather than just a practised or experienced professional. Implicit in these approaches is a view that narrative is a tool for shaping experience, not just for recording it. Indeed, building on own experience in using narrative in the context of both a literary discipline is story telling.[146]

Story telling composed stories proved to be records of 'What happened?', but did not proceed beyond this into the other questions 'How do we know?' and 'What

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[144] Nkwi P, Nyamongo I, Ryan G. Field Research into Social Issues: Methodological Guidelines. Washington, DC: UNESCO, 2001.

[145] Hay, T. (2004) 'First Person: A Narrative Approach to Teacher/Learner Identity' in Moss, J., M. Dixon, et al. (2004). Invitations and Inspirations: Pathways to Successful Teaching. Melbourne, Curriculum Corporation.

[146] Hay et all.

does it mean?' The impact of a story will depend on its telling who tells the story and whether it is shared in an oral or written form.

Storytelling has advantages over the communication techniques commonly used in organizations, as the topic in this study is knowledge management. First, it enables articulation of emotional aspects as well as factual content, allowing expression of tacit knowledge (that is always difficult to convey). Second, by providing the broader context in which knowledge arises, it increases the potential for meaningful knowledge-sharing. Third, by grounding facts in a narrative structure, it augments the likelihood that learning will take place and be passed on. Purposeful storytelling can deliver results that conventional, abstract modes of communications such as those mentioned earlier cannot.

As the method used in this research is compatible with the research, in order to facilitate the story-telling phase following questions have been set up to the teller to contribute by its own story or answering to the questions. In this study tellers are the HR staff in the organization and the department manager of related position hold. Tellers have active roles in the participant organization in the selection process and following questions are asked them for this study:

Questions:

- Would you explain your sample selection policy one by one per step?

- Is there any technical method that is used during the interview?

- Can you explain interview process that guides your organization selection policy?

- Which criteria most influence your choice among the candidates*?*

    a. Educational Background/ University Background

    b. Ability /skills and technical knowledge

    c. Physical appearance

    d. Aspects during the interview

To provide a formal analysis of the information present on two different stories in the study, is to discuss if and how each story makes *description*, *application*, *comparison* or *improvement* of the process. Two different stories are evaluated and common points have taken in the process of participant organization.

Also, for question 3, the answer is during the whole interview process per candidate and examined in the study. The aim of this study is to understand degree of impact tacit knowledge and explicit knowledge in terms of selection process as a recruitment policy in a participant organization.

The questions above are asked through to HR staff and department manager regarding the recruitment policy for the first interview part.

In the findings section, answers from story tellers including the selection process identifications one by one per interviewers

3.4. SUBJECT

The key instrument designing the research project, case study has replaced to highlight aspects of knowledge types in selection process practical implications for the present study.

Knowledge management is often adopted by organizations in complex, as the result there are some studies link between HRM and HRM functions of between KM. However, there is not any correlation found yet until now between the explicit-tacit dimension effect on selecting process, similar studies enlighten the KM and HRM linkage together.

Such as selecting and recruitment practices have done through the way as Scarbrough (2001) points out. According to him, selection of individuals depends on both appropriate skills and appropriate attitudes have been identified for open position.[147]

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[147] Scarbrough, H. et all. 2001 p.917.

Kinnie (2003) states description of recruitment in a software company. The company had extremely strict selection criteria, which served to strengthen knowledge integration. The most important element in recruitment process was the company's culture, not technical ability. A senior software engineer was responsible for recruitment. He usually used his wide networks within the industry to identify candidates. At this stage, it was normally taken for granted that the employee would have adequate technical tacit knowledge, as technically competent employees would be well-known within their industry, and only excellent software engineers were invited for an interview.[148]

Finally, Evans (2003) argues for revising the interview and selection processes so that they gather evidence about individuals' knowledge building behaviors. New questions need to be asked, such as: How do they keep their own knowledge up-to-date? And also which knowledge type is more effective in selection process explicit or tacit one? [149]

This study tries to understand degree of explicit and tacit knowledge effects during selection process as HRM function in the participant organization. As case study is an intensive study of a specific individual or specific context mentioned before, this study is done in a logistic company for a specific content of selection process of HRM function. Case studies are done in a one organization. Followings are the details of the participant organizations include general profile of the company in order to draw general picture for the participant and then KM usage is identified through the COST model regarding the organization and lastly, HR function of selection is determined for the organization.

3.4.1. Profile of the participant organization

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[148] Kinnie, N. et all 2003. p.69.

[149] Evans, W. R., et all. 2005. p.762

Transtas Global Logistics is a leading firm in project logistics. It provides, whole range of services such as custom, air-sea-road transportation to customers in logistic sector. It differs from the other logistic firms, whereas they are project oriented. The organization acts as oligopoly the result of the area that it's in.

It's established in 1977 and had done many projects since that time. As the owners of the company are Turkish; the organization wide ranges over the world. It has six abroad offices in the world-wide. It states in Libya, Germany, China, Egypt, Dubai and Qatar.

There's another group company that is its partner. Partner of it, is Topaloglu Global Logistics which one is more heavily to do road transportation projects.

Ankara Esenboga Airport Project, Tbilisi International Airpot Project, Batumi International Airpot project, Cairo International Airport Project and TAV Sabiha Gokcen Airport Project are the completed projects that the organization in success. And Transtas is still serving a service in logistic sector.

There are 250 people employed in the organization and % 65 of them is truck driver. The remaining staff, which number is around 15 employees are directly employed in its head office stated in Istanbul. As a result of growing in logistic sector, the company shifted its strategic point towards maximizing business efficiency.

The organization is mainly structured along three major departments: Operation department, financial and administrative department and accounting department. While the organization is in the service sector, all departments are customer oriented based on product and service quality.

The HR resource department members are two people who, works under the financial and administrative manager. They are all personnel responsible for the provision of HR support to all units. One HR person is dedicated to the consulting group providing administrative support and is also responsible for recruitment and selection in order to meet the resourcing needs of the company. However, whole

decisions of the results are given by the general manager who is also shareholder of the company.

The present study focused on usage of epistemological knowledge type linkage with HR practices in recruitment and selection process. The turnover rate is so high as its states in logistic sector. The general HR policy depends on fitting with the organizational culture and ability to be fit with the organization and employees.

As the company in logistic sector, it has to follow up the changes all around the environment both inside and outside of the organization. From the general manager and firms owner perspective, it's very important to follow whole changes in the environment in order to gain a competitive advantage. Also the jobs descriptions, individual roles and responsibilities depends on how informative they build on in order to enhance customer satisfaction with the service based.

Transtas is providing a service that's why it has to be develop itself more than its best day by day. Being in a service sector is more harder as making a comparison with the production one as Berna Akyildiz stated. The customers would like the care about the result whatever full fits their perceptions and need.

3.4.2. HRM of Recruitment Policy in the Participant Organization

HR practices within each organization grouped into the following areas: recruitment, selection and socialization, training and development, performance management, and rewards. As my study develops the recruitment process this part gives the general explanation of the HR recruitment policy in TGL.

While there is a need to fill a position, priority is given to the internal labour pool for the candidates they are similar with in order to reach trust. If suitable candidates can not be resourced internally, the jobs are advertised externally also through the corporate website such as UTIKAD and selected print media. Also, there's another pool for the organization in order to find a suitable candidate as named cv.yolla.com.

Also, this web-site is one of the knowledge storage for the organization. By the way of being a member through the web-side , you can saved the candidates profile which you are interested in and also there is a chance to classify them as you have already done interview or not yet. With this, its easy to understand that which one has already not to be successful in the recruitment process and this will lead to share knowledge for the future.

The selection process consists mainly of interviews, the number of which depends on internal or external candidates. For internal candidates interviews are usually limited to one round, while on average two interviews are commonly held for external candidates, and three to four interviews for senior management positions.

The interview process mainly takes two parts. First part is done with an employee who is responsible for the human resources and with the department manager which the candidate is selected for. Second round will be done with the managing director. The selection decision is based on whether candidates have met the required business and people competency criteria identified in the core competency framework, along with the technical requirements of the specific job.

Also, sometimes there will be English assessment tests or interviews are going to be done with English in order to understand candidates language level. Transtas Global Logistic takes competency framework, which describes five key people competencies: Education, able to adopt working in busy environment, able to communicate, interpersonal skills and teamwork.

The focus on achieving results, building effective customer relationships, working effectively in an environment of change, creating new ideas, solutions and methods, analyzing and solving problems, having a clear understanding of the organization's mission and values and, finally, using relevant information of the business and the market to manage costs and pursue revenues at an individual and team level.

When asked whether the above competencies could be successfully identified during the selection process, second interview is going to be with managing director.

If there's more than one candidate is appropriate for the position than managing director will decide which one will be best by the way of evaluating in place to assess the fit of prospective employees with the organization's culture.

3.5. FINDINGS

The study tries to identify degree of effects of explicit and tacit knowledge type in selecting process and takes it as a research question by analyzing data used to gather information from the participant organization.

The research has conducted with two models stated before. First model is COST model used in general to define if there is KM in the organization because of its components. The element it is composed on is Customer-Organization-Suppliers and Technology, which both of them will be found in any sampled organization. On the other hand, COST model is heavily related with technology as the subject of this study depends on HRIS and electronic web based HRIS is used for conducting the study and that is the second reason behind on COST model.

Transtas Global Logistic characterized by high levels of expertise staff in providing service sector. As a result of new strategic plan appointed to promote KM with the aim of creating a organization culture. This is, in turn, expressed in a set of core values, which include integrity, innovation, learning, and business excellence as personal values, along with proactive leadership and teamwork as organizational values.

During knowledge management process, firms used to develop new models to full fit its basic need regarding it should be. According to COST model TGL,is the firm that uses knowledge management. In this model there are 4 perspectives as detailed below:

Customer: This includes the questions of "what are the problems and solutions of customers to be known?" and "What are the questions that's usually asked?" and "How we are getting efficient by the way of learning from our customers.?" In participant organization, Transtas Global Logistics, is a leading firm in project logistics. It provides, whole range of services such as custom, air-sea-road

transportation to customers in logistic sector. It differs from the other logistic firms, whereas they are project oriented. The exact need and demand per client has to be defined clearly at first. Delivery date and shipment type has to be identified in order to understand constraints and challenges for the goods. Also terms of agreement is important for both customer and supplier case. Terms of agreement between the second party will determine the abilities and obligations for both parties, like payment type, shipment type, delivery date and etc. Which service are serving there?, If it is ok to do CIF term for the goods?, What is the exact date for the delivery? And price list per destinations are the questions asked usually. By the questions asked from the clients will give the organization new aspects anc chanells for providing its service. They learn what exactly it is needed and how they perfom as it is wanted. As the organization states in service sector, by listening and making feedback regarding the offers from them will make the organization more efficient. For the question asked from clients, answers depend on the some feasibility analysis to provide the best alternative for the efficiency as well.

Organization: "What are the capabilities of the firms have and employees in order to enhance the success?" and "What is the difference attitude between us and other organizations**?"** In participant organization, It differs from the other logistic firms, whereas they are project oriented. The organization acts as oligopoly the result of the area that it's in. It's established in 1977 and had done many projects since that time. As the owners of the company are Turkish; the organization wide ranges over the world. It has six abroad offices in the world-wide. It states in Libya, Germany, China, Egypt, Dubai and Qatar.

