

Research on Human Resource Management in Türkiye and Around the World

Merve Şen^{1*}, Mehmet Şen²

¹Borsa İstanbul Karacadağ Ortaokulu, Bağlar, Diyarbakır, Türkiye

²Muhammet Yurtoğlu Mesleki ve Teknik Anadolu Lisesi, Kayapınar, Diyarbakır, Türkiye

DOI: [10.36348/jaep.2023.v07i02.006](https://doi.org/10.36348/jaep.2023.v07i02.006)

| Received: 04.01.2023 | Accepted: 10.02.2023 | Published: 25.02.2023

*Corresponding author: Merve Şen

Borsa İstanbul Karacadağ Ortaokulu, Bağlar, Diyarbakır, Türkiye

Abstract

The issue of human resources affects all segments of society, including workforce quality, human relations, laws, social and technological developments. Women academics, who served as administrators, were able to establish an effective work-life balance thanks to their self-sacrifice, discipline, time management and goal-oriented work in order to establish a work-life balance, but they compromised on their special needs such as sleep, entertainment and rest. The translator has job autonomy, has an advantage over technology and is in harmony with his profession. According to the results of the analysis, it was determined that men's trust in their managers, their commitment to the workplace and their beliefs were higher than women's. It has been determined that work-life balance increases organizational commitment, and organizational commitment increases employee satisfaction. It has been determined that work-family conflict has a positive and significant effect on the intention to leave, and the psychological contract has a mediating role in this effect. It is seen that new initiatives and strategic dimensions in human resources management and employee motivation in strategic human resources management are important. Career management is one of the most effective methods of using human resources effectively and efficiently. In conclusion, human resource management is an important issue that affects the whole society. Goal-oriented work, working with a male manager, organizational commitment, employee motivation, career management, employee satisfaction are the cornerstones of effective use of human resources.

Keywords: Human resource, management, effectively.

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution **4.0 International License (CC BY-NC 4.0)** which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

The issue of human resources affects all segments of society, including workforce quality, human relations, laws, and social and technological developments. Every living organism, including societies based on human resources, is constantly changing. Depending on the institution and the working environment, human resource development activities may vary. It has been shown by studies that determine the direction of change in various dimensions of human resources that this is the case. This context includes studies related to this topic.

Study summaries:

- Kaya and Küçükşen (2016) studied the impact of female academics' participation in decision-making and management mechanisms on family, work, and private life balances. In the research, ten academicians working in

managerial positions at the university participated and the data were collected through face-to-face interviews. The researchers found that female academics working as administrators could somehow establish a work-life balance thanks to features such as self-sacrifice, discipline and self-sacrifice in order to establish a work-life balance, but they compromised their special needs such as sleep, entertainment, rest, and health, owing to their time management and goal-oriented work. They concluded that the support of their spouses is important for them to maintain their life balance.

- The effect of working from home on work-life balance by Kıcıır (2015), this study on translators is to investigate the effect of working from home on work-life balance. Within the scope of the thesis, the concept of work and the subject of the transformation of

the work were discussed. Work-life balance was defined, the factors affecting the work-life balance and the individual's efforts to achieve balance were examined. Qualitative research method was adopted in order to obtain detailed information about the subject. Within the scope of the research, face-to-face interviews were conducted with twelve literary translators working from home. The translation profession, the problems encountered in the labor market and the attitudes of translators towards the profession are among the subjects of interest of the research. As a result of the research, it was determined that the participants who live alone are more successful in establishing a work-life balance than those who share their home environment with other people. People who work from home have the flexibility of time and space, and they benefit from this flexibility in balancing. The translator has job autonomy, maintains an advantageous position in the face of technology and is in harmony with his profession. This situation reduces the alienation of the translator from his job, but it is not enough to get rid of the insecurity caused by flexible production.

- Peker (2013) The effect of leadership types on psychological contract and in practice on this effect; this study was conducted to determine the relationship between leadership types and psychological contract. The model of the research is the scanning model. The universe of the study consists of the employees of the five-star hotel operating in town. 700 people work at the hotel. The sample of the study consists of 300 people working in the hotel. Face-to-face conversations were made with the employees and analysis was made in line with their wishes. Questionnaire method was used in data collection. The survey consists of 4 parts. In the first part, demographic information is given. In the second part, there is the leadership scale. The leadership scale is in the form of a 7-point likert. The third section includes the psychological contract violations scale. The scale is 5 point likert type. In the fourth part, there is the psychological contract level scale. The scale is 5 point likert type. The scales were created by the researcher by using various sources as a result of the literature review. In addition to descriptive statistics such as frequency, percentage, and average, the Anova test was applied in the data analysis. In addition, the Levene test was applied to determine whether the Anova test is applicable. As a result of the research, a significant relationship was found between gender and leadership, psychological contract violation and psychological contract

levels. According to the results of the analysis, it was determined that men's trust in their managers, their commitment to the workplace and their beliefs were higher than women's.

