

## STRATEGIC COHERENCE AND THE ANALYSIS OF HUMAN RESOURCE STRATEGY ARCHITECT A CASE STUDY OF TURKEY

Halil SAYLI

Assistant Professor

Faculty of Economics and Administrative Sciences

Afyon Kocatepe University, Turkey

E-mail: sayli@aku.edu.tr, Phone: 0 272 228 12 92

### Abstract

*There is a significant relationship among firms- growth, firms build-up their strategic reasoning and their strategic acting. In addition, the firms depend on strategic reasoning and strategic acting so that they can acquire the competitive power and sustain this power accordingly. MacMillan (1983) uses the term strategic initiative for this competitive power and emphasizes on the fact that the firms need to operate in the markets basing on this very initiative. He also points out the fact that firms primarily need to maintain the internal strategic coherence and integrity so that they can control the current strategic behaviors. Moreover, he asserts that the firms should be proactive rather than reactive and only in this way can they be competitive assuming the strategic initiative. Human Resources strategies have been the main element of the basic strategies and correspondingly have been regarded as an essential part of the coherence. In this sense, establishment of the relationship between human resources practices and other strategies shall play a highly influential role in achieving that competitive advantage and sustaining this advantage for the future. This study examines the data of the 1000 firms in Turkey from the perspective of coherence with the main references, Organizational Strategies by Miles and Snow (1984), Competition Strategy Typology and Human Resources Policies and Strategies by Porter (1980) have been dealt with within the scope of the "coherence" analysis. As can be seen in the literature of Strategy and Human Resources, this research also reveals the fact that the strategic coherence is of topmost importance for the success of the firms.*

### 1. Introduction

Widely acceptance of the employees as defining and distinctive elements in the environment of existing markets conditions and under a high competition has increased the importance of the HRM and attributed strategic characteristics to it. This in turn, has led the HRM assume new roles and put it in a strategic position within the organizational structure. As a result of this development, the HRM has been an important element of the strategic management and "Strategic Human Resources Management", as a dominant paradigm especially for the last two decades, attributed a strategic look to the human management. ("Wei, 2006,49). Human Resources Management, from the strategic point of view, has focused on the strategic goals of the firms and aimed at sustainable competitive advantages. For this reason, the HRM is expected to combine the resources and the abilities in the best plausible way and is expected to provide these resources and abilities with the characteristics that can not be imitated by the other competitors so that the HRM can provide the firms with competitive advantages. For the purpose of combining the resources in the best plausible way, it is necessary to harmonize the organizational goals and the goals of the HRM and to provide the HRM policies and practices with strategic characteristics.

By the same token, thanks to the Resource-based Approach, we see the HRM as a unique and distinctive resource that can not be imitated and as one of the most essential strategic factors that maintain the competitive characteristics. (Barney, 1991; Conner and Prahalad, 1996, Katou, A., and Budhwar P.S, 2008) From the strategic point of view, there exists a strong relationship between the Resource-based Approach which regards the employees as the most important factor in creating sustainable competition advantage and the Strategic Human Resource which supports the main goals of the firms. (Jackson and Schuler, 1995) In this research, the relationship between the Strategic Human Resources practices, Organizational Strategies by Miles and Snow (1984) and Competition Strategies by Porter (1980) have been dealt on from the perspective of Vertical and Horizontal (Schuler and Jacobson, 1987; Delery 1998) coherence. This analysis for a rational coherence shall provide us with the chance of separating, combining and reorganizing what is strategic. (Schuler and Jackson, 1987)

### 2. Strategic Coherence In Human Resources Management And Coherence Approaches

The existence of the HRM as a traditional functional one does not suffice for the needs of today's world full of big changes and intense competition. The functions of the HRM need to be designed in coherence with the basic strategies in order that they can impose a competitive effect.

Those who have focused on this for the last two decades point out that the increasing integration between the organizational purposes and human resources management practices requires a much more coherence. (Mesch and et. Al, 1995:385, Fey and Bjorkman, 2001:59). And there are various approaches with regard to the relationship between firms strategies and HRM strategies. These approaches are analyzed under the name of “Strategic Coherence Perspectives”. These perspectives will be analyzed under three main titles, namely, the Universalistic Perspective, the Contingency Perspective and the Configurational Perspective. (Delery and Doty, 1996:803, Katou and Budhwar,2008:40, Schuler and Jackson,2005:11)

*The Universalistic Perspective:* This perspective supports the view that the HR strategies generally affect the firms performance positively and is also the supporter of acting independently as a policy. Some others that are in league with this view, however, claim that some HR practices may lead to better results compared to others and they also say that ‘the best practice’ should be opted for the big success. (Delery and Doty,1996:803). They point out that, it is utmost importance to be selective in terms of the practices when it comes to reduce the costs.

*The Contingency Perspective:* This perspective supports the view that firms strategies are run by the HRM policies. This strategy, in contrary to the universalistic perspective, puts the interaction on the forefront. It also claims the fact that the HR strategies will be effective for the objectives of the firms only if it focuses on the organizational and environmental conditions. Within this framework, both Miles and Snow (1984) and Schuler and Jackson (1987), apart from the coherence in the strategies at work, emphasize the necessity of the ‘competencies’ of the employees being compatible with the strategies.

*The Configurational Perspective:* This strategy supports the view that firms strategies are related to the HRM policies and strategies. Within this perspective it is also claimed that coherence is the main subject for strategic management and strategic success can be achieved only when the other elements are combined. (Schullberk,1989). Configurational Perspective says that the firms strategies and the HRM policies should be developed not separately but instead as a whole. In other words, when an organizational strategy is developed, the HRM policies and strategies should be developed simultaneously. (Katou and Budhwar,2008:40). This perspective is vertically put into practice among the strategies and horizontally, it is put into practice when the HRM practices and policies support each other with a high coherence within themselves. (Delery,1998). The managers should think more objectively and adopt a “holistic look” and focus on strategic objectives so that both the vertical and the horizontal coherence is realized.

### **3. Organizational Strategy Typologies**

Firms develop strategies with the purpose of consideration in the long run and with the purpose of analyzing their competitive attributes. These strategies provide the firms with the chance of foreseeing their situation, their resources, the possible opportunities and threats and with the chance of putting themselves in the right position both inside and the outside. Since the selection of the right strategy shall influence the position of the firms in the marketplace, the firms should be quite precautionous as such. In this sense, the HRM strategies will be theoretically evaluated from the perspective of two main market strategies. These are the Firms Strategies Typology by Miles and Snow and Porter Generic Strategies and Strategies that reflect human resources from philosophical perspective.

#### **3.1. Miles and Snow’s Firms Strategies Typology**

Miles and Snow (1984) assert that firms operate in line with 4 main strategies and strive for finding solutions to 3 main areas. These strategies within the typologies of Miles and Snow are namely: Defenders Strategies, Prospector Strategies, Analyzer Strategies and Reactor Strategies and the above-mentioned areas are Entrepreneurship, Engineering (processes), Administrative subjects. The typologies of Miles and Snow strive for finding solution to the problems related to these strategies and areas. (Miles and Snow;1984, Akingbola 2006:1712, Delery and Doty,1996:811). These strategies that will form the base of the research as well will be briefly analyzed below in relation to the human resources.

*Defender Strategies:* The firms that adopt this strategy aim at a stable growing. They focus on a narrow range of products and the market. Moreover, they try to maintain their domination which is based on such advantages as high quality and low price. They do not take into consideration the changes that do not directly affect themselves in their current activities. As for the realization of their strategies, they are dependent on human resources that are meticulously chosen and educated. (Bird and Beechler, 1995:26-27). Within the scope of this strategy, current needs are provided from the internal resources. Strong expertise, normal payment and the short-run and product-based performance are given priority.