Supplier: "How is our connection with our suppliers? Does our suppliers provide us the optimum quality, cost and service? How are our relationships between our partnerships /joint ventures? In the participant organization, There is another group company that is its partner. Partner of it, is Topaloglu Global Logistics which one is more heavily to do road transportation projects. Ankara Esenboga Airport Project, Tbilisi International Airpot Project, Batumi International Airpot project, Cairo International Airport Project and TAV Sabiha Gokcen Airport Project are the completed projects that the organization in success. And Transtas is still

serving a service in logistic sector.There are 250 people employed in the organization and % 65 of them is truck driver. The remaining staff, which number is around 15 employees are directly employed in its head office stated in Istanbul. As a result of growing in logistic sector, the company shifted its strategic point towards maximizing business efficiency.

Technology: How many computer does firm have per employee? Are these used effective connections between customers, organizations and suppliers ? Is the technology enable to be used wherever and whatever needed? In the participant organization, The organization is mainly structured along three major departments: Operation department, financial and administrative department and accounting department. While the organization is in the service sector, all departments are customer oriented based on product and service quality by the way of using computer software.

COST Model leads make a comparison if the functions of the business are effective to be used by the technology. Because in this model, technology is the main factor to make information wide and to make it organized

The KM strategy has three key objectives in the organization. First, to create a knowledge sharing culture at global and local level by leveraging practitioners as contributors of knowledge to a recently redesigned KM/ICT system and by fostering a culture that will promote both the contribution and use of that knowledge. Second one is that, to ensure the acquisition and organization of 'best in class' knowledge content around issues relevant to the business and its clients.

And finally, to leverage the value of knowledge resources across the global network through targeted acquisition and delivery of knowledge which will reflect the priorities of the business at global and local level.

The general aim of both functions is to provide regional and local offices with a unified, single point of contact in regard to acquisition and delivery of knowledge as logistic provider. And below are the indications that knowledge management used in Transtas. For this the organization;

✓   to identify the type of logistics business activities the company is running or involved in for avoiding, for example, to relate a transportation service provider to a consultant,

✓   to describe the company in terms of number of workers, sales volume, economic sector, productivity, and other economic and social relevant characteristics and

✓   to group companies according to their general understanding of knowledge and knowledge management.

On this basis further articles are asked to specify selected knowledge management activities by the volume of investments on them and the company specific level of priority for accessing them as well as to understand changes in the company's performance eventually initiated through the implementation of knowledge management. Here is the summary of the COST Model regarding participant organization:

COST Model for the participant organization		
	QUESTIONS	ANSWERS
CUSTOMER	"What are the problems and solutions of customers to be known?"	The exact need and demand per client has to be defined clearly at first. Delivery date and shipment type has to be identified in order to understand constraints and challenges for the goods. Also terms of agreement is important for both customer and supplier case. Terms of agreement between the second party will determine the abilities and obligations for both parties, like payment type, shipment type, delivery date and etc.
	"What are the questions that's usually asked?"	Which service are serving there?, If it is ok to do CIF term for the goods?, What is the exact date for the delivery? And price list per destinations are the questions asked usually.

	"How we are getting efficient by the way of learning from our customers.?"	By the questions asked from the clients will give the organization new aspects anc chanells for providing its service. They learn what exactly it is needed and how they perfom as it is wanted. As the organization states in service sector, by listening and making feedback regarding the offers from them will make the organization more efficient. For the question asked from clients, answers depend on the some feasibility analysis to provide the best alternative for the efficiency as well.
ORGANIZATION	"What are the capabilities of the firms have and employees in order to enhance the success?"	As the owners of the company are Turkish; the organization wide ranges over the world. It has six abroad offices in the world-wide. It states in Libya, Germany, China, Egypt, Dubai and Qatar. There are 250 people employed in the organization and % 65 of them is truck driver. The remaining staff, which number is around 15 employees are directly employed in its head office stated in Istanbul.
	"What is the difference attitude between us and other organizations?"	It differs from the other logistic firms, whereas they are project oriented. The organization acts as oligopoly the result of the area that it's in. It's established in 1977 and had done many projects since that time.
SUPPLIER	"How is our connection with our suppliers?	Connection depends on communication and supplier connection is good in the organization via outlook and phone. They able to get in touch with every time it is needed.
	Does our suppliers provide us the optimum quality, cost and service?	As a result of the organization is in gorwing logistic sector, and a kind of forwarder firm. In accordance with the customer demands, there will be types of shipments regarding the situation hold and also internal shipments and etc. MSC, Arkas, Turkon, Maersk are the some of lines they used for collabrating who have already accepted by international standarts as providing optimum quality and service.

	How are our relationships between our partnerships /joint ventures?	There is another group company that is its partner. Partner of it, is Topaloglu Global Logistics which one is more heavily to do road transportation projects. As they both family company, there is not any problem to meet in the relationships between each other.
TECHNOLOGY	How many computer does firm have per employee?	For the haed office of TGL, 15 people are working in the office and there is one computer per people.
	Are these used effective connections between customers, organizations and suppliers ?	Yes, both departments and whole of the employees have already computer and they able to use the computer in accordance with their job poosition. As giving an example, operation department will use computer to connect with the customers whareas purchasing department will use it to communicate with suppliers.
	Is the technology enable to be used wherever and whatever needed?	Yes, technology and technology advances will be reached by the employees wherever and whatever it is needed. Software programmes have already designed for the organizational needs and also there is a network for the communication supported by wireless.

Here candidates are screened out first part of the interviews involved HR professionals of the company and department manager due to the position hold. The overriding importance was on the candidates' ability to fit with the organizational culture involved ability to work in groups and share knowledge stood on the technical knowledge where the assessments tests are less placed on the selection results.

The second model of the research is behind on Nonaka's SECI model used here. It is a case study and variables gathered by storytelling method as the result this is related with the socialization process due to Nonaka's model. According to this model, socialization is the process of tacit knowledge into tacit knowledge via storytelling, documents and etc. It can be said that variables for conducting the

research is gathered via socialization process, however results are classified through the externalization and socialization processes.

From this point, followings are the summary of findings regarding the storytelling. In this study, there two story tellers as HR staff and Operation Manager. The answers differ from each other as their position held. From this point, the perspectives and points may be different according to job behavior which may also affect the information management process.

Questions asked to candidates a light of these the study model is defined through the questions are the summary of the story tellers' ideas regarding the process.

QUESTION 1 : *"Would you explain your sample selection policy one by one per step?"*

HR staff and operation department manager do not have same role regarding this question at the participant organization. This question is related with both human resource management recruitment and selection functions. As it is stated before, human resource management contains these two of functions for the open position to full fit. And also like every each step first, planning has to be done in this unit in order to full fit the position. The aim of this question is asked to learn selection process one by one in the participant organization.

It starts with planning function of HRM which is a pre-determined course of action and determination that will contribute to the organizational goals. According to this question, selection policy which is also related with the organizational recruitment policy is being asked per step. HR staff and operation department manager told that first step of managerial function planning here is determined the open position through the organization needs by General Manager of the company.

After planning HRM function is completed, secondly recruitment function begins carry out the determined course of open job profile. Recruitment function of HRM contains process of searching for and attracting an adequate number of qualified job candidate, from whom the organization may select the most appropriate

to field its staff needs. For this step of recruitment policy to identify job characteristics as organizing is done by HR staff in the participant organization.

Also, HR staff points out that it is one of the pioneering requirements they are looking for and mentions that TGL_Transtas Logistic is a kind of family company where the organizational structure is formulated through the personnel relationships together with the family oriented values. Operation manager highlights that as they states in a logistic sector team work is the common point for the job attitudes and able to create a synergy leads to enhance success.

The fourth and also the last stage in recruitment of HRM is which, involves checking, verifying and comparing of the actual with the plans, identification of deviations if any and correcting of identified deviations to make a preparation for interviews.

After the interviews completed, both operations department manager and HR staff agree with the same idea and state that auditing the candidates per interviews is done after the first interview and also for the candidates who are successful to pass to the second one. Making a kind of summary of whole interviews in order to share ideas to general manager through the candidates CV, is the step regarding recruitment. In this stage, whole educational background, work experience and interview notes are sum up for the reporting as their degree of importance.

"*Would you explain your sample selection policy one by one per step?*" is asked to HR staff and operation department manager. However, the question is related with the selection process function of HRM background for this step there would be a job analysis and HR planning as HR staff of a participant organization states.

Job analysis and HR planning are the steps including planning function of HRM. Job analysis is the process of studying in detail the operation and responsibilities involved in a job so as to identify the nature and level of HR required. Job description is prepared with the help of information provided. Where,

Hr planning is the process of estimating present and future manpower requirements of organization and formulating action programs to bridge the gap of manpower.

Planning function of HRM covers the HR planning and in the participant organization it is done by General Manager of the company as both HR staff and operation department manager states. It shows that how the participant organization is week for the independence working and degree of the family oriented.

For the recruitment and selection as a function, they are so close to each other but not have the same meaning exactly. Recruitment is the process of searching for required personnel and stimulating them to apply for job in the organization by using internal and external resources whereas selection to employers judging the suitability of different candidates for job in the organization and choosing the most appropriate persons.

Regarding to question below both covers the recruitment and selection procurement operative functions of HRM. Operation manager has no impact on recruitment policy as he told for the participant organization. A recruitment function is controlled by HR staff as she told from beginning to end. HR staff is identified for the job position clearly and after planning term has already completed, recruitment starts as HR staff told. HR staff says that the determined candidate profile is searched from the external resources if there is no internal resource met for our needs. HR staff states that, the first stage of selection policy starts with the pre interview screening according to open position profile requirements among the candidates by using keyword of the description looking for via internet.

CV.yolla.com is the internet site that is used by participant organization for the pre-interview screening stage as both operation manager and HR staff told. It is a kind of HRIS which consists of several modules that support human resource management activities. HRIS undertakes the activities human resources in accordance with the scope and intensity of the modules.

Recruitment and selection functions of cv yolla as HRIS include two tasks such as storage of the candidate details and access and change in candidate details.

HR staff told that this system started to used with becoming a member of site to get platinum access , after getting the access the company will be platinum member and able to reach the candidate pool. HR staff explains that by using the email account with the correct password system entrance has already completed. Figure below shows the main page of HRIS that the participant organization uses.


Üye Firma Girişi

E-Posta:
Şifre:
Güvenlik kodu:

Gönder

+ Şifremi Unuttum
+ Üye Firma Ol

150

HR staff continues to explain how to use the cv yolla web-based HRIS. Due to her telling after the registration completed, keyword is the tool for the pre-interview screening stage where it is the prior step of selection. Key-word differs among the position requirements. HR staff of the participant organization told that position title, education department, age, residence and sometimes gender are the keywords using in electronic web HRIS during the pre screen interview process due to open position.

Electronic HRIS of the participant organization named cv yolla.com has classified candidates like following and by evaluating the specifications the required criteria is found among the candidate pool. Followings are the diagrams that are part of web based HRIS candidate pool according to web site records on 2th june 2010.

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150 http://www.cvyolla.com/kurumsal/
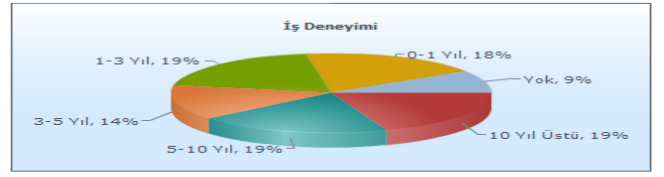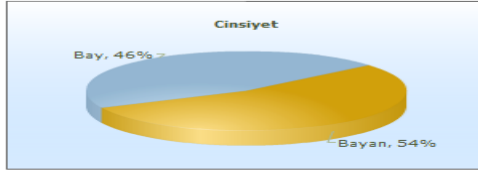
For the sample question for the research study, keyword is "operation assistant" which is also same with the position title according to HR staff of a participant organization. Also, it is mentioned by HR staff due to position requirements keyword differ as a university name, age, education level or residence and etc.

