

T.C.  
MARMARA ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
KAMU YÖNETİMİ ANABİLİM DALI  
İNSAN KAYNAKLARI YÖNETİMİ VE GELİŞİMİ(İNG) BİLİM DALI

**IN TERMS OF DEMOGRAPHICAL VARIABLES,  
CONTRIBUTION OF RECRUITMENT WITH COMPETENCY-  
BASED INTERVIEW TO REDUCE MANPOWER TURNOVER  
RATE**

Yüksek Lisans Tezi

CENK SÜMER

İstanbul, 2013

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PROF. DR. DENİZ BÖRÜ

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SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

TEZ ONAY BELGESİ

KAMU YÖNETİMİ Anabilim Dalı İNSAN KAYNAKLARI YÖNETİMİ VE GELİŞİMİ (İNGİLİZCE) Bilim Dalı TEZLİ YÜKSEK LİSANS öğrencisi CENK SÜMER'nin IN TERMS OF DEMOGRAPHICAL VARIABLES, CONTRIBUTION OF RECRUITMENT WITH COMPETENCY-BASED INTERVIEW TO REDUCE MANPOWER TURNOVER RATE adlı tez çalışması, Enstitümüz Yönetim Kurulunun 22.05.2013 tarih ve 2013-17/33 sayılı kararıyla oluşturulan jüri tarafından oy birliği / ~~oy çokluğu~~ ile Yüksek Lisans Tezi olarak kabul edilmiştir.

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## ÖZET

### **DEMOGRAFİK DEĞİŞKENLER AÇISINDAN YETKİNLİK BAZLI MÜLAKAT İLE İŞE ALIMIN İŞGÜCÜ DEVİR HIZININ AZALTILMASINDAKİ KATKISI**

*Bu araştırma, demografik değişkenler açısından yetkinlik bazlı mülakat ile işe alımın turnover azaltılması konusundaki katkısını doğrudan satış alanında faaliyet gösteren bir şirket üzerinde incelemek amacıyla hazırlanmıştır.*

*Amaç doğrultusunda doğrudan Satış Alanında faaliyet gösteren yetkinlik bazlı mülakat yapılarak işe alınan 109 çalışanı araştırmaya alınmıştır. Elde edilen veriler bilgisayar ortamında SPSS 17.0 programı aracılığı ile analiz edilmiştir.*

*Araştırma sonucunda; çalışanların işe devam ve işten ayrılma durumları üzerinde demografik özelliklerinin etkisinin olmadığı, yetkinliklerinden ise sadece liderlik/koçluk yetkinliğinin işe devam üzerinde anlamlı etkisinin olduğu belirlenmiştir. Diğer bir ifade ile turnover demografik değişkenlerin katkısının olmadığı, yetkinlik bazlı mülakat sonucunda da liderlik/koçluk yetkinliği dışındaki yetkinliklerin katkı sağlamadığı belirlenmiştir.*

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## ABSTRACT

### **IN TERMS OF DEMOGRAPHICAL VARIABLES, CONTRIBUTION OF RECRUITMENT WITH COMPETENCY- BASED INTERVIEW TO REDUCE MANPOWER TURNOVER RATE**

*This research has been prepared in order to examine contribution of recruitment with competency-based interview in terms of demographic variables about the reduction of turnover on a company that operates in the field of direct sales.*

*Within this purpose; 109 employees, who operate in the field of direct sales, and were hired with competency-based interviewing, were evaluated. The obtained data were analyzed by SPSS 17.0 software.*

*As a result of the research; these followings are determined that demographic characteristics has no effect on the cases of going to work of releasing of the employees, only leadership / coaching competence in the competencies has significant effect on the continuation to work. In other words, these are also determined that demographic variables have no contribution on turnover and the competences, except for the leadership / coaching competence, does not have any contribute as result of competency-based interview.*

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*In addition, I consider an honor to work with Professor Nevin Deniz and Doc. Dr. A. Tuęrul Savař, as the members of the jury for their enthusiastic and constructive approach have made this thesis a reality.*

*I believe this research and study with all results and outcomes will have important effects on human resources management from the employee retention point of view.*

*I would like to dedicate this thesis to my lovely parents.*

*Cenk Smer*

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## **ABBREVIATIONS**

<b>Akt</b>	:	Aktaran
<b>HRM</b>	:	Human Resources Management
<b>s</b>	:	Page
<b>etc.,</b>	:	Ve Benzeri

# 1. INTRODUCTION

In the century we live, there has been a very rapid development in terms technology. With the rapidly growing technology as well as the phenomenon of globalization that we have been through, the world has got smaller, the boundaries have been removed and competitions have increased. This is because even the global companies have been competing with the national companies, as well. Many alternative goods and service are produced for consumption through similar technologies by different companies. In order to be successful under these circumstances, it needs to be well ahead of the rival companies. Being ahead of the rival companies can only be achieved through human resources having competences. Competences can be defined as the factors of success covering the key behaviours that will bring superior performance specially dedicated for the business practices within a company.