*Prospector Strategies:* The firms that adopt this strategy are in the search of new products and market opportunities that are open to outside and high in terms of their technological usage capacities (Mayfield and Myfield, 2007:96).

Prospector firms are proactive and are prepared for unexpected situations. They are in a constant renovation process to which their competitors will respond. In order to put into practice the strategies of that nature, they try to establish their market dominion in the wide-ranging area. They aim at employing, maintaining and developing innovative and competent human resource. In this strategy, various management techniques are applied with the purpose of achieving ability development in human resources, (Akingbola, 2006:1712) besides the adoption of employing versatile employees for flexible job designs. The policy that provides an encouraging payment for the employees and product-based performance evaluation is adopted.

*Analyzer Strategies:* The firms, before developing a new product in the market or putting into practice a new method, apply to a meticulous search and later put them into practice. Since the firms act cautiously and adopt the principle “look before leaping” instead of being the first to operate, they may not give much importance to be the first in entering the market. (Zahra and Pearce, 1990:755). In this strategy, apart from aiming at the maintenance of the current situation and the limited product line, the changes in the sector are cautiously pursued. The firms, by designing the human resources flexibly for the innovative developments and by enriching the team structures and processes, play a much more proactive role. (Bird and Beechler, 1999:26-27). The firms turn both to inside and the outside of the firms for finding the necessary abilities that are compatible with the needs of the organization and the market. These employees are selected especially among those who carry the potential of improving themselves and these people are constantly encouraged. Such policies, as the long-termed and team-based performance evaluation, wide range of ways for career, and as a flexible payment method are adopted.

*Reactor Strategies:* These firms rarely change their strategies except for obligatory situations. (Akingbola, 2006: 1712). Reactor Strategies can not be regarded as the real strategies. Such kind of firms try to respond to outside when there is a pressure on them from the outside. Thus, they lack of distinctive competitive superiority. Unlike some of their competitors, they are not aggressive when it comes to the protection of the established structure of the product/market and they are unwilling for risk-giving. That’s why, these strategies are not seen appropriate for the product/market orientation. (Jusoh and Parnell:12 2008; Ilic and Keçecioglu,2009)

### **3.2. Porter Competition (Generic) Strategies**

*Cost-cutting (Cost Leadership) Strategy:* This strategy named as either cost-cutting or cost leadership include all the processes. In these processes, strict control and the minimization of the spending, product-focused approach and productivity are in the forefront. The firms adopting the cost leadership strategy have a recourse to such policies as the acquiring the required workforce for the HR practices from the outside, the minimization of the education spending thanks to the selection of the educated people, short-termed and individual evaluation and designation of the payment in parallel with the outside markets and the low job security. ( Huang, 2001:132)

*Differentiation Strategy:* In this strategy, firms, with the purpose of standing out from the competitors, look for the ways of developing original products/services, strategies, policies and practices and look for the ways of using the resources. In this struggle, trying to be distinct from the others in the markets, the firms aim at attracting the customers. The firms adopting the differentiation strategy aim at forming the duties that include close interaction and group coordination, long-termed and group-based success evaluation system and forming the duty designs that allow for a flexible working and self improvement. Besides, they opt for such human resources policies and practices as the flexible ways of payment ranging from fixed payment rates, premiums to shares and as the wide-range of career plans. (Ilic, Keçecioglu, 2009, Schuler and Jackson 1987:213).

*Focus (Segmentation) Strategy:* The Focus Strategy by Porter and the Defender Strategy by Miles and Snow show similarities in structure. In the focus strategy, firms focus on certain receiver groups or product line units. Within the scope of this strategy, the firms apply either the cost-cutting strategy or the differentiation strategy. The firms adopting this strategy have the ability of operating more actively with the objectives of the limited scope compared to the competitors operating in broader fields. The HR strategy to be applied is chosen according to the preferred strategy type. Firms adopting cost cutting strategy and the firms adopting the differentiation strategy likewise choose to apply the HRM strategies and practices that reflect themselves and that are mentioned above. (Ilic and Keçecioglu, 2009)

### **3.3. Human Resources Management Strategies**

Strategic Human Resources Management, for organizational objectives, offer solutions which intend to increase the long-termed benefits of the HRM functions. Strategic HRM requires the design that match with the integrated and strategic-focused activities rather than the activities with technical characteristics. Supporting this view in most of their studies Miles and Snow (1984), in order to increase the benefits of the

HRM functional structure for the organizational objectives, claim that there should be developed “multi-sided and effective combinations” for the practices and the functions related to the HRM and they also put forward that there should be formed different HRM strategies for different strategies. There are 3 different combined strategic approaches for the purpose of determining the theoretical, philosophical and the functional structure of the human resources management. These strategies fall into three main groups: The Utilizer Strategy, the Accumulator Strategy and the Facilitator Strategy.

*The Utilizer Strategy:* It is based on low-dependence, and the high usage of the ability. The decisions for employing and de-employing are taken in accordance with the short-termed needs of the firms. The abilities are decided upon according to the specific needs of the duties and the recruitment is based on abilities. Despite the need for meeting the needs of the market and the need for innovation, the importance given to educational works is low. In order to support the usage efficiency of the HRM, there is payment and rewarding system which is based on the outcome and the outside market.

*The Accumulator Strategy:* It is based on the policy of maximum dependability and maximum ability. This policy intends to situate appropriately the human resources within the firms. Supplying the employees in the largest extent and revealing the personnel who carry the latent potential among these employees and the accumulation of information and abilities in line with the objectives form the basic essentials of this strategy. These potentials are constantly developed in line with the needs of the firms. (especially with the education at work). Compatible relationship between the employer and the employees in the long run are of great importance. Moreover, such policies as participation, payment and rewarding pose a big importance in this sense.

*The Facilitator Strategy:* Within the scope of this strategy, information and abilities are of topmost importance and it is based on the constant production of the new information. For this end, employing those who motivate themselves is given much importance and the employees are supported and encouraged for their self improvement. Employees are recruited both from inside of the market and the outside of the market.

#### **4. Scope And Method Of The Research**

The aim of this research is to examine whether there is a relationship between the firms’s basic strategy and competition strategy with the application of HR strategy within the first 1000 Firms in Turkey. In the research, the relationship between Miles and Snow’s Organizational and Parter’s Competition Strategy with Human Resource Strategy are examined in terms of Vertical and Horizontal coherence. The data gathered from the Istanbul Chamber of Industry (I.S.O), top executives and HR managers of the first 1000 big Firms in Turkey, constitute the scope of the research. Questionnaire is conducted through face-to-face method with 600 firms determined coincidentally within the main group. 341 questionnaire forms are filled out by the firms. From these questionnaire forms 251 of them are filled in complete so 251 of them is taken into consideration. Questionnaire forms are filled especially by the top executives and HR managers as the information requested was in strategic level.