- Korkmaz and Erdogan (2014) In the study named The effect of work-life balance on organizational commitment and employee satisfaction; The ability of employees to balance their work and private lives affects their commitment to the organization and thus their satisfaction. For this reason, revealing the relationships between these concepts is extremely important for the managers to manage the human resources of the organization well and to produce various human resources policies. From this point of view, this study; It is aimed to reveal the relationship between work-life balance and organizational commitment and employee satisfaction, as well as the effect of organizational commitment on employee satisfaction with the help of structural equation model. For this purpose, this study was conducted on white-collar employees working in the Hard Coal Institution and as a result of the study, it was determined that work-life balance increased organizational commitment, did not have a significant effect on employee satisfaction directly, but organizational commitment increased employee satisfaction.
- In Afşar and Eysel (2021), the mediator role of psychological contract in the effect of work-family conflict on intention to leave work: a study in province, the mediating role of psychological contract in the effect of work-family conflict on turnover intention was investigated. In this direction, first of all, the relevant literature on work-life balance, work-family life conflict, psychological contract and intention to leave was reviewed. Afterwards, a questionnaire study was conducted with 208 audit personnel working in companies operating in the independent audit sector in Istanbul, by means of a questionnaire prepared within the framework of the purpose of the research. The 10-item Work-Family Conflict Scale developed by Netemeyer, Boles, and McMurrian (1996) was used to measure the participants' perceptions of work-family conflict. The 9-item Psychological Contract Scale developed by Robinson and Rousseau (1994) was used to measure the participants' perceptions of psychological contract. The 3-item Intention to Quit Scale developed by Mobley, Horner, and Hollingsworth (1978) was used to measure intention to leave. According to the findings, it was determined that work-family conflict has a positive and significant effect on the intention to leave, and

the psychological contract has a mediating role in this effect.

- Adem, Akgemci and Demirsel (2004) in their study named the process of employee motivation in organizations in the context of strategic human resources management; In the global competitive environment, the criteria for organizations to be ahead of rival businesses are associated with the qualified human resources they have and the degree of use of these resources. In addition to the business world, some other units of the organizational world such as public institutions and organizations, banks and insurance companies, strategic defense units, universities, independent research institutes and voluntary organizations have to make an effort to be able to meet the needs of human resources. The linear transformation from personnel management to human resources management is insufficient in the face of rapidly changing environmental conditions. It has become very difficult for organizations to determine what kind of reactions they will give to changing workforce conditions faster than the external and internal environmental analyzes they carry out. At this point, strategic management and strategy formulation initiatives have become important in terms of human resources management. The changing dimensions of human resources also deeply affect employee motivation. The ways of satisfying the developing employee needs of organizations are different, and the importance of both concrete and abstract motivations is increasing. Employees who have internalized the abstract/informal organizational culture and adopted the concrete/formal organizational vision have a very important role in the successful implementation of organizational strategies. In this context, it is seen that new initiatives in human resources management and its strategic dimension and employee motivation in strategic human resources management are important.
- Tunçer (2012), in his study named "Career management in the changing understanding of human resources management"; The aim of this study is to examine the career management, which is revealed by the changing human resources management approach in organizations, with its organizational and individual dimensions. The personnel management approach that emerged with the classical management approach has left its place to the human resources management approach as a requirement of contemporary developments. Human resources management also includes personnel management and deals with people in all their

aspects. Contemporary management techniques, created by scientific and technological innovations, have a human-oriented management approach. In order for a person to be effective and productive, his needs and expectations must be met. In this context, one of his basic needs is to make a career. By using career management effectively, organizations can increase the motivation of their employees and achieve their own goals effectively and efficiently. Career management is an important and effective method used to connect employees to the organization, develop them and increase their performance. It can also prevent many conflicts and stress that reduce the performance of individuals in the organization. Thus, a harmonious, effective, efficient and successful organization can be created. It is one of the results of the study that career management is one of the most effective methods of using human resources effectively and efficiently.

- Doğan (2011) in his work titled "Electronic human resources and functions"; One of the changes experienced with the increase in the use of computers, the internet and the intranet is that the human resources function is now done in electronic form and in electronic environments. Therefore, the term electronic human resources management, which is a new concept, has been added to the development process of the human resources management function, which can be expressed as personnel management, human resources management, strategic human resources management. In this study, the concept of electronic human resources management and the functions that make up this concept are discussed with its theoretical dimension.
- Ince (2005) in his study titled "The Phenomenon of Change and the Changing Functions of Human Resources Management in Organizations"; In today's world, where the phenomenon of change is an indisputable reality, the efficiency of financial and physical capital of organizations and their power to produce results are directly proportional to the efficiency and competence of their human capital. While the importance of technology and financial structures for organizations is indisputable, the power to transform them into efficiency and performance depends on the voluntary synergetic effects of people. For this purpose, organizations are more doomed than any other period to the effective management of human resources. This conviction or neediness includes motivation, power building, synergy creation and competence beyond the classical sense of registration system. In this

sense, this article aims to theoretically examine the phenomenon of human resources management in organizations and its renewed and mandatory functions as a competitive tool in the period we live in.

