

## THE DUALITY OF HRIS STRATEGIC ALIGNMENT: INDIVIDUAL PERFORMANCE DETERMINANT STUDY ON A RANGE OF ECONOMIC FIRMS IN THE STATE OF BISKRA

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### ABSTRACT

The study aims to focus on the duality of strategic alignment impact of the HR information system on the individual performance of economic enterprises in Biskra, using both exploratory and experimental approaches, as well as the use of a complete inventory of the study population, with 203 questionnaires distributed, of which 140 were recovered and all valid for statistical analysis. The results show a statistic significant impact of the strategic alignment duality of the HR information system on individual performance, and the achievement of all sub-hypotheses. Finally, let us make some recommendations, such the need to move towards strategic alignment of the HR information's system by focusing more on its social dimension and, building a fast and flexible communication network to provide fertile ground for the maturity of such alignment

**KEY WORDS:**Strategic Alignment of Human Resources Information'sSystem, Intellectual Dimension, Social Dimension, Individual Performance

**JEL CLASSIFICATION :** M15, M12

ثنائية التوافق الاستراتيجي لنظام معلومات الموارد البشرية: محدد للأداء الفردي  
-دراسة على مجموعة من المؤسسات الاقتصادية لولاية بسكرة-

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## ملخص

تهدف الدراسة الى تسليط الضوء على أثر ثنائية التوافق الاستراتيجي لنظام معلومات الموارد البشرية في الأداء الفردي بالمؤسسات الاقتصادية لولاية بسكرة ، بإتباع المنهجين الاستكشافي والاختباري وكذا استخدام أسلوب الحصر الشامل للمجتمع المبحوث حيث تم توزيع 203 استمارة استرجع منها 140 مفردة كانت كلها صالحة للتحليل الإحصائي . وقد أظهرت النتائج على وجود أثر ذو دلالة إحصائية لثنائية التوافق الاستراتيجي لنظام معلومات الموارد البشرية على الأداء الفردي وتحقق كل الفرضيات الفرعية ، لنخلص في الأخير إلى تقديم بعض التوصيات كضرورة التوجه نحو التوافق الاستراتيجي لنظام معلومات الموارد البشرية بالتركيز أكثر على بعده الاجتماعي، وبناء شبكة اتصالات سريعة و مرنة لتوفر أرضية خصبة لنضج هذا التوافق.  
كلمات مفتاحية:

التوافق الاستراتيجي لنظام معلومات الموارد البشرية، البعد الفكري ، البعد الاجتماعي ، الأداء الفردي  
تصنيف جال: M15, M12

## LA DUALITÉ DE L'ALIGNEMENT STRATÉGIQUE DU SYSTEME D'INFORMATION RH : DÉTERMINANT DE LA PERFORMANCE INDIVIDUELLE ÉTUDE SUR UN ENSEMBLE D'ENTREPRISES ÉCONOMIQUES À BISKRA

### RÉSUMÉ

Cette étude vise à se concentrer sur l'impact de la dualité de l'alignement stratégique du système d'information RH sur la performance individuelle des entreprises économiques à Biskra, en appliquant des approches exploratoires et expérimentales, ainsi que l'utilisation d'un inventaire complet de la population étudiée, 203 questionnaires ont été distribués, dont 140 ont été récupérés et sont

tous valides pour l'analyse statistique. Les résultats montrent un impact statistiquement significatif de la dualité d'alignement stratégique du système d'information RH sur la performance individuelle et la réalisation de toutes les sous-hypothèses. Enfin, nous formulons quelques recommandations, telles que la nécessité d'aller vers un alignement stratégique du système d'information RH en se concentrant davantage sur sa dimension sociale et en construisant un réseau de communication rapide et flexible pour fournir un terrain fertile à la maturité de cet alignement.

**MOTS CLÉS :**Alignement stratégique du système d'information RH, Dimension intellectuelle, Dimension sociale, Performance Individuelle.

**JEL CLASSIFICATION :**M15, M12

## **INTRODUCTION**

The strategic alignment of information's systems on a considerable attention in the developed world for not a short period , since it is obvious in scientific journals which are full of studies that are related to the statement of its significance and positive reflection on the performance and competitive advantage of the Organization, up to Eversano and his colleagues (2012, p. 466), it represented 18.89% of the research published in 37 scientific review .Thus, strategic alignment became a methodology and practice for the developed organizations to optimize the opportunities offered by information systems for strategic purposes, to be saved from anything that prevents them from improving their performance towards a competitive advantage, although the way in which the strategy of the organization is aligned with that of the information systems is difficult because it includes complex processes, with which the administrative and technical components interact. This led researchers to propose several intellectual models, which can be classified into two approaches (Rival, 2008, p. 65), The first is called the evaluative approach, which includes a work based on assessing and measuring alignment, the most

important of which is the Venkatraman and Henderson models. The second, is the descriptive approach which includes models based on interpreting alignment factors, the most famous of which is Reich and Benbasat models