Also, HR staff explains that there are two kinds' of choices for finding the candidate as searching and detail searching. Searching is rather less complicated than detailed search she adds. According to HR staff, by using detailed search system allows to show the appropriate candidates together with the whole tagged criteria from its residence to university name.

Following is the picture of electronic web HRIS that the participant organization uses for the appropriate candidate finding result in pre-interview screening process. By the detailed search sum up below gives the people who uses by the classification of candidate profile types.

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[151] http://www.cvyolla.com/kurumsal/frm_aday_profilleri2.php

After the pre-interview screening process has already completed next stage is the classification of the candidates per their interview date. This is the organizing step in managerial HRM function. As from the organizing dictionary meaning, it carry out the determined course of action and done by HR staff in the participant organization as it is mentioned before. Operation manager has no role at this part whole stages are being managed by HR staff as both of them deal.

For the beginning of the selection process, candidates invite to the interview by the phone. After determining the appropriate time on date with the department manager and HR staff, invitation has offered to the candidates one by one due to HR staff in the organization.

HR staff and department manager tell that if the position needs any specific requirement test which measure any skill, is done before the interview start. For the participant organization, English assessment test will need due to position as HR

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[152] http://www.cvyolla.com/cvyolla_edit.php?id

staff and department manager state. Test includes multiple choices, vocabulary and translation English to Turkish or Turkish to English.

For this study operation assistant position is sample. Operation department manager highlights that here, able to have wide range the technical word is a big advantage rather than others and he answers the reason that the tests are written depends on the job they build on. He states that they are in logistic sector and most of their business partners are from all over the world. He continues his explanation that English is the global language and formal language of the world as the result English speakers are the most of the populated clients they work with. According to department manager telling they use English via mailing rather than phone as the result that is why the tests are in written form. HR staff says that if it is necessary regarding the position hold, tests are done before at the beginning of the interview. HR staff summarizes the process as when a candidate come for agreed case first application form of the company will be given to full in. For the research study application form of the participant organization is attached.

When it is asked why the candidate should fill the application form, whether it is same with the CV on the web site to both operation manager and HR staff. There will two different answers regarding two different perspectives here. Operation manager says that as they state in a logistic sector, providing a service even the exact interview date agreed there are lots of uncertainty. He thinks that if the application form is given to the candidate this may cover the time lost while the candidate is waiting them to finish their job. From the HR staff perspective, it is different. HR staff thinks that it has to be done to get a new application form for checking the information with comparing each other. Also, she points out that this is good for the candidate who can check the current information and update each one with the current status. Also, HR staff tells that this will prevent conflict between profile variables and able to know the current references. After the initial test and application form completed by the candidate the interview process is going to begin.

Figure below summarizes the Knowledge Types and its usage developing through the selection process steps in the participant organization. Figure 7 explains the current situation regarding the organization during selection process. It is the

summary of selection process steps by knowledge types terms of knowledge tools and source one by one per step. As giving an example for the first step of the selection process is pre interview screening where the participant organization uses open position profile as knowledge here and takes keyword as a tool source via intranet.

Figure 7: Selection Process in the organization
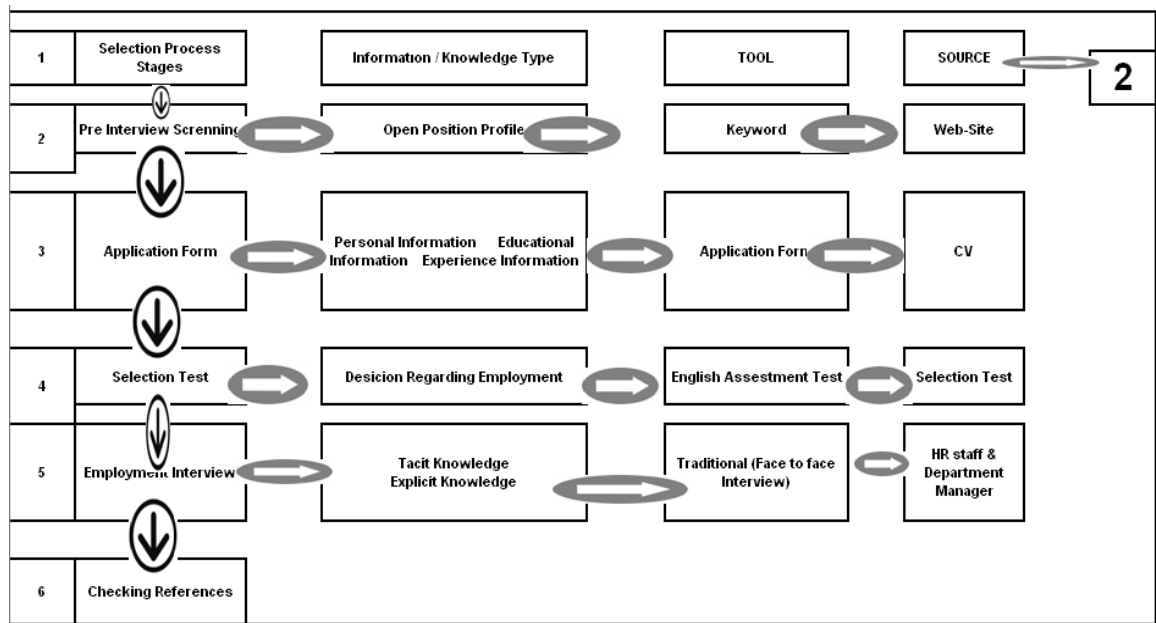
QUESTION 2 : "*Is there any technical method that is used during the interview?"* is the second question asked to HR staff and operation department manager. They both try to understand vocabulary meaning of technical usage in the sentence. And it is identified them if there is any specific method used in the interview or how they decide to make an interview per step if there is something planned to going on for the selected candidate etc.

As the first part of the study express, there are kinds of interview types using in the job interviews including behavioral interviews, group interviews, phone and video interviews, second interviews, and even interviews held during a meal. The types of interview are selected due to convenient situation that the position required for the HRM policy makers in the organization.

In the participant organization that the study is conducting, traditional (face to face) interview type is using with behavioral interview type together as understanding from the HR staff and operation department manager.

The interview type in the participant organization used is a one-on-one conversation as they both told. The focus is the person asking questions. Maintain eye contact, listen and respond once a question has been asked are important criteria during the interview according to HR staff in the organization. Operation manager and HR staff aims to establish rapport with the candidate and try to learn if the qualifications of the candidate will benefit their organization.

Traditional interviews are either structured or unstructured. A structured interview is a standardized method of comparing job candidates. A structured interview format is typically used when an employer wants to assess and compare candidates impartially.[153] The question above covers the traditional interview type that the participant organization uses. HR staff and department manager deals on the same issue that if the position requires specific skills and experience, the candidate will draft interview questions focusing exactly on the abilities the company is seeking.

The draft of the interview questions will be planned according to holding position. For senior executives and the accounting term knowledge and experience are the critical factors that the participant organization is seeking. As the result they make interview with planned draft by making a comparison them.

An unstructured interview is a job interview in which questions may be changed based on the interviewee's responses.[154] While the interviewer may have a few set questions prepared in advance, the direction of the interview is rather casual, and questions flow is based on the direction of the conversation. HR staff and operation manager tell that they come to the interview with no predefined theoretical framework, and thus no hypotheses and questions about the social realities under

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[153] http://www.brighthub.com/office/project-management/articles/80111.aspx

[154] http://www.brighthub.com/office/project-management/articles/80111.aspx

investigation. They told that they usually have conversations with interviewees and generates questions in response to the interviewees' narration.

According to HR staff of the organization the reason why they prefer this method is the intention of an unstructured interview is to expose the researcher to unanticipated themes and to help him or her to develop a better understanding of the interviewees' social reality from the interviewees' perspectives. But operation manager and HR staff tell that the behaving like that such not preparing any draft regarding the question terms will not mean that the action is random or non-directive and they add that the interview is not able start without detailed knowledge and prepation and the main aim is already in their minds and questions asked are related to enhance their scope.

A job interview is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the job. A job interview typically precedes the hiring decision, and is used to evaluate the candidate. The interview is usually preceded by the evaluation of submitted résumés from interested candidates, then selecting a small number of candidates for interviews.[155]

A typical job interview has a single candidate meeting with between two persons representing the employer in the participant organization that both HR worker and department manager explain. In this conducting research the holding position is operation assistant where the supervisor of the candidate is operation department manager here. The interview group without the candidate in this study is HR worker and operation department manager. They claim that the actual interview process will differ from candidate to candidate and note that the meeting can be over in as little as 15 minutes, job interviews usually last less than two hours.

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[155] http://www.brighthub.com/office/project-management/articles/80111.aspx

The bulk of the job interview will entail the interviewers asking the candidate questions about his or her job history, personality, work style and other factors relevant to the job through the CV.

There some basic criteria trying to measure for the candidate by the way of asking questions as they state. At the participant organization, there are three main factors that both HR staff and department manager are seeking. They mentioned that first qualification that we are looking for is if the candidate can do the job or not. They aim to answer of this question during the process by asking kinds of questions. According to department manager it is the most important point that the candidate can do the job. The perspective differs for HR staff, as she is one of HRM department she used to get different roles regarding the job description. The primary goal of HRM is to increase a worker's productivity and a firm's profitability as investment in HRD improves a worker's skill and enhances motivation and to prevent obsolescence at all levels.

In a sense, both HR worker and department manager all get involved in selecting employees. But the different point is that HR staff says that she tries to learn if the candidate loves the job. The question in this step that HR staff seeking is related with the HR advisor role that help and advice line managers in achieving organizational goals. HRM has two main scope as discussed in the first chapter such as to help the organization reach its goals and to employ the skills and abilities of the workforce efficiently.

Third issue that they care about in the participant organization is tried to find the best candidate to the position. This is the difference between recruitment and selection policy. As it is mentioned before, recruitment tries to affect maximum candidates for the job whereas selection is just only care about to find right people to the right job.

According to HR staff and department manager they often use traditional interview in their recruitment policy rather than other interview types. Also, operation department manager adds that sometimes cursory events may cause

random questions to be asked to the candidate. He claims that this situation depends on the conversation during the interview and may occur unpredictable.

Regarding the situation that mentioned by operation department manager, is a kind of behavioral interview which is a specialized form of face-to-face interview conducted under the premise that past behaviors best predict future actions. Both operation department manager and HR staff believe that asking a question randomly once candidates to answer based on facts rather than on hypothesis such ""how will you react if…" is the major advantage of behavioral interview. According to them , they believe that by answering this question they can understand if the candidate can stand working with them if there is any value to share within the organizational structure.

In TGL, behavioral interview type is critical incident interview where there is a critical situation or incident concerning the job in the question given to the candidate in order to understand the candidate planning approach regarding the situation. HR staff and operational manager think that this gives an insight into the candidate's analytical abilities, conceptual knowledge, thought process, and behavioral orientation. But they tell that this is used randomly during the interview process as the result is not used for making comparison between candidates characteristics behaviors.