Standardized questionnaire method which is a quantitative method is used to acquire the data. With this aim, Miles’s and Snow’s Organizational Strategy factors (Schuler, Jacson: 1987) and Parter’s Competition Strategy factors (1980) and Human Resource Strategy factors (Bird and Beechler, 1995:27) are combined in questionnaire form. The questionnaire form consists of three main parts. In the first part, there are questions about research’s demographic variables and Firms basic strategy and HR department’s strategy related to their infrastructure. The second part consist of 40 questions in total that 6 of them is multiple-choice question about basic firms strategy and competition strategy and 34 of them is likert type in five (strongly disagree.... Agree strongly) about human resource strategy. Firms basic strategy is determined as “opportunist”, “defensive”, “analyzer”; competition strategy as “focusing”, “cost leadership” and “differentiation” strategy. Five-point Likert scale type questions measure the “beneficiary”, “accumulator”, and “facilitator” HR strategy. This criterion is primarily subjected to pilot study (12 Firms). After the required arrangement and coherence is done, Likert scale type questionnaire forms having 40 questions sent to the firms.

#### **5. Research questions and hypotheses**

**Research questions:** Are there any coherence between the Firms strategys and HR strategys?  
To answer these questions four hypotheses are developed.

##### **5.1. Hypotheses:**

**H1 There is a meaningful difference between the HR manager attending the top management meetings and HR Strategies.**

People attending top management meetings are those who have the ability to make strategic decision and to contribute to this decision. Attending these meetings is seen as one of the main determinant for gaining a strategic feature.

## **H2 There is a meaningful difference between the HR manager attending the meeting about strategy formulation and HR strategies.**

Strategy determining meeting is the meeting that decisions about the firms's future are discussed. For this reason, for a department to gain a strategic feature, it is required that the firms's manger should attend the strategy formulation meeting and subjects about his/her own field should be represented in a strategic level.

## **H3 There is a meaningful relationship between Firms basic strategy and HR strategy**

While firms are determining their main strategy, HR strategies supporting this strategy should also be determined as a parallel. This parallelism provides a vertical coherence between the strategies.

## **H4 There is a meaningful relationship between the competition strategy and HR strategy.**

Specialist support that HR strategies may be the most important source of the sustainable competitive advantage and they create a connection between them. Every competition strategy, requires a role act peculiar to itself. Firms should establish a rational relationship between the competition strategy and this role act. They also require a HR strategy that supporting this competition strategy. HR strategy should be adequate enough when contributing to this strategy.

## **6. Analysis Of The Research Findings**

In the research, the SPSS 18 and Structural Equation Modeling-SEM are used. In the research firstly, findings about descriptive statistics and details of sample would be given. Next, internal structure consistency of research modeling, structure validity and discrimination validity would be tested and ultimate modeling would be constituted. In the last part, analyses would be done to test the hypothesis.

### **6.1. Properties of the Research Sample**

According to data acquired from questionnaire, %27 of the participant attending to the research is top executives, %73 of them work as a HR manager and %20 of the Firms given in the research are active in such field as textile, %17 of them in food, %13 in machine industry, %16 in plastic and chemical sector, %34 of them is active in construction, iron-steel, metal and electric-electronic field.

### **6.2. Reliability Analysis of the Research**

Cronbach's Alpha test is used to measure the reliability level of criterion used in determining the HR strategy. The reliability level of the "beneficiary", "accumulator", "facilitator" factors from human resource strategy stated in order as; 0,65; 0,76; 0,69. As these rates are very close and also over to Nunnaly's critical point determined as 0.70, the indicators show that the questionnaire is reliable (Altunışık, vd., 2005) On the other hand, to determine the factors constituting human resource strategy, varimax rotation with factor analysis is applied with basic composition method to 34 variables. The acquired three factors ("beneficiary strategy", "accumulator strategy" and "facilitator strategy" explains the %64,70 of the total variables. This rate should not be under the %50 (Altunışık vd., 2005). KMO sampling adequacy criterion (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) showing the application of descriptive factor analysis to the research findings, is in level 0,747. The degree of the sphericity (Barlett Test of Sphericity; 1615, 700;  $p < ,000$ ) showing that meaningful factors can be extracted from the research findings is in adequate level. The criterion of the K.M.O is over 0,70 and test of the sphericity meaningfulness level is 0,000. It shows that meaningful factors are acquired from adequate sampling (Altunışık, vd., 2005); Naktiyok, 2004).

### **6.3. Defining Statistics**

**Table1. Defining Statistics Related to Infrastructure of the Firms General Strategies and HR Strategy**

<b>Firms and HR Strategy</b>	<b>X</b>
The rate of Firms whose strategies are written	0,97
The rate of Firms whose human resource plan is written	0,88
The rate of Firms whose human resource manager attending the meeting regularly with top executives about strategic planning	0,88
The rate of Firms whose human resource manager attending the meeting about strategic planning	0,85
The rate of Firms whose human resource department connected to general directorates directly	0,58
The rate of Firms connected to vice-directorate	0,31
The rate of Firms connected to other general directorates	0,11

According to data given above within the first 1000 ISO Firms show that both basic strategies (0,97) and HR plans (0,88) are written to a great extent. Depending on the top management, HR department's rate of attendance a meeting is on average 0,89; HR manager's attendance to meeting with top executive is on average 0,88; attendance to meeting about strategic plan is 0,85.

These results indicate that HR departments have strategic feature in a great extent and for a vertical coherence between the strategies the condition is suitable. When compared with the other countries in terms of the dependence of HR department to top management, the result in this research is quite high. For instance; in Greece it is 77.5 , in United Kingdom; 0,69, in Switzerland; 0,58, in Germany; 30, in Denmark ; 0,49, in Spain; 0,73, in Finland; 0,18, in Italy; 0,46, (in Turkey it is 0,37 according to research result) (Katou, A., and Budhwar P.S, 2008).

**Table2. Distribution of the Strategies According to first 1000 Firms**

Distribution of the first 1000 Firms		Firms Strategy			Competition Stratejileri		
		Prospector	Defender	Analyzer	Cost-cutting	Differentiation	Focus
First 500	143 / 0,57	0,12	0,4.8	0,40.2	0,27.7	0,18.7	0,11.2
Second 500	108 / 0,43	0,4.4	0,04	0,34.7	0,18.3	0,17.5	0,7.2