As illustrated, if the new role of information systems in the Organization has paved the way for planning the function of information systems and formulating their plans along the lines of business ones, the Human Resources information system and its evolutionary movement have resulted in a tremendous momentum to move towards a strategic human resources function by focusing on its contributions that add value to the Organization, it becomes necessary to use the system in a way that corresponds to the strategy and objectives of the Organization, especially since evidence has shown that some organizations still see it as a dark tunnel with unknown consequences they fear to go into, and others as hypothetically seen as being involved in the strategic goals of the organization, it quickly becomes more materialistic than involved in its strategic goals. Here, Campbell, Tansley, Ball, Bassett, Hugues and others emphasize that the use of the Human Resources Information System (HRIS) in some organizations is not similar and only remains at the practical level as a tool to automate and accelerate ineffective work processes that are no longer in operation, as well as recognizing that there are significant shortcomings in order to benefit from what it provides. (Gitari & G Achunga, 2014, p. 49). This prompted the researcher to conduct a study known as the concept of strategic alignment of the Human Resources Information System, and its importance as a key parameter of individual performance according to the Reich and Benbasat model on a sample of the economic firms of the state of Biskra. It's mean, the fundamental concern which research paper raises and attempts to answer is presented as follows: What is the impact of the duality of HRIS Strategic Alignment on the individual performance of economic enterprises in the state of Biskra?

## **1. THEORETICAL FRAMEWORK:**

### **1.1. The Duality of HRIS Strategic Alignment**

1.1.1. Strategic alignment of information system: the Concept and importance:

The vocabulary of strategic alignment is numerous, with many philosophical and scientific points of view for those concerned that tried to take note of it, according to the Chan and Reich study. Henderson and Venkatraman reported it as "Linkage" and Porter expressed it as "Fit," Weill and Broadbend referred to it as "Integration," and Luftman treated it as "Harmony," (Gutierrez & Serrano, 2008, p. 02). The vision of the researchers followed the lead also is varied in the emergence of his idea, with Bergeron (2001) considering that Rockart was the first to be interested in linking information technology applications to the Organization's strategy, while King (2002) emphasized that Parsons is the first who affirmed that information technology can influence the Organization's ability to implement business strategy, Rival's study (2008, pp. 70-71) marketed the idea that the strategic alignment of information system originated in the contingency theory, and was first formally embodied by Venkatraman and Henderson through an article published in 1993 in a special issue of IBM.

In terms of definition, however, most of the perceptions which is presented by authors do not go far away from each other, as the strategic alignment of information system represents the degree and extent to which the information system strategy and its objectives support the business strategy and the latter's use and benefit from such support, since failure or lack of proper use of such support could create a gap or mismatch between the two strategies. Luftman and Papp (1999) referred to it as "the correct use of information technology and the right timing in harmony with competitive business strategies, needs" and, which is defined by Venkatraman and Henderson (1999, p. 474) in two respects: "The first is to consider the process of strategic coherence to mean the decision-making of the relationship between the internal and external spheres of the organization, and the second is to promote managerial functions within the organizational structure, processes and skills of the organization," while Reich and Benbasat describe it as

(2000)"the degree of support and support corresponding to the information technology message, objectives, plans, message and business plans."

But, it might raise an important question which is why the strategic compatibility is necessary to the information system?

Here, the persons concerned cited a number of reasons, which are summarized by Cigref in five (2002, pp. 14-15):

- ✓ Justification for value creation: The information system has become an asset that values the Organization.
- ✓ Justification for the level of expenditure: The evolution of the budgets of information system requires at least an appropriate selection between its expenditures and business needs.
- ✓ Competitive justification: The information system was a pillar for building a competitive advantage for the Organization.
- ✓ Justification for the effectiveness of expenditure .is that strategic alignment aims to improve the quality and structure of expenditures ,in order to improve the performance of information
- ✓ Speculative justification:In the view of financial analysts, compatibility allows information system choices to be linked to business needs, thereby improving confidence indicators.

In addition, while many studies have confirmed the positive impact of such alignment on performance, Chan (1997) has argued that " companies that show better performance are those where there is compatibility with the business strategy and the information systems strategy ", Similarly, Brier and Luftman (1999) confirmed that "companies that have achieved alignment can build competitive advantage ,that will provide them with higher visibility, efficiency and profit to compete in volatile markets," and Das (1991) quoted a study of A.T. Kearney that showed that organizations with business plans and information system compatibility out performed those that did not. (Jogiyanto & Nofie, 2007, p. 259)

1.1.2. Integration of Strategic Alignment Duality on the human resources Information System : the origin and concept

The Model of Strategic Duality of Reich and Benbasat is one of the famous models of the descriptive approach of strategic alignment, which concerns the interpretation of procedures, the methods and policies used by the Organization to harmonize information systems and business strategies (Rival, 2008, p. 74), drawing his idea from strategic management literature, specifically from the work of Horovitz, who pointed out that the strategic planning process is more effective when planning tools are linked to the human factor which is involved in this process. Thereby, announcing the birth of a new methodology called the duality of strategic planning, whose idea is that the formulation and implementation of the strategy requires processes that can be classified as such: (Mezghani & MEZGHANI, 2009, p. 02)

- Intellectual dimension: it is related to the use of tools and methodologies as well as actions to be taken at the organizational level , to a good reflect of the strategic directions of the organization.
- Social dimension: it reflects the degree of involvement of actors and their communication methods in the strategic planning process, and was considered by Horovitz as the most important in the decision-making process, Whereas the tools used in planning produce results which are not planned in the presence of this dimension.