For instance, a common interview questions are during the process three overarching questions "Can you do the job?" (strengths), "Will you love the job?" (motivation), "Can we stand working with you?" (fit) asked to candidate in the recruitment policy of the participant organization.

QUESTION 3 : *"Can you explain interview process that guides your organization selection policy?"* This question asked to understand aim of the study degree of the effects on tacit knowledge and implicit knowledge in the selection process at the participant organization. The questions and the types of measurement why they ask for is summarized below one by one. The results of the variables has found after listened to department manager and HR staff.

The sum of the questions to be asked to the candidate during the selection process and aims to decide knowledge types are expressed below.

Explicit knowledge, unlike tacit knowledge, is defined as knowledge that can be codified and therefore more easily communicated and shared. For this study all information on application form such as educational background, ability and experience of the work, computer and language skills are data taken as tacit knowledge whereas expressing the own selves of each candidate, personal traits, casual-smart closes are taken as explicit knowledge sharing attitude. The following questions are selected during the interview with the matched answers both identify the research results. Followings are identified for each knowledge type symbol inside the parenthesis and the aims whether to be asked by HR staff.

As it is mentioned before here, externalization and combination process are used during interview process. Second model conducting the study is Nonaka's SECI where two of the stages such externalization and combination is used here. Externalization is the process of tacit knowledge made into explicit knowledge whereas combination is the process of explicit knowledge made into explicit knowledge again. Here during the interview there are types of question asked through the candidates in order to measure two types knowledge. Result of the interview time limit and different educational background converted with the different types of skills only socialization and combination process are considered on. While asking the questions represent tacit knowledge to candidate, the aim is here to measure candidates' tacit knowledge background as well as it express.

Questions regarding explicit knowledge are aimed to understand candidate in general to make combination again as well as it able to. Followings are the questions asked to candidates by interviewers and socialization and combination process used is identified regarding the question aims one by one.

a)"Could you explain yourself briefly?" *(Explicit Knowledge-Explicit Knowledge):* This question is asked in order to measure individual effectiveness to express itself by analyzing body language. This question is asked to understand the candidate in general. These are the reason why it represents explicit knowledge. Due

to pronunciation and reflex characteristics of candidate could be identified if has quite personality or confident. Maintain eye contact, listen and respond once a question has been asked here goal is to establish rapport with the interviewer and show if the qualifications will benefit the organization. The answer evaluation depend on combination process whereas explicit knowledge into explicit knowledge.

b)**"Where you have graduated from and what you have done during your education process?"** (*Tacit knowledge-Explicit knowledge)* This question seeks to answer knowledge capability and information level that is required for the open position. Here, HR staff tries to understand candidate enable to do the work or not. It measure tacit knowledge as the result. Also, during this question answering candidate gives personal traits regarding candidate interests due to information background by expressing itself during the interview process which leads externalization process tacit into explicit knowledge.

c)**"What are the most strengths do you have? Could you give me some examples?"** *(Explicit Knowledge to Explicit knowledge)* This question is asked for learning how individual know and able to explain, that is the reason it represents explicit knowledge. The major advantage here is that question force candidates to answer based on facts rather than on hypothesis. For instance, a question "how will you react if…" is a hypothetical question and irrelevant in ascertaining the worth of an employee. Combination process is based on here to learn explicit knowledge by making and showing it explicitly.

d)**"From your CV it is written that you are advanced in ms office programmes/English.. if you could detail your experience regarding your background."** *(Tacit Knowledge to explicit knowledge):* Here by asking this question, HR staff aims to get technical knowledge that is hold with position requirements as it represents tacit knowledge. The question is asked to learn tacit knowledge regarding the technical skills degree and noted to make a comparison with others due to the position needed regarding the candidates telling. Here again during the interview process, externalization proves tacit knowledge into explicit knowledge based on.

e) "Where would you like to after 5 years period in your career?" (Both *Tacit to explicit and explicit to tacit knowledge)* This question is asked to understand ideal career of individual and try to understand if individual expectations and position requirement overlap each other. Here for HR staff, it is important to ensure the hiring which employee has the potential for further personal growth and are the best matching with the position. That is the reason it represents tacit knowledge**.** The most appropriate candidate, who wish to accomplish and most importantly those with a career plan career will explain it to the interviewers and that is the externalization process tacit knowledge into explicit knowledge.

And secondly, HR staff is observed to learn whether the candidate is motivated toward to the position. That is the reason it express explicit knowledge. How the candidate in the future behave with going on this job and in the organizational culture is going to be understand by the way of asking this question and it is the combination process where explicit knowledge into explicit knowledge.

While tacit knowledge can be measured by some ways or test there is no upon exact degree to show explicit knowledge. Explicit knowledge can be change due to socialization process as Nonaka and his colleagues mentioned as the result it differs from the individualistic perception and feelings. By asking this question HR staff tries to examine the candidate's ideas regarding the job and position in order to make the perfect matching between position and the candidate. Sometimes, in during answering this question, a new question will ask to the applicant, which is a sample situation, problem or challenge in an organization. By this way, after the applicant given information about the situation, it is expected to get a logical answer that will enable the applicant to understand the situation, probe deeper into relevant areas, and recommendation for the question or situation at hand. Here the aim of this question tries to evaluate analytical ability and problem-solving skills; while there is no one "correct" answer but the most appropriate solutions fit with the organizational climate. As the result of not only correct way for the seeking question answer, it aims to identify explicit knowledge to explicit knowledge by combination.

f)"What do you think about our firm?" *(Explicit knowledge to explicit knowledge)*This is asked by firms to understand how they reflect from the outside. Also, answer of the question will shape if the candidate know what he wants or where he want to be. Also, HR staff has an idea about personal characteristic of the candidate if he is curios or have done any feasibility analysis for the interview or not and etc. It is asked to measure explicit knowledge from reflecting the company's image by candidates' explanation and that is the combination process.

These are the questions numbered asked during interview selection process through the candidates. And it is tried to identify the model conducting the research based on questions one by one.

QUESTION 4 : *"Which criteria most influence your choice among the candidates?"* This question covers different kinds of answer that the people behave on, as the result it has multiple choices regarding the items written on CVs. In this question each preference selecting supposed to be the same effecting point. And for conducting this research asking this question is aimed to find if there is a clear answer for the decision regarding the selection policy of the participant organization.

> *a.* Educational Background/ University Background
>
> *b.* Ability /skills and technical knowledge
>
> *c.* Physical appearance
>
> *d.* Aspects during the interview

Here for this question, it would like to discuss if there is any clear understanding for the knowledge type effectiveness. The first choice of the multiple choice is educational/university background which refers tacit knowledge. Not on this but this has effect on pre-interview screening process. As the open position holding the position requirements of the candidate selection begin and typing with a keyword on we based HRIS includes the educational/university background and also major department that is graduated from.

HR staff and department manager give points to the this section but they both explain that after the pre interview screening had completed the candidates pre

determined for the job interview approximately have same qualifications among the pool. Also, they note that for the position conducting in the study, its title is junior which has not cover to invitation from the best universities like ODTU yet.

Third of the multiple choice belongs the question below, is physical appearance which indicates the physical effectiveness. There is considerable empirical evidence that physical attractiveness impacts employment decision making, with the result that the more attractive an individual, the greater the likelihood that that person will be hired. [156]Attractive applicants were also rated as more qualified than unattractive applicants when applying for sex-role-congruent employment. An examination of the results showed that attractiveness consistently was an advantage for male applicants but was an advantage only for females seeking traditionally female jobs.[157]

For the question asked through the department manager and HR staff, they point out that they do not care about the physical appearance for the beauty but they mention that they evaluate the clothes and looking if they are clean or not. HR staff adds that dressing as nicely as is appropriate is always advisable. Not only does dressing well help with the first impression, it also shows a prospective employer that you care enough about the interview to get yourself cleaned up.

The most important part of dressing for the interview due to the participant organization employees, is being well groomed. They mention that how clean and neat candidate appear is just as important as the clothing wearing, candidate education and experience, and skills. If the candidate does not look clean or able to present itself in a professional manner this leads to make a blas that the candidate might not do the job as well like its application and also for most jobs.

The last multiple choice for the question is the aspect of the interview which is also combination of both items. It is the result of whole positive and negative impact evaluation regarding the conversation process and it is the component of both

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[156] Watkins, L. M. & Johnston, L. (2000). Screening job applicants: The impact of physical attractiveness and application quality. *International Journal of Selection and Assessment, 8*, 76-84.
[157] Watkins, L. M. & Johnston, L. et all. (2000)

CVs and able to express itself as well and that is the answer why candidates are invited to be in a face to face interview after pre interview screening has already completed.

The last choice is selected by both HR staff and department manager. They both believe that there is not only one criteria that plays role on their decision making process regarding the open position. They express that it is important to evaluate the criteria together and decide to find right answer as well as they can. In the first chapter of the study, it is identified that HRM is a kind of strategic management which has managerial functions such as planning, directing, organizing and controlling. And due to their decision rely on it could be said that selection is the one of HRM policy regarding the strategic terms by each process acting.

According to HR staff of participant organization, the reason the most effective item is the aspects of the job interview depends on that a job interview may chance to show an employer what kind of employee he or she will get if you're hired. And adds that is why it is essential to be well prepared for the job interview. Preparing means knowing about the industry, the employer, and yourself. It means paying attention to details like personal appearance, punctuality, and demeanor in order to prevent asymmetric information due to HR staff in the organization. Here she points out about the job profile information system. Knowledge is always best weapon and by using the knowledge employer should arm itself with plenty of it.

In this study, explicit and tacit knowledge effectiveness is tried to identify on selection process as HRM policy in the participant organization states in logistic sector. Here, the questions are asked to people who are in selection process decision. Here the open position holding is operation assistant and questions which are tried to identify conducting research asked to operation department manager and HR staff.

Explicit and tacit knowledge types are identified as before in the study and it tries to explain degree of effects by using the question asked and decision get. Until now from at the beginning of this chapter enlighten of the research topic will determined with the methodology. The story telling method is used in this research as the story tellers are real players in the event. These include the stages in the

participant organization as the story tellers explain. Following section explains the profile table that is used in the research, results regarding the study.

3.5. RESULTS

The aim is here to identify degree of the effects terms of knowledge by tacit or explicit during selection process as HRM function. The study examines the results from the data collected from multiple interviews from November 2009 to June 2010. The results based on only one interview schedule was designed in the format for HR staff which included allowing comparisons between tacit knowledge and explicit knowledge effectiveness.

In this study, operation assistant is the title of the open position and the research identifies the stages regarding the position hold.. Followings are the results which illustrates analyzing one by one.

3.5.1. The Open Job Profile

Human resource information system contains data regarding jobs and employees in the organization as it is mentioned in the previous chapters. Followings are the knowledge regarding open position in the participant organization in the research as explained by HR staff.

Open position profile: It includes information and requirements of the job that has to be cover with. Followings are the types include under this segmentation in HR practice.

Job title: Operation Assistant

Required skills and qualifications: Graduation from reputable university in related field, Good level of computer and reporting skills, Very good planning and communication skills, Good reporting skills

Exact date of the position has to full filled: Until 15th February 2010

Degree of the wage : Experience is not need for this position as the result it is approximately same average with the market fresh graduate.

Market Information: Market information includes information gather from the market such as supply and demand quantity and market wage level as explained in the study before. As the socio-economic perspective of Turkey evaluation there are lots of fresh graduate who are looking for a job. There is no need realize this information so much in deep as HR staff and department manager state.