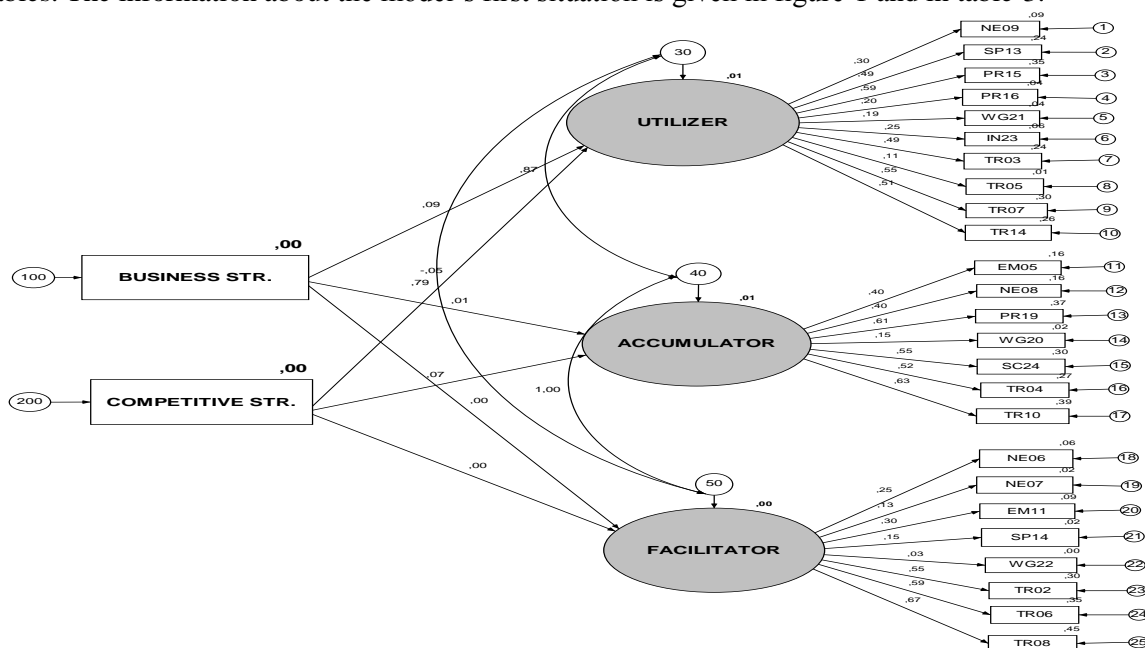
0,57 of the Firms are within the first 500 and 0,43 is within the second 500. Analyzer strategy (0,40.2/0,34.7) is preferred to a great extent both within the first and second 500 Firms in terms of the Firms' strategy. A research is carried out for health sector in Turkey, the rate of analyzer strategy is (0,31,21) (Akbolat, 136:2009) and a similar research done in Malaysia shows that analyzer strategy (0,81) is much more preferred there (Jusoh and Parnell: 14,2008). In competition strategy it is viewed that cost leadership is much more preferred than the others within the first 500 Firms. Miler and Snow's analyzer strategy and Parter's cost leadership strategy show similarity with each other. Analyzer Firms act in cautious manner. Before releasing a new product into the market, they search in detail and are reluctant to get into the market first. Firms adopted these strategies have an inclination for preserving limited product line and present situation to control the cost. They act more carefully about determining the change in the markets, complying with the market and in catching new opportunist. Thus, it is very normal that Firms preferring analyzer strategy also prefer cost leadership strategy. This situation appearing in the sample will be tested in the following model in terms of coherence.

**6.4. Analysis Of The Research Model**

Design of the research consists of a three dimensional model. Analysis of the model is required to measure and evaluate the relationship and coherence between these dimensions in completeness. In the next stage, consistency of structure, structure validity, distinction validity, and analysis of accurateness factor are examined with the aim of constituting the initial model and testing the adequacy.

**6.4.1. Initial Model and Structural Analysis**

The model consists of three dimensions and every dimension is correlated with basic and competitive strategy variables. The information about the model's first situation is given in figure-1 and in table-3.



(Chi-Square : 6003,252 (df: 317) p : ,000 RMSEA : ,095 AGFI : ,780 GFI : ,816 TLI : ,473 CFI : ,524)

**Figure-1: Basic Model (Initial Model)**

The model defined in figure-1 is initial-basic model. The model shows the relationship of basic firms strategy and competition strategy with the sub-strategy that an equivalent given in return for beneficiary, accumulator factor analysis, coherence index and structural feature of the model are tested. Establishing the model firstly, it is normal that statistic belonging to model may not be in desired level. The aim is that the model is improved or if necessary rearranged to convey the coherence index to the desired level based on the initial level. In the following stage, this improvement study will be applied in order.

**Table-3 Statistic Belonging to Basic Model**

			Firms Str.		Competition Str.		Reliability	
DIMENSIONS	X	SD	F	p	F	p	C. Alpha	
<b>Dimension -1: Utilizer</b>	<b>3,69</b>	$\chi^2/sd$ : 17,987	GFI: 0,939	AGFI: 0,905	TLI : 0,688	CFI: 0,719	RMSEA: 0,092	
NE06	3,85	0,93	1,907	0,150	4,641	0,010	0,652	0,813
SP13	3,65	0,91	4,826	0,008	0,165	0,848		
PR15	3,84	0,98	12,967	0,000	1,597	0,204		
PR16	3,02	1,16	2,215	0,110	2,810	0,061		
WG20	3,67	0,97	3,241	0,040	0,084	0,919		
WG21	3,35	1,09	2,981	0,050	0,835	0,434		
TR03	4,08	0,9	5,859	0,003	0,192	0,825		
TR05	2,88	1,17	0,659	0,517	1,682	0,187		
TR07	4,12	0,81	1,895	0,015	1,854	0,158		
TR14	3,86	0,95	1,703	0,084	0,121	0,886		
<b>Dimension -2: Accumulator</b>	<b>3,88</b>	$\chi^2/sd$ : 13,892	GFI: 0,974	AGFI: 0,948	TLI : 0,851	CFI: 0,901	RMSEA: 0,080	
EM05	3,99	1,01	0,923	0,397	7,601	0,000	0,759	0,813
NE08	3,93	0,93	4,789	0,009	6,976	0,001		
PR19	3,77	1,08	9,990	0,000	2,914	0,055		
WG20	2,96	1,03	8,417	0,000	0,749	0,423		
SC24	4,18	0,97	7,815	0,000	1,085	0,336		
TR04	4,01	0,93	5,219	0,005	0,787	0,455		
TR10	3,94	0,8	10,326	0,000	0,465	0,629		
<b>Dimension-3: Facilitator</b>	<b>3,65</b>	$\chi^2/sd$ : 32,905	GFI: 0,930	AGFI: 0,873	TLI : 0,455	CFI: 0,611		
NE06	3,92	0,88	1,641	0,195	3,419	0,034	0,694	0,813
NE04	3,01	1,1	0,809	0,445	0,534	0,587		
NE08	3,78	0,92	0,921	0,384	1,236	0,291		
SP14	3,22	1,05	1,704	0,183	0,120	0,887		
WG22	2,98	1,19	0,376	0,683	1,260	0,284		
TR02	4,33	0,86	5,925	0,003	0,064	0,938		
TR06	4,1	0,87	2,139	0,119	3,313	0,037		
TR08	3,87	0,93	5,355	0,005	2,915	0,056		
<b>TOTAL</b>	<b>3,74</b>	$\chi^2/sd$ : <b>18,938</b>	<b>GFI:</b> <b>0,816</b>	<b>AGFI:</b> <b>0,780</b>	<b>TLI :</b> <b>0,473</b>	<b>CFI:</b> <b>0,524</b>	<b>RMSEA:</b> <b>0,095</b>	
$0 < \chi^2 \leq 3sd$ ; $0 \leq RMSEA \leq 0,08$ ; $0,95 \leq CFI \leq 1,00$ ; $0,90 \leq GFI \leq 1,00$ ; $0,90 \leq AGFI \leq 1,00$ ; $0,90 \leq TLI \leq 1,00$								
<b>GFI</b> (Goodness of Fit Index), <b>AGFI</b> (Adjusted Goodness of Fit Index), <b>CFI</b> (Comparative Fit Index), <b>RMSEA</b> (Root Mean Square Error of Approximation), <b>TLI</b> (Tucker-Lewis Index)								

**6.4.2. Reliability: Evaluation of Internal Structure Coherence**

Before the analysis of accurateness factor is applied, reliability of the measurement is examined. Strategy dimensions and reliability tests defining the coherence of every dimensions within itself and explanation rate of variance is seen in the following table. The reliability text is determined with coefficient C. Alpha. This coefficient is expected to have values higher than 0.70. Taking into consideration the model's first and last situation, it is seen that reliability values with its whole dimensions (C. Alpha: 0,813) are over the average reliability level.