Based on this vision, Reich and Benbasat presented (intellectual/social) duality for study of the term strategic alignment of information system, justifying that the distinction between the intellectual and social dimensions is to harmonize both the plans and the ideas of the parties concerned , in order to ensure the full use of information systems as a pillar of the work and objectives of the Organization (Benbasat & Reich, 1996, p. 56). We will try to explain the extent of this duality of information systems to the strategic alignment of the Human Resources Information System, but before doing so, the researcher points out that the term strategic alignment with the human resources information system is an expression of progress in his

evolutionary career, which today has gone to beyond the traditional role of strategic role as a strategic weapon towards competitive advantage, where it considers that in aligning the goals and activities of human resources information systems with the goals and activities of the institution, it is inevitable and not a luxury, because it will ensure that an organizational strategy is well developed in an environment that does not recognize the importance of human resources. Therefore, the strategic alignment of Human Resources Information System reflects a strategic exercise ,that enables the strategic use of HRIS by linking it in an integrated manner to the Organization’s objectives and actions. Its duality is based on the fact that alignment is characterized by: (Benbasat & Reich, 1996, p. 57)

- Process: it incorporates practices to be taken into account ,in order to harmonize the strategy of the Organization with that of the Human Resources Information System.
- Status: they form the state of compatibility at a given moment of time.

The relationship between these two components falls into an interdependent network of inseparable causes and effects, with the process incorporating the reasons for alignment while the status constitutes the effect of the process. They can also be described according to both of them, but complementary dimensions, so that the intellectual dimension relates to the internal consistency between the content of the Human Resources Information System and business plans as well as their degree of external credibility, while the social dimension reflects the level of understanding and commitment between the Human Resources Information System and top management in the development of plans and objectives.

**Table1.**The duality of alignment according to Reich and Benbasat

	Alignment Process(causes)	Alignment status (effect)
Intellectual Dimension	the methodologies of Business planning and IT/HRIS	Business, plans , objectives and IT/HRIS are consistent



Social Dimension	Choice of actors, timing, decision making and communication used in the formulation of mission, objectives, and plans for IT/HRIS and the business	Degree of understanding of missions, Plans and business objectives And IT/HRIS by managers
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Source: Benbasat & Reich, 1996, p. 58

According to the authors of this model, there are four factors that affect the social dimension : (Reich & Benbasat, 2000)

- Liaison between business and information systems to clarify the strategic direction of the parties.
- Interface and overlap between work planning procedures and information systems.
- Sharing knowledge and information between different organizational levels.
- Successful implementation of the information systems.
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### 1.2 Individual performance: The Concept and models

If there is an agreement among researchers on the status of individual performance, this is not the case at the level of determining its definition content, which defined the same forms of the term performance, because it represents a moving and complex objective that is difficult to fully understand, as well as focusing the academic work on studying the criteria for its evaluation and the factors explained to the detriment of regulating its concept and semantic area covered (Borman & Motowidlo, 1993). However, in reviewing the fencing literature, a distinction can be made between the practical (behavioral) aspect of what the individuals do on the job, and the aspect of the findings, which means the effect and the consequences that remain after an individual stops working (saoussany & Asbayou, 2018, p. 359).

From the definitions that take the first meaning, Campbell's definition has been the most prevalent in academia, defining it as "the combination of behaviors or actions appropriate to the achievement of

the goals of the Organization, which can be measured in the form of skill level and contribution to the achievement of goals." (Koopmans & Bernaards, 2011, p. 856), which Murphy saw as "the sum of behaviors relevant to the objectives of the institution, or the organizational unit in the place where the individual works" (Boon & Fern, 2012, p. 662). Among the definitions in favor of the second meaning, Motowidlo stated that "performance is the overall value expected by an organization to witness a person's behavior within a certain period of time" (Onge & Haines, 2007, p. 94), as expressed by others as "the extent to which a person has achieved the objectives of the work unit ,and the enterprise as a result of his or her conduct and use of skills, abilities, and knowledge" (Bacal, 2004, p. 39) .

From the above, dealing with individual performance from the point of view of one side means approaching it narrowly. It cannot be seen from the point of view of the result without knowing the contextual factors that hinder or help it to happen, because it is constructed in the long term, even though it is observed daily in the Organization, so its analysis should not be static but dynamic, not from the point of view of the behavior without knowing the result, because this means that it is not possible to create a living picture of what happened. Therefore, it is a complex whole that reflects the sum of targeted behaviors and results obtained by an individual in the execution of specific tasks, and can be expressed by quantitative indicators such as productivity or qualitative indicators such as the level of cooperation.