Job profile: Job profile is the other data contains HRIS regarding jobs and employees such as hierarchical statue, job description and job code

Hierarchical statue : Operation assistant work under the operation executive but responsible its direct supervision of operation chief.

Job Description: Serving customers in Turkey and abroad, following operations for key customers, Has to monitor all document and information flow from the stage of receiving the shipment order until invoicing the service

Also, there are two types of information *regarding working environment and other information. Working environment information is about the wage* of similar jobs, degree of education required employees, labor force conversion rate, accident frequency rate. Other information is not related with the price it is related with the working schedule payments for non-working time and pension plans. Due HR staff of the participant organization these two types of information is not concerned into selection policy at all.

3.5.2. The selection process in the participant organization

Selection differs from the recruitment where it only aims to full fit the position with the most appropriate candidate in order to compose organizational needs and its goals completely. Followings are the HR staff sections during selection process in the participant organization.

The entire process of selection begins with an initial screening interview and concludes with a final employment decision.

Pre Interview Screening: Here, in accordance with the open position, HR staff prepare short listed from online CVs received from HRIS that the organization uses. HR staff mention that regarding the open position holding prior search will do by keyword like "logistic", " foreign trade", import-export". After it eliminates the inappropriate candidate profile, she notes the suitable ones to offer an interview. Appendix A includes whole candidate profile which has already been to interview process conducted in this study.

Applicant Form: A candidates who pass the pre interview screening process and is found to be eligible for the job is asked to fill in a formal application form. Such a form is designed in a way that it records the personal as well professional details which used by the participant organization is given in Appendix A, like the other traditional forms and use to collect information from candidates.

HR staff and department manager of the organization express that applicant form should provide them information about job seeker salary expectation. They use this information to evaluate the candidate expectations and job profile position together. And HR staff adds that the reason that the profile of the candidate they invite have less than 2 years rely on this.

Selection Tests: Selections tests could be changed due to the position hold they can be a psychological test which gives an idea about the candidate that is suitable for the job or they can be aptitude tests to predict how well can perform a particular job or any kind of skills and knowledge tests regarding exercises measure the acquired knowledge, skills or understanding about a particular subject.

As the profile of the open position needs a basic level of English, both HR staff and department manager tell that there is no need candidate to take English assessment test. That is why the candidate in not directly get in touch with clients abroad. But they add that English skill can be an advantage during the job.

Traditional (Face-to-Face) Interview: This method is used in the research based on a direct meeting between interviewer and interviewee for the selection process. Both department manager and HR staff of the participant organization

believe that by personal communication it is possible not only to obtain much more information which is the same reason that they would like to meet with as the result most interviews are face-to-face.

Checking References: This section done after the successful interview in the participant organization. As the references can be classified into many categories; HR staff says that former employer and the business references are the first of their preference contacted to get a feedback on the person in question including his behavior, skills, conduct etc.

Final Approval (Job Offer): A candidate who clears all the steps is finally considered right for a particular job and is presented with the job offer is done after the second part of the interview in the participant organization. HR staff and department manager tell that the candidate who pass the first interview generally begin to the job after the general manager approval. This shows that the mechanism works completely in the participant organization and shows that the managerial side of the mechanism is shared within the employees.

3.5.3. The profile of the participant candidate

The main content of this section is going to be the explanation of basic procedures and techniques that were followed in the conduct of this research.

Qualitative data gathered through the web-site (cv.yolla.com) in the time of November 2009 to January 2010. Data contains the suitable candidates that s thought to full- fit the position. Qualitative data for the research taken, candidates' age between 24 to 30 with fresh graduate or not more than 2 experienced which is given with appendix. The department of the graduate is changes for the operation department whereas related ones are more preferable for recruitment.

Department of Foreign Trade, International Logistics, Industrial Engineer, and Business Administration Faculties are the backgrounds of the candidates' bachelor's degree as participated in the interviews which study based on.

As the research is conducted to understand degree of the explicit and tacit knowledge, explicit knowledge is the expressions of the candidates include psychical looking and ability to express itself and etc; the tacit knowledge is being about major departments that has educational background, knowledge about the work and other skills related with the job position. Foreign trade, international logistic, are the departments which are related with the logistic as the firm states in a logistic sector, where industrial engineering and other business administration faculties are taken as unrelated with the logistic sector.

It can be said that the tacit knowledge is not only the factor express the selection process alone behind on the assumption that the other faculties have already invited for the job interview. But it has more effect on pre-interview screening process to eliminate the CVs profile. As pre-interview screening process starts with typing keyword in web based HRIS which is used by the participant organization the amount of logistic related department is higher than the unrelated department if making a comparison between them. The profile of the candidate who are out of logistics department such as business administration faculties are selected from the pool via their preference of sector that they choose with online application.

Figure 8 below shows the percentage of the candidate profile department background in the interview process of the participant organization.

**Figure 8 : Percentage of Participant Candidate Department**
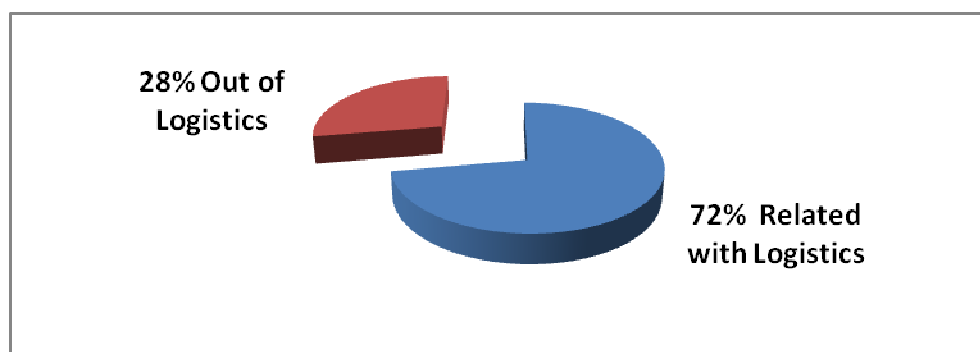
The other variable related with selection process is gender which is also not cared into this research. Because HR staff and department manager tell that the gender is not the critical factor for the position as it is office person for need to

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coordinate documentation process. But it is noted that from the study, the amount of male candidates are really lower than the female ones. For this, as Turkish are male dominated society men whose age are between 24-30 have already found a job and in the business life. On the other hand, the keyword of the job search as the educational background such like "foreign trade" work is inside the office as the result it is preferred by females more than males.

Figure 9, below shows the percentage of the candidate profile gender in the interview process of the participant organization.

Figure 9 : Percentage of Participant Candidate Gender
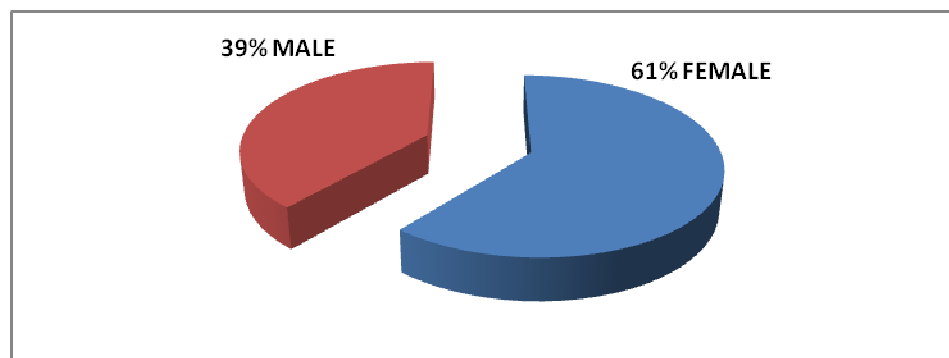
Job position is a junior position as assistant term, fresh graduate are more preferable for the recruitment in the participant organization during this process. Candidates' ages are between 24-30 with less than 2 years working experience both female and male.

Also the university name is not concentrated for the evaluation process by the interviewers as they both agree. So, gender, age, university name and other variables are not taken into consideration during the process. The research just focuses on the department graduated (tacit knowledge) and aspects during the interview for ability to express selves (explicit knowledge) in order to understand their impact.

Following figures show the summary of the participant candidate regarding the open profile position conducted in this study.

Table 7: Profile of the candidates

GENDER		DEPARTMENT	
FEMALE	**MALE**	**Related with Log.**	**Out of Logistic**
11	**7**	**13**	**5**

3.5.4. Interview Process

In this part it is tried to summarize the detailed interview for the research in order to identify effects of the answer by explicit or tacit term. Questions, aim to ask questions and candidate answers are clearly identified. There are 18 candidates who joined the interview for the job position operation assistant. Only the 3 of them selected for sampling. 3 of the interviews which are going to explain this section is selected by exact differences. Mean that here; candidates' answers are so different from each other to show how the aspects of the interview affect the decision of the workers in the participant organization. Firstly summary of the sampled candidate detailed in appendix is given in the beginning. Then there are four main titles for findings. First, question which is asked to candidate, second one is aim to ask question. For the second title is the explanation of aim to ask and representation of knowledge type, third one is and lastly the candidate answer in order to analyze the decision process for the selection. These three parts are explained below for each question one by one.

C-1 Profile : She was born in 1987. Her high school degree is Ticaret Lisesi major of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.

Question 1: "Could you explain yourself briefly?"

Aim: The aim of this question is asked to understand the candidate in general. This question is represented for explicit knowledge for effectiveness to express itself by analyzing body language and diction.

C-1 Analyze: Her physical appearance is not so fit with the job interview. This makes you think she does not care about her looking. Clothes she worn is not tidy. She explains herself one by one with the same line in CV. However her background and her skills written in a CV are full filled with the position requirements, she stops in a minute while she is talking. This make you to think what is wrong with her and if she can do the job. She seems to be bored in a situation.

Question 2: "Where you have graduated from and what you have done during your education process?"

Aim: The aim of this question is asked to learn knowledge capability and information level that is required for the open position. Tacit knowledge is represented with this question.

C-1 Analyze: She began to answer this question from the starting of her school life in primary school which is unnecessary. When she explained her university life there is no project group or other related homework about her education background. Her answers are simple and seem as not like answering question. Her general characteristic is slow and not like being a active role in a emergency. This is noted disadvantage as the organization states in a service sector.

Question 3: "What are the most strengths do you have? Could you give me some examples?"

Aim: This question is asked for understanding how individual know and able to explain if there is a situation force candidates based on facts. Also, this question relies on the hypothesis like "how will you react if…" Here it is represented for explicit knowledge.

C-1 Analyze: She waited a long time to answer question. This means that she tried to answer as best as she by logically. She told that she has a persuasive character and claimed that she can express most of the people easily. After this answer taken, department manager asked her" if there is delay with you shipment due to heavy rain but your client wants them to be their way on time. It is one our exceptional client and you have to explain the situation by smoothing them. What will you do?" She

told that she can explain the delay without facing any obstacle because it is cause of heavy rain which is independent from her. This answer is not satisfied both HR staff and department manager yet. According to them, they are serving a service and they have care on customers and they exactly know that was the wrong answer ever clients want to here. Her style is not smoothing, in opposition it is inflammatory. Also, she has not expressed them what she told so why the others believe.

Question 4: "From your CV it is written that you are advanced in ms office programmes and also you have already internship could you detail them?

Aim: Here by asking this question, HR staff aims to get technical knowledge that is hold with position requirements in order to accept by the department manager. It is used to represent tacit knowledge.