**6.4.2.1 Convergent Validity**

In this section, analysis of convergent validity of the whole dimensions, constituting the model, is done and in this respect model’s whole dimensions are examined one by one and are analyzed whether they are in compliance with each other in terms of structure. In multiple structural equivalences, every latent variable should be determined with at least three sub-indicator charts (Harris and Schaubroeck, 1990). For this reason, while structural coherence is looked for the whole dimensions, it is suggested that these dimensions should be removed from the criterion if the number of the defining variable (question) falls under three. This situation is not found in none of the dimensions in the model and, thus no change is made on the dimension that is agreed beforehand. Dimensions relating to model are examined one by one with Accurateness Factor Analysis and it is observed that the acquired coherence index is mostly within the theoretical boundary.

**6.4.2.2. Discriminant Validity**

To evaluate the discriminate validity, “a restricted model” that its correlation among the whole dimensions equating to “1”, is tested against the “restricted model” that correlation between the whole dimensions is unrestricted (Bagozzi, Yi and Phillips, 1991). For this test,  $\chi^2$  taking into consideration the difference among the restricted and unrestricted model and the degree of freedom, decision is made according to  $\chi^2$  distribution table for  $\chi^2 \Delta sd$ . In this respect, for restricted and unrestricted model  $\chi^2$  and the degree of freeness is given in the following table.

**Table-3.1: Evaluation of Discriminate Validity for Strategic Coherence Dimensions**

Models	$\chi^2$	Df
Restricted model	1784,972	92
Unrestricted model	1138,050	82
$\Delta\chi^2$	646,922	
$\Delta sd$		10

When the results in the table is evaluated, it can be stated that in 10 freeness degree and % 5 level of meaningfulness in critic value 19,681 and  $\Delta\chi^2$  as it is 646,922>19,681, each of the five dimension within the Strategy criterion is different from others and discriminate validity is provided.

**6.4.3. Correlation between the Variables in the Criterion**

3 dimensions acquired from strategy criterion and 15 variables belonging to these dimensions and also correlation matrix related to these dimensions is given in the below. According to correlation analysis, coefficient of correlation between variables as absolute value between 0,70 and 1,00 is a high value; between 0,30 and 0,70 is middle; between 0,00 and 0,30 is defined as a low level relation (Buyukoturk, 2003). When the correlation value is examined, it is seen that correlations are meaningful (in level  $p<0.01$  and  $p<0.05$ ) and coefficient of correlation variables between are 0.012 and 0,477.

**Table-3.2: Correlation among Model Variables is meaningful for P<0,05.**

DIMENTIONS		STRATEGYS		Dimension -1: Utilizer					Dimension -2: Accumulator			Dimension-3: Facilitator				
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
BU	1.	1,00														
	2.	0,04	1,00													
Dimension -1:	3.	0,01	-	1,00												
	4.	0,10	-	0,14	1,00											
	5.	0,18	0,05	0,17	0,35	1,0										
	6.	0,01	-	-	0,10	0,1	1,0									
	7.	0,10	-	0,11	0,19	0,2	0,0	1,00								
	8.	-	-	0,21	0,17	0,2	0,1	0,04	1,00							
Dimensio	9.	-	0,07	-	0,13	0,2	-	0,08	0,16	1,00						
	10.	0,13	0,04	0,08	0,30	0,4	0,0	0,07	0,29	0,37	1,0					
	11.	-	-	0,08	0,26	0,3	0,0	0,02	0,33	0,27	0,4	1,00				
Dimension-	12.	-	-	0,01	0,08	0,1	-	-	0,19	0,29	0,2	0,16	1,00			
	13.	-	0,03	0,03	-	0,1	0,1	0,03	0,06	0,04	0,1	0,10	-	1,00		
	14.	0,02	0,01	0,10	0,15	0,2	0,0	0,08	0,20	0,17	0,2	0,32	0,10	0,04	1,0	
	15.	-	0,09	0,06	0,28	0,2	0,0	0,01	0,34	0,19	0,3	0,39	0,14	0,05	0,4	1,

Correlations are meaningful for P<0,05



6.4.4. Search of the Structural Validity in Criterion Model

DFA is applied with the aim of testing the Strategy criterion model’s three dimensions defined as beneficiary, accumulator and facilitator and structural validity of the substances representing these dimensions. Beginning from the model’s first situation, coherence index relating to model is reached the desired results by removing some of the variables. At the end of these study that is conducted only on three dimensions, coherence index are given in Table-3.3.

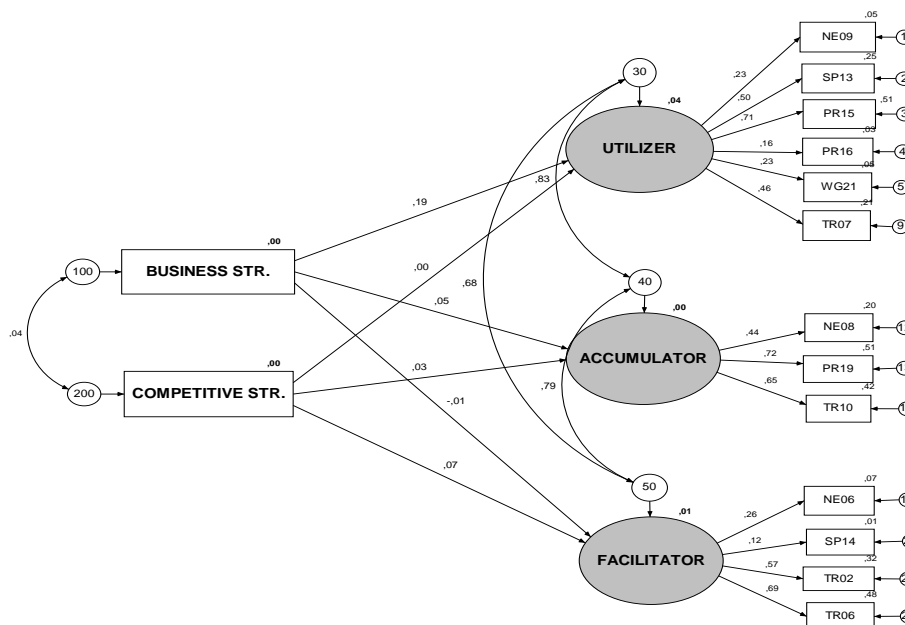
Table 3.3: Strategic Coherence Model – First Degree FDA Results

Dimension	Coherence Index					
	$\chi^2/sd$	GFI	AGFI	TLI	CFI	RMSEA
Strategic Coherence	864,123/ 62=13,94	0,939	0,911	0,895	0,913	0,080

6.4.5. Constitution of the Ultimate Model

Accurateness factor analysis as a result in positive in first degree, basic strategies and competition strategies are depended on three dimensions with single tipped arrow. As model to reach its ultimate situation, accurateness factor analysis is repeated, observation of coherence index is continued and with last arrangement ultimate model is reached. New model’s coherence indexes is expected to move to the desired boundary compared to initial model and in this road an improvement is expected. In the improvement stage, the model is tested in every stage and improvement in the coherence index is observed. With this aim, all true and latent variables changes between covariances are observed and taking into consideration the bigness of the alteration parameters for covariance, some alteration will be made on the model. These alteration can be the definition, combination or removing some of the variables again.

In the model, the observed (true) variables are represented with square or rectangle figures and latent variables are represented in ellipse figure. However, single tipped arrow going to true variables from latent variables shows the regression coefficient defining the relations or weightiness of indication ( $\lambda_{ij}$ ). Weightiness of indignation, according to Maximum Likelihood Method (Maximum Likelihood ML), is given as standardized coefficient prediction.