The knowledge of the truth about the concept of individual performance is not complete ,and is only complete through the knowledge of the different behavioral models that researchers have put forward since the early 1990s. One of the most important is: (Onge & Haines, 2007, pp. 100-102)

- **Campbell model:** it is also referred to as a multidimensional model, consisting of eight behavioral factors that are comprehensive, public, and independent, and an illustration of the major psychological

determinants of an individual's performance. These factors are: work-specific skills, non-work skills, oral and written communication, work effort, self-discipline, team work facilitation, supervision and management.

▪ **Motowidloo and Borman model:** the authors focused on the distinction between two dimensions of performance:

- Task performance: This dimension is a clear indicator of the ability and skill of individuals, by learning to what extent an individual has fulfilled a specific set of tasks directly related to his or her function .and more specifically is defined by the authors as performance related to the tasks and the activities ,that contribute directly or indirectly to the achievement of organizational objectives. (Motowidloo.S.J., 2003)

- Contextual performance: this term aims to extend the evaluation of performance beyond the task or the activity of the worker. They defined it as optional and synthetic behavior ,that supports the social and psychological context as opposed to the direct artistic activities performed by the firm(Strugar, Berber, & Ivanovic, 2022, p. 979). They also identified five basic dimensions of its true content: volunteering for extra work, insisting on extra effort to accomplish tasks, adhering to rules and procedures, supporting and sustaining organizational goals.

▪ **Pulakos model and his colleagues:** this model has been introduced in recent years with a view to reach a flexible enterprise, as a result of the rapid change in work requirements(Luo & Tsai, 2021, p. 04), resulting from technological innovations, restructuring and downsizing of the enterprise. In this sense, their work has highlighted eight factors that fall under the heading of adaptive performance, which reflects an individual's ability to change behavior, to meet the demands of change in the environment and the constant transition from case to case. These factors are: addressing exceptional circumstances, managing work pressures, solving problems in a creative way, solving uncertain work situations, learning new tasks and

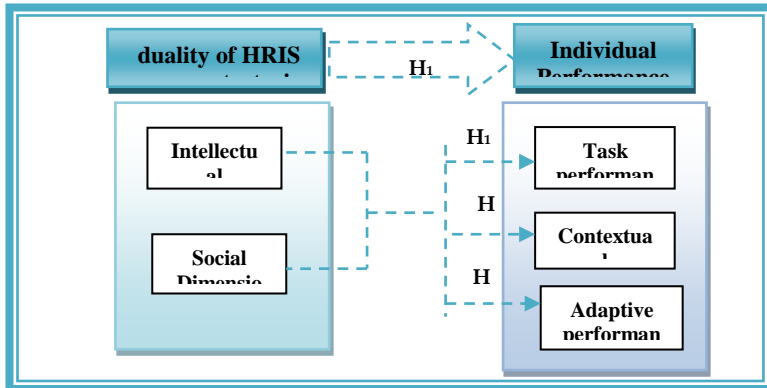
action procedures, cultural adaptation, adapting to individuals, body adjustment. (Park & Park, 2019, pp. 298-299)

In the light of the different performance models presented by researchers, we will invest at the level of this study the principle of intertwining the Motowidlo, Borman and Pulakos models, because we believe that the sustainability of individual performance must be approached in a holistic logic ,based on the imperative to also take into account behaviors not related to the essence of work rather than the limited consideration of the logic of task performance, so that the use of one dimension rather than the other will expose the organization to many people.

### **1.3 The theoretical model of study**

The researcher drew her hypothetical research scheme which is shown in figure ( 1), it is assumed that the duality of HRIS strategic alignment affects the individual performance of the institutions under study , based on the argument that strategic fit has performance implications(King, Cragg, & Husnayati , 2000). Therefore, the left part of the diagram deals with the two dimensions of the Strategic alignment of the human resources information system (the intellectual dimension and the social dimension), based on the Reich and Benbaset model . while the right side of it is occupied by the individual performance as a dependent variable ,and is represented by its three dimensions (task performance, contextual performance, adaptive performance), in harmony With the technical -sociological theory of information systems.

Figure 1 :Study Model



Source: By the researcher on the basis of the literature review

In the light of the the main hypothesis( $H_1$ ) , the sub- hypotheses of the study have been proposed as folloing:

✓  $H_{11}$ : There is a statistically significant impact of the duality of HRIS strategic alignment on the task performance in the firms under study.

✓  $H_{12}$ :There is a statistically significant impact of the duality of HRIS strategic alignment on the contextual performance in the firms under study.