C-1 Analyze: She told that she is advanced in computer literacy result in the university background and added that she has worked as an intern in foreign trade and import department. There was not any job description while she was taking internship. She mentioned that she helped the executives in the business regarding the job and have a chance see difference between real working life and theoretical settings. When she answered like that department manager asked her to give an example about any difference between real working life and theoretical settings. She waited a long time to think and then she told that she has not remembered yet. This answer pushed department manager in a conflict.

Result of the HRM function of recruitment which means negotiating with the managers on various terms and conditions, HR staff thinks that she is not the right person.

Question 5: "Where would you like to after 5 years period in your career?"

Aim: This question is asked to understand ideal career of individual and try to understand if individual expectations and position requirement overlap each other. Here both explicit and tacit knowledge is expressed through this question. Tacit knowledge is try the best matching with the position for further personal growth and

explicit knowledge is if the candidate is motivated toward the position and how she can behave in the future in the organizational culture.

C-1 Analyze: She told that for the short terms she would like to practice her theoretical knowledge with working life and for the long term period she would like to see herself as a manager. Against this answer HR staff asked her "what do you mean by your theoretical knowledge regarding to become a manager, is that the foreign trade? " She gave a short answer with yes than no more explanation. Both department manager and HR person think that she has not ability to manage as her evaluation is not wide range enough. Than department manager asked her "if she would like to be other open position of the company like marketing and finance" she waited a moment and her answer is it was pleasure. So the result is that she need a job and there is not any specification for ideal expert area.

Question 6: "What do you think about our firm?"

Aim: This is asked by firms to understand how they reflect from the outside. Also, answer of the question will shape degree of the candidate able to express something if the candidate has already done any feasibility analyses before coming to interview also this question gives the right answer about if the candidate is on the way he want. It measures explicit knowledge dimension.

C-1 Analyze: She told that she has already known Transtas and started to explain it as a any logistic firm. She continued with the company dictionary name Transtas Global Logistics. She did not know that firm şs in project logistics and in which areas it is providing service. Due to this answer she does not give trust and she has problems to express her ideas. However her background is good she has not passed the first part of the interview.

C-2 Profile : She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.

Question 1: "Could you explain yourself briefly?"

Aim: The aim of this question is asked to understand the candidate in general. This question is represented for explicit knowledge for effectiveness to express itself by analyzing body language and diction.

C-2 Analyze: Her physical appearance is fit with the job interview. Her clothes are tidy and she looks good. She explains herself one by one with the same line in CV. Her energy and personal frequency make her sympathetic. Although she has no working experience, she want to develop her career in logistics area which is also related with her university department. Her expression is good and she always make an eye contact with smiling on her face.

Question 2: "Where you have graduated from and what you have done during your education process?"

Aim: The aim of this question is asked to learn knowledge capability and information level that is required for the open position. Tacit knowledge is represented with this question.

C-2 Analyze: She began to answer this question from the starting of her school life in primary school which is unnecessary. However there is no project group during her educational background she gave samples from his private life and hobbies which is not written in her CV. She is talkative and native charm. She is confident.

Question 3: "What are the most strengths do you have? Could you give me some examples?"

Aim: This question is asked for understanding how individual know and able to explain if there is a situation force candidates based on facts. Also, this question relies on the hypothesis like "how will you react if…" Here it is represented for explicit knowledge.

C-2 Analyze: She waited a long time to answer question with smiling. She told that she has a ability to persuade. After this answer taken, department manager asked her the same question with the previous candidate" if there is delay with you shipment

due to heavy rain but your clients want them to be their way on time. It is one our exceptional client and you have to explain the situation by smoothing them. What will you do?" She told that she can not give clear answer for this situation now. According to her due to the characteristic of the client her explanation style can be changed and she added that unless she knows the client she can find the exact solution. This answer gives her extra point . Because it means that she evaluate all information regarding the problem before the decision process.

Question 4: "From your CV it is written that you are advanced in ms office programmes and also you have language skill of English could you detail them?

Aim: Here by asking this question, HR staff aims to get technical knowledge that is hold with position requirements in order to accept by the department manager. It is used to represent tacit knowledge.

C-2 Analyze: She told that she is advanced in computer literacy and know english resulted during her education life.

Question 5: "Where would you like to after 5 years period in your career?"

Aim: This question is asked to understand ideal career of individual and try to understand if individual expectations and position requirement overlap each other. Here both explicit and tacit knowledge is expressed through this question. Tacit knowledge is try the best matching with the position for further personal growth and explicit knowledge is if the candidate is motivated toward the position and how she can behave in the future in the organizational culture.

C-2 Analyze: She told that for the short terms she would like to practice her theoretical knowledge with working life as she is graduated from international logistics. She stated that ability to enhance success depends on various criteria and need for a long time. She expressed that she would like to develop herself in accordance with the information and experience she got. Against this answer department manager asked her "if she would like to be other open position of the company like marketing and finance" she waited a moment and her answer is it was pleasure to working with but may be the result of being a fresh graduate firstly she

would like to try her chance for logistics area. Both HR employee and department manager have already the answer that they are seeking for.

Question 6: "What do you think about our firm?"

Aim: This is asked by firms to understand how they reflect from the outside. Also, answer of the question will shape degree of the candidate able to express something if the candidate has already done any feasibility analyses before coming to interview also this question gives the right answer about if the candidate is on the way he want. It measures explicit knowledge dimension.

C-2 Analyze: She told that she has already known Transtas from her university and by giving her chance to work as an employee she would improve her English skill as it is global. This answer is enough department manager and HR staff. She knows what she would like to be and has an ability to express herself simple by summarizing.

C-3 Profile : She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.

Question 1: "Could you explain yourself briefly?"

Aim: The aim of this question is asked to understand the candidate in general. This question is represented for explicit knowledge for effectiveness to express itself by analyzing body language and diction.

C-3 Analyze: Her physical appearance is fit with the job interview. Her clothes are tidy and she looks good. Also, her psychical appearance is beautiful. She explains herself one by one with the same line in CV. She is quite and impressive talking style. This leads to think both department manager and HR employee that she is confident during the interview process. HR employee asks her whether she has a internship in many cases, if she would like to develop her career in a logistic sector. This question shows HR recruiter role to find the right person to fill the right job. She

answered that she would like to be in a logistic sector and added that she has not any experience regarding international trade but she has already known and understand the wide range of the departments which are covered by business administration. She told that she has BA so logistics is not so far away from her. The logic behind answer is accepted by HR staff and department manager. Her expression is good..

Question 2: "Where you have graduated from and what you have done during your education process?"

Aim: The aim of this question is asked to learn knowledge capability and information level that is required for the open position. Tacit knowledge is represented with this question.

C-3 Analyze: She began to answer this question from the starting from the university and made connections between the classes she took. She supported her duties regarding work experience with the theoretical settings one by one. She told that she has worked in a company name Milas Mermer which belongs to her family. After this, department manager asked her "what is the reason that cause you not to your job without any boss?" She stated that she would like to develop her career by herself one by one behind on her theoretical knowledge and practices. She stated that she has worked as an intern for many cases in order to understand which area is the most appropriate to her and expressed that dressed up information regarding the whole range of business administration. While she was talking she is confident and smiled for a while. The answers show the truth and she gave trust.

Question 3: "What are the most strengths do you have? Could you give me some examples?"

Aim: This question is asked for understanding how individual know and able to explain if there is a situation force candidates based on facts. Also, this question relies on the hypothesis like "how will you react if…" Here it is represented for explicit knowledge.

C-3 Analyze: She said that want to learn and improve her as wide as she can is the most strengths she had. And she made a connection with her internships. Also, she

claimed that she is quite person and not got panic easily. After this answer taken, department manager asked her the same question with the two previous candidate" if there is delay with you shipment due to heavy rain but your clients want them to be their way on time. It is one our exceptional client and you have to explain the situation by smoothing them. What will you do?" She told that first she checked the exact time of the delivery by herself without calling client and controlled if there is another shipment belong to same client. And added that as Transtas provides project logistics the chance is enough high. If there is another shipment for the same client it will not cause a problem as she explained. By giving this answer she showed department manager and HR staff another perspective and also expressed well as she know the firm very well.

Question 4: "From your CV it is written that you are advanced in ms office programmes and also you have language skill of English could you detail them?

Aim: Here by asking this question, HR staff aims to get technical knowledge that is hold with position requirements in order to accept by the department manager. It is used to represent tacit knowledge.

C-3 Analyze: She told that she is advanced in computer literacy. She said that she have been studying English since she was in high school.

Question 5: "Where would you like to after 5 years period in your career?"

Aim: This question is asked to understand ideal career of individual and try to understand if individual expectations and position requirement overlap each other. Here both explicit and tacit knowledge is expressed through this question. Tacit knowledge is try the best matching with the position for further personal growth and explicit knowledge is if the candidate is motivated toward the position and how she can behave in the future in the organizational culture.

C-3 Analyze: She told that for the short terms she would like to practice her theoretical knowledge to make a component with business life. For the long term after she would have enough experience she claimed that she has enough theoretical background to be manager and she would like to be manager. Due to her explanation,

HR employee asked that "in which area you believe that you would enhance your plans to be real?" She answered that it depends on the area that she is going to start. And added that she has already graduated from business administration which gives the whole detailed information regarding business management the only she need is the experience. This comment shows how the candidate pretentious and self confidence. Both department manager and HR employee is expressed by her and like this candidates section.

Question 6: "What do you think about our firm?"

Aim: This is asked by firms to understand how they reflect from the outside. Also, answer of the question will shape degree of the candidate able to express something if the candidate has already done any feasibility analyses before coming to interview also this question gives the right answer about if the candidate is on the way he want. It measures explicit knowledge dimension.

C-3 Analyze: She told that she has already known Transtas from the interview offer. She stated that she looked the web-site of the firm before coming and pleasure within states in global. This answer shows the candidate honesty and able to take guarantee to prevent from risk.

Results demonstrated on 3 samples of 18 candidate profile. The candidate profiles are selected with the exact difference among the group they are in. Three sampled candidates are female but this result can not be connected by any reason yet. Because there is not enough variable that to claim a gender difference. It can be said that as the quantity of the male candidates are lower than the female ones, this makes female candidates chance to pass higher. Following are the summary of candidate interview per question:

Question 1 : "Could you explain yourself briefly?" (Explicit Knowledge-Explicit Knowledge)
Aim : This question is asked in order to understand the candidate in general by measuring individual effectiveness to express itself by analyzing body language. These are the reason why it represents explicit knowledge to explicit knowledge (combination process) Due to pronunciation and reflex

characteristics of candidate could be identified if has quite personality or confident. Maintain eye contact, listen and respond once a question has been asked here goal is to establish rapport with the interviewer and show if the qualifications will benefit the organization. The answer evaluation depend on combination process whereas explicit knowledge into explicit knowledge.