(Chi-Square : 1138,050 (df: 82 ) p : ,000 RMSEA : ,080 AGFI : ,900 GFI : ,932 TLI : ,688 CFI : ,756 )

Figure-2: Developed Ultimate Criterion Model

6.4.5.1. Comparison of the first model and ultimate model

- The number of dimension is not changed. However, a reduction in the number of variables occurs by removing the variables that is thought that they break the coherence
- When the coherence index is compared for every dimension, it is seen that coherence in the new model is higher.
- Basic coherence index in whole dimensions and general in the model largely provide the condition but it is a little fall behind the boundary of index  $\chi^2/sd$  and TLI. However, in general, looking into the

improvement in the coherence index, it can be said that the model is much more coherent when compared with the initial model.

- C. Alpha values having the reliability values are higher in new model when compared with the initial model.
- In new models the number of variables reduces when compared with the initial model but the number of dimension (factor) is preserved.

**Table 3.4: Statistics Relating to Criterion Model**

			Firms Str.		Competition Str..		Reliability		
DIMENSIONS	X	SD	F	p	F	P	C. Alpha		
<b>Dimension -1: Utilizer</b>	<b>3,69</b>	$\chi^2/sd :$ 5,01	GFI: 0,986	AGFI: 0,966	TLI: 0,822	CFI: 0,893	RMSEA: 0,068	0,894	
NE06	3,85	0,93	1,907	0,150	4,641	0,01	0,672		
SP13	3,65	0,91	4,826	0,008	0,165	0,848			
PR15	3,84	0,98	12,967	0,000	1,597	0,204			
PR16	3,02	1,16	2,215	0,110	2,810	0,061			
WG21	3,67	0,97	3,241	0,040	0,084	0,919			
TR07	4,12	0,81	1,895	0,151	1,854	0,158			
<b>Dimension -2: Accumulator</b>	<b>3,88</b>	$\chi^2/sd :$ 182,01	GFI: 0,970	AGFI: 0,951	TLI : 0,893	CFI: 0,920	RMSEA: 0,071		
NE08	3,93	0,93	4,789	0,009	6,976	0,001	0,782		
PR19	3,77	1,08	9,99	0,000	2,914	0,055			
TR10	3,94	0,80	10,326	0,000	0,465	0,629			
<b>Dimension-3: Facilitator</b>	<b>3,89</b>	$\chi^2: \delta\sigma/$ 89,5	GFI: 0,997	AGFI: 0,985	TLI : 0,934	CFI: 0,978	RMSEA: 0,050		
NE06	3,92	0,88	1,641	0,195	3,419	0,034	0,702		
SP14	3,22	1,05	1,704	0,183	0,120	0,887			
TR02	4,33	0,86	5,925	0,003	0,064	0,938			
TR06	4,1	0,87	2,139	0,119	3,313	0,037			
<b>TOPLAM</b>	<b>3,82</b>	$\chi^2/sd :$ <b>13,87</b>	<b>GFI: 0,932</b>	<b>AGFI: 0,900</b>	<b>TLI : 0,688</b>	<b>CFI: 0,756</b>	<b>RMSEA: 0,080</b>		
$0 < \chi^2 \leq 3sd ; 0 \leq RMSEA \leq 0,08 ; 0,95 \leq CFI \leq 1,00 ; 0,90 \leq GFI \leq 1,00 ; 0,90 \leq AGFI \leq 1,00 ; 0,90 \leq TLI \leq 1,00$									
<b>GFI</b> (Goodness of Fit Index), <b>AGFI</b> (Adjusted Goodness of Fit Index), <b>CFI</b> (Comparative Fit Index), <b>RMSEA</b> (Root Mean Square Error of Approximation), <b>TLI</b> (Tucker-Lewis Index)									

When the above mentioned statistic is evaluated, GFI (0,93) is quite close to 1 and RMSEA is equivalent to (0,08). With the result of the improvement in the model, C. Alpha rises to (0, 894). According to these results there is coherence between model’s dimensions. It is determined that in HR strategies especially facilitator and beneficiary strategies, the relationship is very strong. In addition to these results acquired from model analysis, coherence of the relationship will be analyzed by using SPSS 18 with the aim of testing the following hypothesis.

**6.5. Hypothesis Tests**

It is researched that whether the HR department manager given in the table 4 and 4.1 regularly attending the meeting with the top executives as well as joining the strategic plan meeting is meaningful or not. For this reason, the constituted two hypothesis are tested in the below via t-test.

**H1 There is meaningful difference between HR Manager attending the Top Management Meeting and HR Strategies**

**H2 There is a meaningful relationship between the HR Manager attending the meeting Determining Strategy Plan and HR Strategies.**

Dual comparison is required for the examination the situation stated in both hypotheses is whether different or not. For the examination of the difference between these dual groups, “two dependent t-test” analysis is applied. Result of the analysis related to both two hypotheses is given in table 4 and 4.1.

**Table 4. The Relationship between HR Manager Attending the Top Management Meetings and HR Strategies**

HR STRATEGYS	Participants Attending the Top Management Meetings		Participants Not Attending the Top Management Meetings		Results of the t-Test	
	X.	S.D	X.	S.D	t.	p.
Utilizer Strategy	3,62	0,407	3,53	0,476	1,075	0,280
Accumulator Strategy	3,94	0,466	3,52	0,519	4,434	0,000*
Facilitator Strategy	3,70	0,437	3,41	0,503	3,213	0,001*

\*p<0,05 the relationship is meaningful in meaningfulness level

In table 4, related t-test results with HR strategies are given according to the HR manager whether will attend the top management meetings or not. According to these results, it is revealed that firms’s HR manager attending the top management meetings and Firms not attending, have different HR strategies in terms of “accumulator” and “facilitator” HR strategies. The difference between the averages related to two HR strategy is meaningful in the %95 reliability internal (p<,05). According to this result, it can be said that HR manager’s attending the top management meetings regularly differentiate these two strategy. For this reason, the hypothesis **“There is a meaningful difference between HR Manager attending the Top Management Meeting and HR Strategies”** is accepted in terms of “accumulator and facilitator” HR strategies.

HR Manager’s attending the Top Management Meeting is one of the important factors shows that department has strategic feature. From this perspective, it can be said that Firms’ HR manager attending top management meetings when looked for the average (X= 3,94) and t value (t= 4,434) prefers much more “accumulator” HR Strategy. Firms adopted this strategy target at high qualification and deep competence both employing and developing the employer and aims at placing HR in a good position within the Firms with a long term policies.

**Table 4.1. The Relationship between HR Manager Attending the Meetings about Strategy Formulation and HR Strategies**

HR STRATEGYS	Participants attending the Determining Strategy Plan Meeting		Participants not attending the Determining Strategy Plan Meeting		t-Test Results	
	X.	S.D	X.	S.D	t.	p.
Utilizer Strategy	3,63	0,416	3,51	0,430	1,586	0,114
Accumulator Strategy	3,95	0,466	3,55	0,483	4,905	0,000*
Facilitator Strategy	3,71	0,438	3,40	0,462	3,797	0,000*

\*p< 0,05 the relationship is meaningful in meaningfulness level

In table 4, t-test results of the HR strategies that are constituted according to HR managers attending the strategy meeting that are compared are given. It can be viewed that Firms whose HR managers attending the defining strategy plan meeting are “accumulator” and “facilitator” and have higher arithmetic average when compared to those whose HR managers not attending the defining strategy meeting in terms of HR strategy. According to these strategies, the difference between the average of the Firms’ HR managers attending the meeting about strategic plan and those whose HR managers do not attend the meeting is meaningful in terms of statistic (p<,05) according to this result, it can be said that attendance of the HR managers to the meetings of the strategic plan regularly differentiates these two strategies. In this situation, the hypothesis **“There is a meaningful relationship between the HR Manager attending the meeting Determining Strategy Plan and HR Strategies”** is adopted in terms of “accumulator” and “facilitator” HR strategy.