✓  $H_{13}$ : There is a statistically significant impact of the duality of HRIS strategic alignment on the adaptive performance in the firms under study

### 3. APPLICATION FRAMEWORK :

#### 3.1.Method and procedures:

##### 3.1.1.Methodology of the study:

In this study, we combined the methodology of exploration with test, the first one in order to find new correlations between concepts or to incorporate new concepts that make us adopt the method of induction , and the second is to test the validity of the hypotheses of the study and explain the results obtained. To complete the applied study,

we adopted the case-study approach as a data collection technique, because it is descriptive in nature and aims to apply a tool to assess the impact of the strategic alignment of the human resources information system on the individual performance to obtain an external validity.

### 3.1.2. Population and Study Sample:

The researcher chose a Large and a Medium Economic Institutions (Newly inactive) Biskra State to represent the population of this study, while adopting a comprehensive inventory of the researched population which is represented by the subordinates of the human resources management, and all the marchers of interests and directorates, as this system has become decentralized in the institution. The questionnaires were distributed to seven firms, which varied between service and industry, independent and dependent, private and public, for a total of 203 questionnaires, of which 140 were recovered ( 69%), and none were excluded because of their statistical relevance.

The iterations and ratios were extracted to describe the interrogators as shown in table (02) The Next.

**Table 2.** Description of study sample members

Variable	Categories	Frequency	Percentage
Sex	Male	97	69.3%
	Female	43	30.7%
	Total	140	100%
Age(years)	30 to 34	48	34.3%
	35 to 39	35	25%
	40 to 44	27	19.3%
	45 to 50	13	9.3%
	Older than 50 years	17	12.1%
Total	140	100%	
Educational level	Baccalaureate at Least	41	29.3%
	Licentiate	52	37.1%
	Engineer	40	28.6%
	Masters and More	07	05%
Total	140	100%	
Experience	Less than 5 years	31	22.1%

	5 to 9 years old	46	33%
	10 to 14 years old	17	12.1%
	15 to 19 years of age	16	11.4%
	20 years and over	07	21.4%
	Total	140	100%

Source: By researcher based on SPSS 20 output

The results of table Shown(02) most of the members of the study sample are in the male category at 69.3%, compared to 30.7% of women, reflecting the phenomenon of male acquisition of managerial positions in the Algerian institutions, probably because of that social view of the nature of women's work, which is preferably limited to specific areas such as education and health. Also, 65.7% are engineers and licentiates, which is natural because it corresponds to the requirements of the position where they have special cognitive skills and abilities, reflecting the nature of the 30- to 39-year-old age group, 59.3%, an adult group that can learn and adapt to technological change in the facility. In addition, 45% of interrogators have professional experience and skills ranging from 5 to 14 years of age, as well as significant and high experience in the group over 20 years of age at 21.4%.

### 3.1.3. Study Tool and Statistical Treatments Methods:

In order to measure and test the hypotheses of the study, the researcher used the questionnaire, which was divided into two sections. The first one included four paragraphs on individual characteristics, and the second included the HRIS strategic alignment with 13 words and individual performance with 17 words.

All items were measured using a five-point Likert-type Scale, ranging from "Strongly Agree" to Strongly Disagree as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	(1)	(2)	(3)	(4)

Relative importance, assigned due to (Sekaran, 2003). Where cut degree was calculated as follows:  $\text{Class Interval} = (\text{Maximum Class} - \text{Minimum Class}) / \text{Number of Level}$ .

$\text{Class Interval} = ((5 - 1) / 3 = 1.33)$ . The three levels of evaluation are as follows:

Low Degree	Average Degree	High Degree
1 -2.33	2.34- 3.67	3.68- 5

The data collected from the respondent were used through Statistical Package for Social Science (SPSS.20)and the AMOS.20 in order to test the study hypothesis. The researcher used suitable statistical methods that consist of:

1. Confirmatory factor analysis to test the construct validity of the questionnaire’s variable dimensions.
  2. Descriptive Statistic to describe features of study sample using frequency and percentage.
  3. Variance Inflation Factor (VIF) and Tolerance to ensure that Multicollinearity is not noticed between the independent variables.
  4. Skewness test to ensure data is normally distributed.
  5. Pearson Correlations Coefficient to evaluate the strength and the direction of relationships association between dependent and independent variables.
  - 6.Stepwise Multiple Regression Analysis to determine the degree of importance of each independents variable in the Regression model
- 3.1.4. Construct validity and the reliability of the study tool:

The study tool consists of four measures: HRIS strategic alignment(Hris Alig), task performance(Task Perf), contextual performance(Context Perf), adaptive performance(Adap Perf).in order to verify its sincerity, required an examination of construct validity using confirmatory factor analysis, which unites through conformity quality indicators. The table below shows: benchmarks conformity indicators were all within the accepted criteria after the strategic alignment measure (second phrase deleted) was modified in the light of the recommendations which obtained from the programme used (AMOS 20). The reliability of the instrument was confirmed by extracting **Cronbach's alpha**for the internal consistency of the paragraphs, where the measure was accepted if its value was equal to or greater than 0.7.