C1 PROFILE : She was born in 1987. Her high school degree is Ticaret Lisesi major of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.	**C1 ANALYZE :** Her physical appearance is not so fit with the job interview. This makes you think she does not care about her looking. Clothes she worn is not tidy. She explains herself one by one with the same line in CV. However her background and her skills written in a CV are full filled with the position requirements, she stops in a minute while she is talking. This make you to think what is wrong with her and if she can do the job. She seems to be bored in a situation.
C2 PROFILE : She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.	**C2 ANALYZE :** Her physical appearance is fit with the job interview. Her clothes are tidy and she looks good. She explains herself one by one with the same line in CV. Her energy and personal frequency make her sympathetic. Although she has no working experience, she want to develop her career in logistics area which is also related with her university department. Her expression is good and she always make an eye contact with smiling on her face.
C3 PROFILE : She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.	**C3 ANALYZE :** Her physical appearance is fit with the job interview. Her clothes are tidy and she looks good. Also, her psychical appearance is beautiful. She explains herself one by one with the same line in CV. She is quite and impressive talking style. This leads to think both department manager and HR employee that she is confident during the interview process. HR employee asks her whether she has a internship in many cases, if she would like to develop her career in a logistic sector. This question shows HR recruiter role to find the right person to fill the right job. She answered that she would like to be in a logistic sector and added that she has not any experience regarding international trade but she has already known and understand the wide range of the departments which are covered by business administration. She told that she has BA so logistics is not so far away from her. The logic behind answer is accepted by HR staff and department manager. Her expression is good.

Question 2 : "Where you have graduated from and what you have done during your education process?" (Tacit knowledge-Explicit knowledge)

Aim : This question seeks to answer knowledge capability and information level that is required for the open position. Here, HR staff tries to understand candidate enable to do the work or not. It measure tacit knowledge as the result. Also, during this question answering candidate gives personal traits regarding candidate interests due to information background by expressing itself during the interview process which leads externalization process tacit into explicit knowledge.

C1 PROFILE : She was born in 1987. Her high school degree is Ticaret Lisesi major of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.	**C1 ANALYZE :** She began to answer this question from the starting of her school life in primary school which is unnecessary. When she explained her university life there is no project group or other related homework about her education background. Her answers are simple and seem as not like answering question. Her general characteristic is slow and not like being a active role in a emergency. This is noted disadvantage as the organization states in a service sector.
C2 PROFILE : She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.	**C2 ANALYZE :** She began to answer this question from the starting of her school life in primary school which is unnecessary. However there is no project group during her educational background she gave samples from his private life and hobbies which is not written in her CV. She is talkative and native charm. She is confident.
C3 PROFILE : She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.	**C3 ANALYZE :** She began to answer this question from the starting from the university and made connections between the classes she took. She supported her duties regarding work experience with the theoretical settings one by one. She told that she has worked in a company name Milas Mermer which belongs to her family. After this, department manager asked her "what is the reason that cause you not to your job without any boss?" She stated that she would like to

	develop her career by herself one by one behind on her theoretical knowledge and practices. She stated that she has worked as an intern for many cases in order to understand which area is the most appropriate to her and expressed that dressed up information regarding the whole range of business administration. While she was talking she is confident and smiled for a while. The answers show the truth and she gave trust.

Question 3 :"What are the most strengths do you have? Could you give me some examples?" (Explicit Knowledge to Explicit knowledge)

Aim : This question is asked for learning how individual know and able to explain, that is the reason it represents explicit knowledge. The major advantage here is that question force candidates to answer based on facts rather than on hypothesis. For instance, a question "how will you react if…" is a hypothetical question and irrelevant in ascertaining the worth of an employee. Combination process is based on here to learn explicit knowledge by making and showing it explicitly.

C1 PROFILE : She was born in 1987. Her high school degree is Ticaret Lisesi major of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.	**C1 ANALYZE** : She waited a long time to answer question. This means that she tried to answer as best as she by logically. She told that she has a persuasive character and claimed that she can express most of the people easily. After this answer taken, department manager asked her" if there is delay with you shipment due to heavy rain but your client wants them to be their way on time. It is one our exceptional client and you have to explain the situation by smoothing them. What will you do?" She told that she can explain the delay without facing any obstacle because it is cause of heavy rain which is independent from her. This answer is not satisfied both HR staff and department manager yet. According to them, they are serving a service and they have care on customers and they exactly know that was the wrong answer ever clients want to here. Her style is not smoothing, in opposition it is inflammatory. Also, she has not expressed them what she told so why the others believe.
C2 PROFILE :She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working	**C2 ANALYZE :** She waited a long time to answer question with smiling. She told that she has a ability to persuade. After this answer taken, department manager asked her the same question with the previous candidate" if there is delay with you shipment due to heavy rain but your clients want them to be their way on time. It is one our exceptional client and you have to explain the situation by smoothing them. What will you do?" She told that she

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experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.	can not give clear answer for this situation now. According to her due to the characteristic of the client her explanation style can be changed and she added that unless she knows the client she can find the exact solution. This answer gives her extra point . Because it means that she evaluate all information regarding the problem before the decision process.
C3 PROFILE :She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.	**C3 ANALYZE** :She said that want to learn and improve her as wide as she can is the most strengths she had. And she made a connection with her internships. Also, she claimed that she is quite person and not got panic easily. After this answer taken, department manager asked her the same question with the two previous candidate" if there is delay with you shipment due to heavy rain but your clients want them to be their way on time. It is one our exceptional client and you have to explain the situation by smoothing them. What will you do?" She told that first she checked the exact time of the delivery by herself without calling client and controlled if there is another shipment belong to same client. And added that as Transtas provides project logistics the chance is enough high. If there is another shipment for the same client it will not cause a problem as she explained. By giving this answer she showed department manager and HR staff another perspective and also expressed well as she know the firm very well.

Question 4 :"From your CV it is written that you are advanced in ms office programmes and also you have language skill of English could you detail them? (Tacit Knowledge to Explicit knowledge)
Aim :Here by asking this question, HR staff aims to get technical knowledge that is hold with position requirements as it represents tacit knowledge. The question is asked to learn tacit knowledge regarding the technical skills degree and noted to make a comparison with others due to the position needed regarding the candidates telling. Here again during the interview process, externalization proves tacit knowledge into explicit knowledge based on.

C1 PROFILE : She was born in 1987. Her high school degree is Ticaret Lisesi major of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.	**C1 ANALYZE :** She told that she is advanced in computer literacy result in the university background and added that she has worked as an intern in foreign trade and import department. There was not any job description while she was taking internship. She mentioned that she helped the executives in the business regarding the job and have a chance see difference between real working life and theoretical settings. When she answered like

	that department manager asked her to give an example about any difference between real working life and theoretical settings. She waited a long time to think and then she told that she has not remembered yet. This answer pushed department manager in a conflict.
C2 PROFILE : She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.	**C2 ANALYZE :** She told that she is advanced in computer literacy and know english resulted during her education life.
C3 PROFILE : She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.	**C3 ANALYZE :** She told that she is advanced in computer literacy. She said that she have been studying English since she was in high school. Answer is simple and enough for the situation.

Question 5 :"Where would you like to after 5 years period in your career?"(Both Tacit to Explicit and Explicit to Tacit knowledge)

Aim : This question is asked to understand ideal career of individual and try to understand if individual expectations and position requirement overlap each other. Here for HR staff, it is important to ensure the hiring which employee has the potential for further personal growth and are the best matching with the position. That is the reason it represents tacit knowledge. The most appropriate candidate, who wish to accomplish and most importantly those with a career plan career will explain it to the interviewers and that is the externalization process tacit knowledge into explicit knowledge.

And secondly, HR staff is observed to learn whether the candidate is motivated toward to the position. That is the reason it express explicit knowledge. How the candidate in the future behave with going on this job and in the organizational culture is going to be understand by the way of asking this question and it is the combination process where explicit knowledge into explicit knowledge.

C1 PROFILE : She was born in 1987. Her high school degree is Ticaret Lisesi major	**C1 ANALYZE :** She told that for the short terms she would like to practice her theoretical knowledge with working life and for the long term period she would like to see herself as a manager.

of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.	Against this answer HR staff asked her "what do you mean by your theoretical knowledge regarding to become a manager, is that the foreign trade? " She gave a short answer with yes than no more explanation. Both department manager and HR person think that she has not ability to manage as her evaluation is not wide range enough. Than department manager asked her "if she would like to be other open position of the company like marketing and finance" she waited a moment and her answer is it was pleasure. So the result is that she need a job and there is not any specification for ideal expert area.
C2 PROFILE :She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.	**C2 ANALYZE :** She told that for the short terms she would like to practice her theoretical knowledge with working life as she is graduated from international logistics. She stated that ability to enhance success depends on various criteria and need for a long time. She expressed that she would like to develop herself in accordance with the information and experience she got. Against this answer department manager asked her "if she would like to be other open position of the company like marketing and finance" she waited a moment and her answer is it was pleasure to working with but may be the result of being a fresh graduate firstly she would like to try her chance for logistics area. Both HR employee and department manager have already the answer that they are seeking for.
C3 PROFILE :She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.	**C3 ANALYZE** :She told that for the short terms she would like to practice her theoretical knowledge to make a component with business life. For the long term after she would have enough experience she claimed that she has enough theoretical background to be manager and she would like to be manager. Due to her explanation, HR employee asked that "in which area you believe that you would enhance your plans to be real?" She answered that it depends on the area that she is going to start. And added that she has already graduated from business administration which gives the whole detailed information regarding business management the only she need is the experience. This comment shows how the candidate pretentious and self confidence. Both department manager and HR employee is expressed by her and like this candidates section.

Question 6: "What do you think about our firm?" (Explicit knowledge to explicit knowledge)	
Aim : This is asked by firms to understand how they reflect from the outside. Also, answer of the question will shape if the candidate know what he wants or where he want to be. Also, HR staff has an idea about personal characteristic of the candidate if he is curios or have done any feasibility analysis for the interview or not and etc. It is asked to measure explicit knowledge from reflecting the company's image by candidates' explanation and that is the combination process.	
C1 PROFILE : She was born in 1987. Her high school degree is Ticaret Lisesi major of accounting. She graduated from Dumlupinar university department of foreign trade in 2009. She worked as an intern in import and foreign trade department. Serbian and English are her language skills. She has MS Office knowledge from the computer literacy.	**C1 ANALYZE :** She told that she has already known Transtas and started to explain it as a any logistic firm. She continued with the company dictionary name Transtas Global Logistics. She did not know that firm şs in project logistics and in which areas it is providing service. Due to this answer she does not give trust and she has problems to express her ideas. However her background is good she has not passed the first part of the interview.
C2 PROFILE : She was born in 1987. Her high school degree is college. She graduated from İstanbul Aydin University department of international logistics in 2009. She has not any working experience or internship. English is her language skill. She has MS Office knowledge from the computer literacy. She would like to develop her career in logistic sector mentioned it by cover letter.	C2 ANALYZE : She told that she has already known Transtas from her university and by giving her chance to work as an employee she would improve her English skill as it is global. This answer is enough department manager and HR staff. She knows what she would like to be and has an ability to express herself simple by summarizing.
C3 PROFILE : She was born in 1986. Her high school is Besiktas Lisesi. She graduated from Marmara University department of business administration in 2009. She has internship in many areas like marketing, tax and finance. English is her language skill. She has MS Office knowledge from the computer literacy.	**C3 ANALYZE :** She told that she has already known Transtas from the interview offer. She stated that she looked the web-site of the firm before coming and pleasure within states in global. This answer shows the candidate honesty and able to take guarantee to prevent from risk.

There six questions asked in the interview and three of them represent explicit knowledge alone where two of them represent tacit knowledge type. One of the questions above (question number five) represents both explicit and tacit knowledge together. C-1 and C-2 are the candidates which have the theoretical background with logistics (tacit dimension) whereas C-3 profile is not related with the logistics department as the classification made before in the study.

C-1 is selected to show the one of bad sample during the interview process until her educational background and experience regarding work is advantage rather than others. But she has not passed the first part of the interview yet. From the C-1 interview, it can be said that tacit knowledge (educational background) is not only the impact on the selection of decision process in the participant organization.