HR manager’s attendance of the meeting defining strategy is one of the important factors showing the HR department’s strategic feature. In this vertical coherence , Firms attending the meeting strategy formulation is on average (X= 3,94) and when we look at the t value (t= 4,905), they mostly prefer “accumulator” HR strategy. It is known that Firms, adopted this strategy, have the tendency of accumulator by acting in a perfection base and developing ability.

**Table 4.2. Analysis of Regression in order to determine the relationship between the Firms' and Competition Strategy and HR strategy**

			Un	Standard	Stand	t.test	Signific	HipotezS	
			standardi	ized	art			Estimate	Estimate
Utilizer	◀	Bus.Str.	0,055	0,193	0,01	5,58	0,000	Accept	
Accumul	◀	Bus.Str.				8		ed	
ator	◀	Bus.Str.	0,028	0,052	0,015	1,86	0,063	Reject	
	◀	Bus.Str.				2		ed	
Facilitato	◀					-		Reject	
r	◀		-0,003	-0,01	0,009	0,33	0,741	ed	
	◀					1			
Utilizer	◀	Comp.Str	0,001	0,002	0,008	0,06	0,945		Reject
Accumul	◀	Comp.Str				9			ed
r	◀	Comp.Str	0,014	0,026	0,015	0,94	0,343		Reject
	◀	Comp.Str				9			ed
Facilitato	◀	Comp.Str	0,023	0,074	0,009	2,52	0,011		Accept
r	◀	Utilizer				8			ed
NE09	◀	Utilizer	1,000	0,230					
SP13	◀	Utilizer				8,34			
	◀	Utilizer	2,113	0,499	0,253	1	0,000		
PR15	◀	Utilizer				8,65			
	◀	Utilizer	3,233	0,713	0,373	8	0,000		
PR16	◀	Utilizer				5,14			
	◀	Utilizer	0,888	0,164	0,173	3	0,000		
TR07	◀	Utilizer				8,23			
	◀	Accumul	1,719	0,458	0,209	2	0,000		
NE08	◀	ator	1,000	0,442					
	◀	Accumul				16,9			
PR19	◀	ator	1,884	0,715	0,111	22	0,000		
	◀	Accumul				15,7			
TR10	◀	ator	1,271	0,646	0,081	47	0,000		
NE06	◀	Facilitato	1,000	0,260					
	◀	Facilitato				4,00			
SP14	◀	r	0,546	0,119	0,136	8	0,000		
	◀	Facilitato				8,72			
TR02	◀	r	2,132	0,567	0,244	2	0,000		
	◀	Facilitato				8,70			
TR06	◀	r	2,609	0,690	0,300	7	0,000		
	◀	Utilizer				6,46			
WG21	◀	Utilizer	1,049	0,233	0,162	8	0,000		

**H3 There is a meaningful strategy in Firms' strategy and HR strategy.**

H3a There is a meaningful relationship between the Firms' strategy and Utilizer (Accepted)

H3b There is a meaningful relationship between the Firms' strategy and Accumulator (Rejected)

H3c There is a meaningful relationship between the Firms' strategy and Facilitator (Rejected)

**H4 There is meaningful relationship between the competition strategy and HR strategy**

H4a There is a meaningful relationship between the Competition strategy and Utilizer (Rejected)

H4b There is a meaningful relationship between the Competition strategy and Accumulator (Rejected)

H4c There is a meaningful relationship between the Competition strategy and Facilitator (Accepted)

The relationship between the Firms' and Competition strategy that are independent variables and HR strategies that are dependent variables given in the above table 4.2 is tested with the Regression analysis. In this analysis, there is a strong relationship between the Firms' strategy and Utilizer strategy of the HR strategy, however, there is no relationship between the accumulator and facilitator strategy. In addition to that there is a strong relationship between Competition strategy and Facilitator strategy of the HR strategy, however, there is no relationship between the accumulator and utilizer strategy.

Moreover, as it is tested in previous model test that there is a high coherence among the model's dimensions, it is seen that there is strong relationship between dimensions and variables. The meaningful relationship of the Firms Strategy and Utilizer Strategy means that they prefer the utilizer strategy as HR strategy in compliance with the firms basic strategy in terms of vertical coherence. Firms preferring this strategy much more, focus on short term needs and have a tendency to reduce the employer's cost. They take into consideration the low dependency and the use of high competence. There is an employment according to the competency and determination of competence according to special needs of the employment. Although there is need for the renewal and for meeting the market's requirements, the importance given to training is very low. They prefer the price system as well as result and remuneration based on the foreign market in supporting the efficiency use of the HR.

The relationship between the Competition Strategy and Facilitator Strategy shows that these Firms prefer facilitator HR strategies in accordance with competition strategy in terms of the vertical coherence. This strategy is based on the importance of the information and competence and continuously producing new information. These Firms prefer innovative HR policy which is supporting competition strategy. They mostly employ those who are highly qualified and encourage himself/herself, successful and innovative person. They struggle to support and encourage them to develop themselves. This research suggests that, in Turkey firms prefer *utilizer and facilitator* HR strategy, in the USA mostly *accumulator* and *facilitator* one, in Japan *accumulator* HR strategy is mostly preferred (Bird 1994).

### 7. Results And Suggestions

Increasing importance of the HR and its gaining strategic feature lead to HRM taking over new status and bring it in a strategic position within the organizational structure. Thus, HR as a strategic element has become the basic component in being successful in the strategic management. It is important to establish a connection between the other strategies and human resource applications. Thus, designation, management of the HR in a strategic way will contribute to the strategic coherence, wholeness and the unity of target. To examine the strategic coherence, firms within the ISO first 1000 in Turkey are selected as a sample for the empirical study. Findings of the study, when compared with a research Greece (Katou, A., and Budhwar P.S, 2008) show that Turkish firms are better than Greece ones in terms of strategic feature. In terms of the firms strategy, it is observed that both in first and second 500 firms, analyzer strategy is much more preferred and this result shows similarity in other researches done in Turkey. In competition strategy, cost leadership is much more preferred. This can be a natural result as analyzer strategy and cost leadership are completing each other. Firms being analyzer act in a cautious manner as worried about the cost. To manage the cost control, they have a tendency for preserving the present situation and limited product line.

In terms of vertical coherence, while there is a meaningful relationship between Firms Strategy and Utilizer Strategy of the HR strategy, it is determined that there is a meaningful relationship between Competition Strategy and facilitator Strategy of the HR Strategy. However, other HR strategies have no meaningful relationship with both Firms strategy and competition strategy. Due to scarcity of this kind of empirical research for the first 1000 firms a comparative analysis at national level. Is difficult for this reason, this number of studies on this subject should be increased. The increased interest will contribute to the development of strategic view, strategic thought and the ability of the strategic competence act. Strategic thought and strategic act lead to getting out of the daily tactics and have a wide vision.

This situation is very significant in terms of HR. It is very apparent that with the realization of the strategic role of the HR and getting out of the tactic applications in this situation will contribute to much more organizational success. Because the long term thought about HR and making investment on it is the basic key of the being competitive and sustainable growth.