**Table 3.** Results of confirmatory factor analysis and reliability

Measure	X <sup>2</sup> /df	TLI	CFI	NFI	RMR	AGFI	GFI	Cronbach's alpha
Hris Alig	3.52	0.931	0.918	0.801	0.071	0.744	0.817	0.916
Task Perf	4.211	0.905	0.835	0.816	0.054	0.781	0.841	0.889
Contex Perf	3.554	0.783	0.788	0.767	0.014	0.769	0.856	0.760
Adap Perf	3.443	0.877	0.939	0.918	0.069	0.868	0.956	0.777

Source: Prepared by the author on the basis of AMOS 20

### 3.2. Results and discussion:

#### 3.2.1 Descriptive Analysis:

Table (4) presents the results of descriptive analysis (Means and Standard deviation) for all variables included in the study; independent and dependent variables.

**Table 4.** Descriptive statistics for study model dimensions and variables

Dimensions/Variable	N of Items	Mean	Standard deviation	Level
Intellectual Dimension	06	3.459	0.677	Average
Social dimension	06	3.169	0.880	Average
independent variable	12	3.314	0.742	Average
Task Performance	07	3.848	0.659	High
Contextual Performance	05	3.155	0.779	Average
Adaptive Performance	05	2.941	0.863	Average
dependent variable	17	3.367	0.606	Average

Source: By researcher based on SPSS 20 output

- HRIS strategic alignment:** it is noted that the perceptions of the individuals in the sample were moderate towards this variable, the overall means was 3.314, with a standard deviation of 0.742. In terms of its dimensions, the intellectual dimension received the highest mean of 3.459, with a lower dispersion of 0.677 compared to the social dimension. This indicates that firms behaviour towards the application of practices that enable the strategic alignment of human resources information system for use is strategically used at the intellectual level, while it is not clear at the level of the social dimension that is the driver of consensus, especially with regard to communication. This result, in

the researcher's view, is not in the long-term interest of the study firms because moving away from strategic alignment leads to the loss of the power of systems as a strategic weapon and a relay of competitive advantages.

- **Individual performance:** it is clear that the perceptions of the sample members were moderate towards this variable, with an overall mean of 3.367 and a standard deviation of 0.606. As far as its dimensions are concerned, the task performance has achieved responses above the overall mean at a value of 3.8480, while the contextual and adaptive performance have achieved an average response at an mean rate of 3.1557 and 2,941 with an acceptable dispersion from the computational community, which means that there is relative homogeneity between the responses on the agreement of their answers by having the behaviors necessary for action as well as optional.

### 3.2.2Hypotheses Testing:

Before using parametric statistical tests such as multiple regression, there are some assumptions that need to be verified to ensure that the regression model is appropriate: (Hair & Black, 2010)

- **Multicollinearity test:** it was confirmed that there was no high correlation between independent variables using the Variance Inflation Factor (VIF) test and the Tolerance test , taking into account that the VIF did not exceed the value(10), and Tolerance values are more than (0.05).

- **Normality Test:**it was confirmed that the data followed the normal distribution by calculating the Skewness factor, with the value of the twist factor less than value 1

The following table shows the results of these tests, all of which were acceptable.

**Table 5.** Multicollinearity test and Skewness factor

HRIS strategic alignment	VIF	Tolerance	Skewness
Intellectual Dimension	2.956	0.338	0.019
Social dimension	2.956	0.338	-0.051

Source: By researcher based on SPSS 20 output

In order to test the validity of the main hypothesis from its inaccuracy, the following sub-hypotheses should first be validated:

• **Testing the first Sub- Hypothesis:** H<sub>11</sub>: there is a statistically significant impact of the duality of HRIS strategic alignment on the task performance in the firms under study.

**Table 6.** Multiple Regression Analysis:Independent Variables on task performance

Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	20,986	1	20,986	73,221	,000 <sup>b</sup>
	Residual	39,553	138	,287		
	Total	60,539	139			

Source: Researcher preparation based on SPSS.V.20 output

The results showed in table above indicate that The model is statistically significant, where (F = 73.221, Sig. = 0.000), and this assures that there is a relationship between the independent variables and the dependent one.

Also, we used the Stepwise Multiple Regression Analysis to determine the degree of importance of each independents variable in the Regression model (see table7)

**Table 7.** Stepwise Multiple Regression Analysis: Independent Variables on task performance

Model		Unstandardized coefficients		T	Sig.	R	R <sup>2</sup>
		B	Stand. Error				
	Constant	1,862	,236	7,879	,000	,589	,347
	Intellectual Dimension	,574	,067	8,557	,000		

Source: Preparation of researcher based on SPSS.V.20 output

As shown in table(7), the social dimension has been excluded and the intellectual dimension retained by applying the Stepwise Multiple Regression Analysis, where (t =8.557, p < 0.05), and explains34.7 % of the difference in the task performance. Thus the estimated regression model is as follows:  
**Taskperformance = 1.862 +0.574 intellectual dimension**

• **Testing the Second sub-hypothesis:** "H<sub>12</sub>: There is a statistically significant impact of the duality of HRIS strategic alignment on the contextual performance in the firms under study.