C-2 profile shows the full fit with the holding open position and her answers are the good example among the participant group. C-2 used both explicit and tacit knowledge as well as she can and she has already passed first part of interview against to C-3 profile.

C-3 profile is not related with the open position as making a comparison with the other two of them but she is the one of good example of usage explicit knowledge. C-2 and C-3 has already passed the interview but C-3 is successful to take an job offer form the participant organization at the end.

Result of the conducting research in the study is that both tacit knowledge and explicit knowledge have impact on selection process in HRM but explicit knowledge effect is more than the tacit one.

CONCLUSION

Consistent with human resource management literature there are many definitions given and the present study developed assumptions interrelated with knowledge management and human resource policy. There are three main parts in the study.

First, human resource is explained as a process that through by individual gain understanding to usage instead of personnel management and industrial relation and than human resource management is identified that; human resource management (HRM) is the total understanding and application of the policy and procedures which has direct impact on the people working within the project team and working group to business settings. Then scope of HRM and objectives of HRM is identified within HRM affecting factors. HRM functional organization is identified and different role between organizational structures settled. Until here general perspective is given to understand in deep in the first chapter.

Then theoretical perspectives based in sociology, economics, management, and psychology focus on different aspects of the domain of HRM in Context is conceived a dialogical structure with the present study.

HRM in context is the summary of theoretical perspectives on HRM since born of its origin to until now. Firstly it started with the general system theory which is the HRM subsystem functions to acquire, utilize, retain, and displace competencies and continued with role behavior perspective as Katz and Kahn focused on roles as interdependent components linked with HRM in which to meet the expectations of role partners within the organization such as supervisors, peers, and subordinates, at organizational boundaries as giving an example of customers and clients, and beyond family and society. Following is institutional theory which suggests that HRM activities have deep historical roots in the organization, so they cannot be understood completely without analyzing the organization's past. Third HRM context is resource dependence theory like institutional theory which uses HRM activities and processes are assumed to reflect the distribution of power within a system.

Human capital theory aims using HRM to increase the value of the organization's human capital and the value of the anticipated returns, such as productivity gains in the context literature where transaction cost theory has the perspective of economics. The transaction cost theory determine whether the types and amounts of skills and knowledge a firm needs are likely to be available in the external labor market, the costs of acquiring them from the external market, the organization's capability for developing them internally, and the costs of doing so. While the organizations are developing day by day agency theory appears to be particularly useful for understanding executive and managerial compensation practices and to predict occupation-based differences in job pricing methods.

Such conditions include the other human resource practices that are used by the organization, government regulations and their enforcement, technologies, union activities, and labor market conditions behind on the agency theory leads to develop resource based theory which relies on the main assumption of gaining and maintaining a competitive advantage. In resource based theory it is structured that HRM can be used to gain competitive advantage.

After given the theoretical HRM in context, functions of human resource management is identified. As the HRM is one of the strategic management the study is related with the HRM policy usage in the participant organization, HR roles are classified terms of its usage one by one.

HRM functions of recruitment and selection is identified within their differences and obstacles in the first chapter to show how they are integrated and able to work efficient in theory. It is noted that, while the recruitment and selection process are much related with each other they are all different from each other, also recruitment contains selection. The exact difference between them is recruitment enables the sources of individual and stimulation of them who apply for the job where selection is a process to try to select best full fit for the organization. Different of two terms are determined the light of Prasad dimension with a short list and then recruitment and selection function meaning and their integration is submitted through the study.

As the selection process case is conducted in this research, steps in the selection process are explained one by one with it is varieties of techniques by the literature. To sum up, in the first chapter HRM is analyzed with wide range of its topic including its functions and focused on the selection and recruitment policy.

Second part of the chapter includes the topic with knowledge, knowledge management and knowledge management in human resource management. In the second part of the study , the concept of knowledge can be interpreted depending on the underlying epistemology on which it is based. Main tool of the knowledge management , DIKW and its elements are expressed one by one from it is dictionary meaning to all over of usage one by one by underlying the theoretical frameworks.

As DIKW hierarchy could be characterized as relatively simplistic as it offers a rather rudimentary understanding of the complex interconnections between different elements of knowledge and knowledge based fields of philosophy of knowledge, cognitive psychology, and sociology is expressed. Then, research dealing with the nature of knowledge in organizations classification; epistemological and the ontological knowledge and their sub classifications are enlighten through the theories regarding is given to explain it is origin to until now.

As the epistemological dimension classified knowledge by tacit knowledge and explicit knowledge and the ontological dimension places emphasis on the locus of knowledge; that is the analytical level – individual or collective – in which knowledge resides expressed one by one in order to understand conducting research elements. From these assumptions knowledge type in the organizations are expressed by Blacker, Nonaka and his colleagues and Spender. However, Blackler's and Spender's framework there's another view behind on Spiral of Knowledge by Nonaka& Takeuchi. This framework holds on that organizational knowledge is created through a continuous dialogue between tacit and explicit knowledge via four patterns of interactions, socialization, combination, internalization and externalization. And that is why the research is built on epistemological dimension.

The main topic of the research is KM in HRM as the result following section includes chapter two is, knowledge based firms and aim to use the knowledge

capacity by the way of making whole firms assets and sustain the knowledge efficiency. According to Nahapiet & Ghoshal's (1998) view of intellectual capital is explained in the section. Intellectual capital framework is related with the HRM as both of them aim efficiency. Also, human capital is identified under intellectual capital framework which is the one of component in HRM.

After both knowledge and types of knowledge are given in the section next one is about the knowledge management, which one is no agreed upon definition.

Where knowledge management literature themes have wide range regarding knowledge, information management, information technology, people management (knowledge roles, knowledge workers), knowledge creation, knowledge sharing, transfer of learning, intellectual capital, tacit knowledge and so on . Despite the different interests and perspectives, it is possible to say that there are two main paradigms within the KM field: Managing Information and Managing Knowledge classification is denoted in this part of the study. Knowledge management activities and knowledge management life cycle are summarized to make background for the next topic; knowledge management in human resource management.

In this section of the study has the key role in order to identify study in theory. Human resource information system which built up knowledge management and human resource management is identified and scope of human resource information system for all over the topic is given with the figure per elements. Basic functions, historical development of HRIS and the realization of electronic human resources is the other topics for analyzing the system clear conducting the study.

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. And HRIS determinants, building HRIS in the organizations are also denoted in the section one by one.

As HRIS consists of several modules that support human resource management activities, HRIS undertakes the activities human resources in

accordance with the scope and intensity of the modules. HRIS is using the modules performed among the basic functions located as; human resources planning, selection and placement, compensation management, training and development, performance management, career management and industrial relations. Recruitment and selection process contain various method to find most appropriate candidate in accordance with the business requirements by using external and internal sources. External and internal sources are commented and this leads to be background of knowledge types used in HRIS is given which are used in the case study is identified at the part of the chapter two.

The third part of the present study is determined the case study relying on the theoretical background in previous chapters. The main content of this part is going to be the explanation of basic procedures and techniques that were followed in the conduct of this research. The first goal of the case was to obtain a picture of the practicum selection model in a company and describe the impacts of explicit and tacit knowledge in selection process by providing HRISM-KM linkage practices.

Standing behind the study objectives it is qualitative research study which displays an interactive, dynamic, and emergent character in which the aims, strategies, data, analysis, and validity are woven together in the process. The key instrument designing the research project, case study has replaced to highlight aspects of knowledge types in selection process practical implications for the present study.

Characteristics of the case study are consigned and then the profile of the participant organization is expressed with the case study structure. The participant organization is a leading firm in project logistics. It provides whole range of services such as custom, air-sea-road transportation to customers in logistic sector. It differs from the other logistic firms, whereas they are project oriented. The organization acts as oligopoly the result of the area that it's in.

In the participant organization the KM strategy has three key objectives. First, to create a knowledge sharing culture at global and local level by leveraging practitioners as contributors of knowledge to a recently redesigned KM/ICT system

and by fostering a culture that will promote both the contribution and use of that knowledge. Second one is that, to ensure the acquisition and organization of 'best in class' knowledge content around issues relevant to the business and its clients. And finally, to leverage the value of knowledge resources across the global network through targeted acquisition and delivery of knowledge which will reflect the priorities of the business at global and local level. The general aim of both functions is to provide regional and local offices with a unified, single point of contact in regard to acquisition and delivery of knowledge as logistic provider.

HR practices within each organization grouped into the following areas: recruitment, selection and socialization, training and development, performance management, and rewards. As my study develops the recruitment process this part gives the general explanation of the HR recruitment policy in TGL.

The selection process consists mainly of interviews, the number of which depends on internal or external candidates. For internal candidates interviews are usually limited to one round, while on average two interviews are commonly held for external candidates, and three to four interviews for senior management positions.

As it is qualitative research, the storytelling method is used here to give a clear picture of the interview reality through the theories. Storytelling method is identified with its characteristics and to facilitate the story-telling phase following questions have been set up to the teller to contribute by its own story or answering to the questions.

Questions of the research is asked to story tellers one by one and explained under definitions with its role per question. Then interview questions are identified with the representation of its knowledge type. HRIS used participant organization is given with its characteristics one by one and then knowledge types of the interview process and its steps are identified with the reason. Findings are integrated with HR functions and its role and denoted difference between the department manager perspectives during the interview process is also given to identify the main research. Three sample candidate profiles are identified one by one per interview process in which is conducted by the study.

In Overall, the present study contributes to a better understanding of tacit and explicit knowledge transfer process. First, the findings make a strong case that to understand explicit knowledge or implicit knowledge has more impact on human resource policy and this objective is tested in an organization lines in logistic sector.

Recent theoretical developments in the HRM field covers the role of HR systems in a knowledge-intensive organizational context; a role that acknowledges not only the value of individual employees' knowledge, skills and abilities, but also the value of able to express itself. Result of the conducting research in the study is that both tacit knowledge and explicit knowledge have impact on selection process in HRM but explicit knowledge effect is more than the tacit one.

HR practices enable employees to exchange and combine knowledge, thereby contributing to the firm's intellectual capital advantage. While it's not exactly to understand that the exact knowledge will be shared during in a short time, interview process, they try to understand people as well as they can.

RECOMMENDATIONS FOR FURTHER RESEARCH

While this study is continues study about HRIS, it provides a platform for future work in this area, which should concentrate on a number of issues. First, a detailed research would be needed to explore the role of HRIS especially; with much, bigger sample size and a higher response rate so that a deeper analysis can be done for generalization. On the other hand, this study is done with a story telling method with two story tellers and it was just a case to identify current situation. For the next time survey would be chosen as a method in a larger scale of organization or more than one organization in order to generalize the topic.

Second, HRIS represent a large investment decision for companies of all sizes. But using HRIS will reduce employee support of strategic HRM tasks. If the future research would show the degree of units strategic support by employee or HRIS it is interesting to make evaluation knowledge management system requirements in terms.

Third one is the about knowledge management issue. As from the literature it is known that while there have been conducted research in many cases, there is no upon description of it. As the result of flue for the dictionary identification, it is hard to say that if organization has knowledge management for which aspects it was built. In this study COST model has taken for the identification of knowledge management in the participant organization and for the future research another models would be selected for the identification with questionnaires method for the participant organization.

Finally, as HRIS becomes an increasingly main component of HRM tasks performance, researchers must expand their efforts to understand the opportunities and threats that it fosters by function to function in terms of operative functions. The degree of HRIS effects in spread of HRM functions would be identified for the future work.

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