### References

- Akbolat, M., (2009), "*Türk Sağlık Sektöründe Milles ve Snow'un Stratejik Tipolojisi: Hastaneler Üzerinde bir Araştırma (Milles and Snow's Strategic Typology in Turkish Health Sector: A Research on Hospitals)*", Gazi Üniversitesi İ.İ.B.F. Dergisi, Vol.11, No.3, 127-146
- Akingbola, K.( 2006), Strategy and HRM in Nonprofit Organizations: Evidence from Canada, Int. J. of Human Resource Management 17: 10 October 2006 1707-1725.
- Altunışık, R, Coşkun, R, Bayraktaroğlu, S, Yıldırım, E, (2005), *Sosyal Bilimlerde Araştırma Yöntemleri (Research Methods in Social Sciences)*, Adapazarı: Sakarya Kitabevi
- Barca, M,( 2003), Economic foundations of strategic management, Aldershot, Hants, England Ashgate (<http://www.amazon.com/Economic-Foundations-Strategic-Management-Mehmet/dp/0754630013/2010>)
- Bagozzi, R.P. Yi, Y. ve Phillips, L.W. (1991), "Assesing Construct Validity in Organizational Research", *Administrative Science Quarterly*, 36, pp. 421-458.

- Barney, J. B. (1991). Firms Resources And Sustained Competitive Advantage. *Journal Of Management*, 17(1), 99 - 120.
- Bird, A, Beechler, S, (1995) Links Between Firms Strategy and Human Resource Managements Strategy in U.S.-Based Japanese Subsidiaries: an Empirical Investigation, *Journal of International Firms Studies*, First Quarter, pp. 23-46
- Buyukozturk, Ş. (2003). Sosyal Bilimler için Veri Analizi El Kitabı. (Handbook of Data Analysis for Social Sciences), Pegem Yayınları. Ankara
- Conner, K. R., & Prahalad, C. K. (1996). *A Resource-Based Theory Of The Firms: Knowledge Versus Opportunism. Organization Science*, 7(5, September-October), 477 - 501.
- Delery, J, E. and Doty, D. Harold S, (1996) *Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions*, *The Academy of Management Journal*, Vol. 39, No. 4 (Aug.), pp. 802-835
- Delery, J., E. (1998), Issues of fit in strategic human resource management: Implications for research. *Human Resource Management Review*, 8: 289-309.
- Fey, C., Bjorkman, I., (2001), The Effect of Human Resource Management Practices on MNC Subsidiary Performance in Russia, *Journal of International Firms Studies*, Vol. 32, No. 1 (1st Qtr.), pp. 59-75 Published by: Palgrave Macmillan Journals.
- Harris, M.M., ve Schaubroeck, J. (1990), “Confirmatory Modeling in Organizational Behavior/Human Resource Management: Issues and Applications”, *Journal of Management*, Vol. 16, pp.337-360.
- Hays, S.W, Kearney, R.C., (2001), Anticipated Changes in Human Resource Management: Views from the Field , Source: *Public Administration Review*, Vol. 61, No. 5 (Sep. - Oct.), pp. 585- 597
- Huang, T.,-C., (2001),Institute of Human Resource Management, National Central University, Chung-Li City, Taiwan, *Personnel Review*, V. 30, N. 2, p. 132-151
- Ilic, D, Keçecioglu, T, (2009), Örgütsel Strateji İle İnsan Kaynakları Uygulamalarının Uyumlaştırılması Üzerine Bir Değerlendirme, (Combining a link between organizational strategy and human resources practices), *Fbe Journal* Volume 10/11
- Irene, H., C., Jia-Chi, H., and Shanshi, L., (2008),Strategic HRM in China: Configurations and Competitive advantage. *Human Resource Management*, Winter, Vol. 47, No. 4, Pp. 687–70
- Jackson, S. E., and Schuler, R. S. (1995). Understanding Human Resource Management in the Context of Organizations and Their Environments. *Annual Review of Psychology*, 46, 237-264.
- Jusoh, R., Parnell, J.A, (2008), “Competitive Strategy And Performance Mesaurment in The Malasian Context, an Exploratory Study”, *Managemend Decision*, Vol. 46, No. 1
- Katou, A., Budhwar P.S., (2008), The Effect of Firms Strategies and HRM Policies on Organizational Performance: The Greek Experience. *Global Firms and Organizational Excellence*, September/October: 40
- Mayfield, M., and Myfield, J., (2007),The relationship of Generic Strateji Typing and Organizational Longevity, *Competitive Review: An International Firms Journal* Vol. 17, No 1/2 , pp 94-106
- Mesch, D.J.,Perry,J.L., Wise, R.P., (1995), Bureaucratic and Strategic Human Resource Management: An Empirical Comparison in the Federal Government, Source: *Journal of Public Administration Research and Theory: J-PART*, Vol. 5, No. 4 (Oct.), pp. 385- 402
- Naktiyok, A., (2004), *İç Girişimcilik, (Intrapreneurship)* İstanbul: Beta Yayınları
- Naresh., K., Jack, W., Jeff, M., and Mary, B., (2006), Strategic Human Resource Management Issues in Hospitals: A Study of a University and a Community Hospital, *HOSPITAL TOPICS*, Vol. 84, no. 4 Fall
- Nazlı, A., Ayyıldız, Ü., Keçecioglu, T., (2009), İnsan Kaynakları Yönetiminden “Stratejik” insan Kaynakları Yönetimine Dönüşüm, (The Transformation From Human Resource Management to “Strategic” Human Resource Management),*Ege Akademik Bakış / Ege Academic Review* 9 (4): 1171-1192
- Porter, M. 1980. *Competitive Strategy*. New York: Free Press. Wei, L.,Q., (2006), Strategic Human Resource Management: Determinants of Fit. *Research and Practice in Human Resource Management*, 14(2), 49-60.
- Schuler, R., S., and Jackson, S., E., (1987),*Linking Competitive Strategies with Human Resource Management Practices*, *The Academy of Management EXECUTIVE*, , Vol. 1, No. 3, pp. 207-219
- Schuler, R., S., and Jackson, S., E., (2005),A Quarter-Century Review of Human Resource Management in the U.S. The Growth in Importance of the International Perspective, *Management Revue*, Vol 16, Issue 1,
- Zahra, S. A., & Pearce, J. A. (1990), Research evidence on the Miles-Snow Typology. *Journal of Management*, 16(4): 751-768.
- Hao T., Rae, W., and Yiming, T., Applying the Miles and Snow’s Firms Strategy Typology to China’s Real Estate Development Industry: A Research Framework, ([http://thankssjerseys.org/Papers/Tan\\_Applying\\_Miles\\_and\\_Snow\\_to\\_China.pdf](http://thankssjerseys.org/Papers/Tan_Applying_Miles_and_Snow_to_China.pdf))

**Appendix**

Table Variables	
EM05	High-skilled employees is preferred
NE06	Internal source employee supply
NE 07	Outside source employee supply
NE08	The future needs are taken into consideration
NE09	The current needs are taken into consideration
EM11	Prefer multi-skill employees
SP13	Limited specialization
SP14	Policy of flexible specialization
PR15	Results-oriented performance assessment
PR16	Short-term focus in performance assessment
PR19	Competency-based assessment
WG20	High-wage policy
WG21	Regular/normal wage policy
WG22	Flexible wage policy
IN23	Short-term incentives
SC24	High job security policy
TR02	Planned training is done continuously
TR03	Training plans for the current needs
TR04	Training aimed at the needs of future
TR05	Short-term results-oriented education
TR06	Training is focused on long-term consequences
TR07	Training is done for a limited specific skills development
TR08	Training is done for multi-faceted skills development
TR10	Competency development training
TR14	Training is aimed at performance improvement