**Table 8.** Multiple Regression Analysis :Independent Variables on contextual performance

Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	18,374	1	18,374	38,354	,000 <sup>b</sup>
	Residual	66,111	138	,479		
	Total	84,485	139			

Source: Researcher preparation based on SPSS.V.20 output

The results showed in table above indicate that The model is statistically significant, where (F =38.354, Sig. = 0.000), and this assures that there is a relationship between the independent variables and the dependent one.

Also, we used the Stepwise Multiple Regression Analysis to determine the degree of importance of each independent variable in the Regression model (see table 9)

**Table 9.** Stepwise Multiple Regression Analysis: Independent Variables on contextual performance

Model		Unstandardized coefficients		T	Sig.	R	R <sup>2</sup>
		B	Stand. Error				
	Constant	1,298	,306	4,247	,000	,466	,217
	Intellectual Dimension	,537	,087	6,193	,000		

Source: Preparation of researcher based on SPSS.V.20 output

As shown in table (9), the social dimension has been excluded and the intellectual dimension retained by applying the Stepwise Multiple Regression Analysis, where (t =6.193, p < 0.05), and explains 21.7 % of the difference in the contextual performance. Thus the estimated regression model is as follows: **Contextual performance = 1,298 + 0,537 intellectual dimension**

• **Testing The third sub-hypothesis:** "H<sub>13</sub>: there is a statistically significant impact of the duality of HRIS strategic alignment on the adaptive performance in the firms under study.

**Table 10.** Multiple Regression Analysis:Independent Variables on adaptive performance

Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	23,589	1	23,589	40,624	,000 <sup>b</sup>
	Residual	80,131	138	,581		
	Total	103,720	139			

Source: Researcher preparation based on SPSS.V.20 output

The results showed in table above indicate that the model is statistically significant, where (F =40.624, Sig. = 0.000), and this assures that there is a relationship between the independent variables and the dependent one.

Also, we used the Stepwise Multiple Regression Analysis to determine the degree of importance of each independent variable in the Regression model (see table 11)

**Table 11.** Stepwise Multiple Regression Analysis: Independent Variables on adaptive performance

Model		Unstandardized coefficients		T	Sig.	R	R <sup>2</sup>
		B	Stand. Error				
	Constant	,836	,336	2,486	,014	,477	,227
	Intellectual Dimension	,608	,095	6,374	,000		

Source: Preparation of researcher based on SPSS.V.20 output

As shown in table(11), the social dimension has been excluded and the intellectual dimension retained by applying the Stepwise Multiple Regression Analysis, where (t =6.374, p < 0.05), and explains 22.7 % of the difference in the adaptive performance. Thus the estimated regression model is as follows: **Adaptive performance = 0,836 + 0,608intellectualdimension**

•**Testing the main hypothesis:** "H<sub>1</sub>: There is a statistically significant impact of the duality HRIS strategic alignment on the individual performance in the firms under study.

**Table 12.** Multiple Regression Analysis: Independent Variables on individual performance

Model		Sum of Squares	Df	Mean square	F	Sig.
1	Regression	20,936	1	20,936	95,579	,000 <sup>b</sup>
	Residual	30,227	138	,219		
	Total	51,163	139			

Source: Researcher preparation based on SPSS.V.20 output

The results showed in table above indicate that the model is statistically significant, where (F =95.579 , Sig. = 0.000), and this assures that there is a relationship between the independent variables and the dependent one.

Also, we used the Stepwise Multiple Regression Analysis to determine the degree of importance of each independent variable in the Regression model (see table 13)

**Table 13.** Stepwise Multiple Regression Analysis: Independent Variables on individual performance

Model		Unstandardized coefficients		T	Sig.	R	R <sup>2</sup>
		B	Stand. Error				
	Constant	1,395	,207	6,749	,000	,460	,409
	Intellectual Dimension	,573	,059	9,776	,000		

Source: Preparation of researcher based on SPSS.V.20 output

As shown in table (13) , the social dimension has been excluded and the intellectual dimension retained by applying the Stepwise Multiple Regression Analysis, where (t =9.776, p < 0.05), and explains 40.9 % of the difference in the individual performance. Thus the estimated regression model is as follows: **Individual performance = 1,395 + 0,573intellectual dimension**

### 3.2.3 Discussion of results:

- The study dealt with the duality of strategic alignment impact of HRIS on the individual performance in the light of the increasing failure of applying this system in institutions on one hand ,and the scarcity of studies that dealt with this effect especially at the local level On the other hand , which makes it a new addition in the arabic

literature. Its model we tested confirms that the evaluation must be multidimensional, reflects the different aspects of the human resources information system, This is shown by integrating the variable of the social dimension of the strategic alignment to represent the human sub-system and the variable of the intellectual dimension to represent the administrative sub-system.