- Güler (2006) in his study titled e-human resources management and developments in e-recruitment processes of enterprises, the continuous renewal of information and technology and new opportunities in economic life have also created changes in the quality of human resources that will contribute to the production of universal values. The development of information and technology brings to the fore the creative identity that produces knowledge from knowledge, in the interpretation of global values, as well as the education of human resources. Many businesses in the world use electronic human resources systems to store and process human resources information. Thus, the time and expenses spent on human resources regulations can be reduced. These systems enable both business managers and human resources specialists to concentrate on the strategic issues of human resources by providing easy access to the desired information and regular reporting of the information with various analyzes. In this study, developments in e-human resources management and e-recruitment processes, which have been used rapidly in recent years, are discussed. While questioning the purposes of using these systems, the positive and negative reflections of the enterprises are discussed.
- Boxall, Purcell and Wright (2007) "Human resource management; scope, analysis and importance"; Human resource management (HRM), the management of work and people towards desired ends, is a fundamental activity in any organization where people are employed. Its existence is not something that needs to be thoroughly justified: HRM is an inevitable consequence of starting and growing an organization. This article focuses on the scope and main subareas of HRM. For example, the sub-functions of Mikro HRM('MHRM') HR policy and practice are mentioned. Human resource management, the management of work and people towards desired ends, is a fundamental activity in any organization where people are employed. Its existence is not something that needs to be thoroughly justified: HRM is an inevitable consequence of starting and growing an organization. While there is a myriad of variations in the ideologies, styles, and management resources involved, HRM takes place in one form or another. It is one thing to question the relative performance of certain

HRM models in certain contexts, or their contribution to relatively improved corporate performance, to other corporate investments such as new production technologies, advertising campaigns, and property purchases. These are important lines of analysis. However, it is quite another to question the necessity of the HRM process itself, as if organizations could somehow survive or grow without any reasonable attempt to organize things and manage people. As a result, wishing for the disappearance of Human Resources Management is wishing for the disappearance of all companies except the smallest ones.

- Wood, (2003) in his study "Human resources management and performance"; It is animated by the promise of high-involvement management (HIM), the best practice that can guarantee superior corporate performance. Yet there are concerns that probability theory still prevails, namely that alignment between human resource systems and their context, and particularly the organization's business strategy, is important so that HIM will simply outperform other systems. certain conditions. In the 1990s, a series of studies were conducted trying to test whether HIM was truly universally relevant. This article reviews these studies. The article first introduces the conceptual dimensions of the discussion about HRM and performance. This suggests that matters go beyond a simple rivalry between universalism and contingency theory. Beneath the surface of recent literature are more complex hypotheses linking human resource practices. The second part of the paper reviews the studies in the light of these hypotheses and reveals that they present an uneven picture. First, there are conceptual differences underlying the studies, and second, results differ between them, and the effects of HIM differ across performance measures, even in specific studies. Although a large number of studies claim to support universalism, its claims are not always conclusively supported by research evidence and it is premature to draw conclusions in its favor.

CONCLUSION

In conclusion, human resource management is an important issue that affects the whole society. Goal-oriented work, working with a male manager, organizational commitment, employee motivation, career management, employee satisfaction are the cornerstones of effective use of human resources.

REFERENCES

- Öğüt, A., Akgemci, T., & Tahir Demirsel, M. (2004). Employee Motivation Process in Organizations in the context of Strategic Human Resource Management. *Selcuk University Journal of Social Sciences Institute*, (12), 277-290.
- Afşar, Ö., & Eysel, C. Ş. (2021) Mediator Role of Psychological Contract in the Effect of Work-Family Conflict on Intention to Leave: A Study in Istanbul Province. *The Journal of Social Science*, 5(9), 60-77.
- Boxall, P. F., John, P., & Patrick M. W., eds. (2007). *The Oxford handbook of human resource management*. Oxford Handbooks.
- Dogan, A. (2011). Electronic human resource management and functions. *Journal of Internet Applications and Management*, 2(2), 51-80.
- Guler, E. C. (2006). Developments in E-Human Resources Management and E-Recruitment Processes of Businesses. *Aegean Academic Review*, 6(1), 17-23.
- Ince, M. (2005). The phenomenon of change and the changing functions of human resource management in organizations. *Selcuk University Journal of Social Sciences Institute*, (14), 319-339.
- Kaya, S. D., & Küçükşen, K. (2016). The qualitative study on the assessment of career planning process among academicians in management. *Journal of Human Sciences*, 13(2), 2441-2453.
- Kıcıır, B. (2015). The effect of working from home on work-life balance: A study on translators.
- Korkmaz, O., & Erdogan, E. (2014). The Effect of Work-Life Balance on Organizational Commitment and Employee Satisfaction. *Aegean Academic Review*, 14(4).
- Ozmutaf, N. M. (2006). Human Resources and Stress in Organizations: An Empirical Approach. *Journal of Fisheries*, 23(1).
- Tuncer, P. (2012). Career management in the changing understanding of human resources management. *Ondokuz Mayıs University Journal of the Faculty of Education*, 31(1), 203-233.
- Peker, I. (2013). The effect of leadership types on psychological contract and application on this effect.