- By reading the statistical results in the table, users' cognates towards the intellectual dimension of alignment are higher than those of the social dimension. Undoubtedly, the existence of intellectual dimension procedures will help institutions to solve their problems by using systems, diagnosing the opportunities which are created by the systems, identifying appropriate resources to seize opportunities and formulating appropriate organizational strategies to seize opportunities. However, social dimension weakens long-term alignment, as its absence or weakness in the institution will adversely affect the degree of confidence in the sharing and dissemination of information and hence the development of business plans and information systems. If we go to communication, which is a fundamental indicator of the social dimension, we will find that its paragraphs have received the lowest mean, while Reich and Benbasat considers that alignment can be reached only through its mediation, as well as by Gooden as the main determinant of success or failure of alignment because it provides a basis for interaction between the function of information systems and other functions. According to the researcher, the low awareness of the respondents to this indicator is due to the organizational structure that does not encourage communication and cooperation between sections, thereby weakening commitments, creating no opportunities for cooperation and ensuring no mutual trust and understanding. As for the individual performance variable, we find that users' awareness of the task performance dimension is higher than that of contextual and adaptive performance, a result that is expected because items of task performance that reflect the productivity of the job and the quality of the decision are tangible are easier and more precise than the other two dimensions of behaviors

that support the individual's psychological and social context towards the enterprise and coworkers, and support the ability of individuals to change behavior to meet the demands of change.

- A scanned reading of linear models shows that the duality HRIS strategic alignment strategic with its intellectual dimension is able to explain the variation of individual performance, in such a way that it alone ensures a 64% linear correlation with the dependent variable, a result that is expected to correspond to the high cognition of sample members vis-à-vis it as opposed to a low perception of the social dimension. As for assessing the relative importance of the impact of the independent variable on the dimensions of the dependent variable through analysis of the relationships between variables in linear models, the intellectual dimension alone clearly and obviously affects the three dimensions of individual performance in varying degrees, with the greatest impact on the task performance, the adaptive performance, and the contextual performance with determination coefficients of 34.7%, 22.7%, 21.7%, which, according to the sample view, is an important source of interest in the core tasks of working at the expense of behaviors that are not related to the essence of the work.. This may be true because the primary reason for the emergence of information systems in general was to improve productivity, so that Matmati(2004) described them as solutions that carry the potential and important increase in the effectiveness of individuals, but, according to the researcher, it is not in the interest of long-term research institutions because the durability and improvement of the individual performance requires a holistic view. The decision makers are therefore supposed to understand the important fact that the strategic alignment of the HR information system not only means investing in physical components and software, but also requires a change in the thinking and attitude of individuals, which requires real action to facilitate it by demonstrating the true value of the system and the expected benefits to ensure that the shared perspective of HR Information System officials and top management is created, which will have a positive impact on enhancing future performance( contextual and adaptive performance)



,and not only towards the current performance (task performance) associated with solving immediate problems and routine actions.

**CONCLUSION:**

In the light of the theoretical debate on the subject, it is clear that the strategic alignment of information systems in general or of the human resources information system in particular is important both for academics, because if they are available on a credible and consistent scale, they can move towards understanding and addressing its various aspects, or for professionals because if they can measure it, they can manage it properly. At the applied level, it has been unexpectedly demonstrated that firms have adopted of the duality HRIS strategic alignment, albeit on a discretionary basis through the availability of certain implicit actions for the intellectual dimension in particular, and the positive impact of strategic alignment, which is represented by its intellectual dimension, on all dimensions of the individual performance is confirmed by different variations.

In the light of these findings, the researcher recommends that the decision makers of the sample institutions:

- examine the relationship between the Human Resources Information System strategy as well as the corporate strategy, and indicate its role in determining modalities for the organization to achieve the strategic alignment of the system.
- the need for the institutions concerned to provide the necessary support and commitment to human resources management, and to believe in their role through the reorganization of their sections and the development of clear management policies and strategies.
- think carefully about the imperative of moving towards the strategic alignment of the human resources information system, focusing on its social dimension to properly invest their human resources information system to serve their overall objectives.
- Make the corporate strategy creatively to sum up the HRIS strategy and vice versa, by involving human resources managers and top management in the formulation of both in time and content.

- Building an effective and flexible communication network between business and the information system, providing fertile ground for maturing alignment.
- instill a spirit of mutual participation in action and encouraging mutual commitment between businesses and the information systems at all levels.
- establish a culture of advocacy for technology and the information systems ,and direct them to serve the Organization and support between the functional areas.

Although this study makes a useful contribution to areas where Arab research is lacking especially at the local level , it is not devoted to limitations on the basis of which a number of future researches can be selected as follows:

- Determinants related to an external validity: because of the size of the study sample which consists of seven institutions, it imposes a restriction on the external validity of the study .So, the need appears in order to apply the model on a sample that includes a larger group of Algerian economic institutions to ensure the generalization of the process .
- Determinants related the methodology of the study :the study worked on evaluating the duality of strategic alignment of HRIS on the individual performance at the moment  $t$  . So, future research can conduct a long study to benefit more from the detailed information over time and thus reach an accurate analysis of the basic variables of the model.

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