Therefore, companies have been attaching more importance to the competences of their employees and competence based practices of the human resources have been increasing their shares within the companies in recent years. As a result of these practices, the objective is to employ the right person for the right position as well as to increase the employees' loyalty towards both their jobs and companies by improving their skills and performance. In this way, the employees will not quit the company except for the retirement, new positions etc, the rate of turnover will decrease and the company will be more successful.

This research has been carried out in order to analyze the contribution of the recruitment through competence based interview on the reduction of turnovers in terms of demographic variables within a company operating in the field of direct sales. To this end, first of all, the concept of competence has been defined by referring to its historical account. Then, the components and types of competences have been described and by citing the importance of competences in terms of enterprises, the utilities of competence together with the competence approach in the human resources management have been mentioned. In the following section of the research, competence based recruitment process has been explained level by level

and the utilities of the competence based recruitment have been exemplified, accordingly. Subsequently, by defining turnover, its scope and importance has been explained, the calculation methods have been given, the causes together with the methods to determine them and the effects have been referred.

In order to clarify what has been told so far and to make them more specific, an implementation has been made upon a company operating in the field of direct sales in which the contribution of recruitment through competence based interview on the reduction of turnover has been analyzed. Information regarding the methodology of the course of the research has been given and the collected data have been presented through tables including comments.

## 2. IMPORTANCE OF THE COMPETENCES IN TERMS OF ENTERPRISES

### 2.1. THE CONCEPT OF COMPETENCE

The concept of competence is being widely used among the companies especially in the area of Human Resources Management (HRM) in the present day. The term competence, first, became popular in 1973 when McClelland claimed that the evaluation of competence should be developed as an alternative to the traditionally implemented intelligence tests in order to achieve high performance especially for the senior levels in his article “Testing for Competence Rather Than Intelligence”<sup>1</sup>.

The account given for the term “competent” in The Turkish Language Association Dictionary is “the individual possessing the required knowledge and skills to effectively perform a job”. Therefore, the term competence can be defined as “the state of being competent, a characteristic of something or someone being competent”. The concept of competence has been treated on a large scale within the administrative science, bringing forward the idea of a system along. Organizational schemas, in-house rules ve job definitions have not been adequate to meet the new positions and organizational structures and therefore new demands have arisen for methodology and and structures taking into consideration the individual characteristics and developments as well as those of the organization; manpower the educational level of whom has been in an increasing trend.<sup>2</sup>.

There has been a consensus in literature on the definition of the concept of “competence” being frequently used recently. The following section has been reserved for some definitions of competence given by various authors and researchers.

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<sup>1</sup>David C. McClelland, “Testing for Competence Rather Than for Intelligence”, **American Psychologist**, Issue. 28, (1973), s. 1-14.

<sup>2</sup> Serkan Uzunoğulları, “İşletmelerde Yetkinlik Bazlı Performans Değerlendirme ve Bir Uygulama”, (**Yüksek Lisans Tezi**, Marmara Üniversitesi Sosyal Bilimler Enstitüsü, 2006), s. 4.

Competences have been the collection of skills, knowledge and behaviours which can be observed, measured and developed as to reveal corporate success, supreme individual performance and contribution to business effects<sup>3</sup>.

Competence is one of the main concepts launched by Bandura (1977, 1986, 1997), a theoretician on Social Learning, claiming that it is effective upon the behaviour. The self-determinism of the individual regarding the individual power as to organize and to successfully perform the required actions at a given level of performance is called competence. In other words, competence is the individual's self-confidence on his/her potential in performing a job effectively and successfully.<sup>4</sup>

Competence is defined as the observable behaviours covering knowledge, skills and attitudes at an outstanding level in attaining excellent performance. Another definition which is more detailed is "Competences are the groups of knowledge, skills and characteristics affecting the role and responsibility of the individual's career, related with his/her job performance, to be measured by the approved standards and to be developed through education and training<sup>5</sup>.

Competences are the combination of skills, behaviours, motives, individual aspects and the attitudes frequently performed by the individual in successfully carrying out a job distinguishing between the high performance and average performance<sup>6</sup>.

---

<sup>3</sup>Dicle Cengiz ve Erim Hısım, "Faktör Analizi İle Ağırlıklandırarak Yetkinlik Envanterinin Değerlendirmesi ve Performans Değerlendirmeye Etkisi", **İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi**, Sayı. 21, (Bahar 2012), s. 166.

<sup>4</sup> Albert Bandura, **Social Foundations of Thought and Action**, Englewood Cliffs, NJ: Prentice Hall, 1986, Akt: Hasan Bozgeyikli, "Meslek Kararı Verme Yetkinlik Ölçeğinin Geliştirilmesi", **Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi**, Sayı. 11, (2004), s. 222.

<sup>5</sup> Anntoinette D. Lucia Richard Lepsinger, **The Art and Science of Competency Models**, San Francisco: Jossey-Bass Pfeifer, 1999; Akt: Gülkibar Biçer ve Şerafettin Düztepe, "Yetkinlikler ve Yetkinliklerin İşletmeler Açısından Önemi", **Havacılık ve Uzay Teknolojileri Dergisi**, Cilt. 1, Sayı. 2, (Temmuz 2003), s. 14, .

<sup>6</sup> Tamer Keçecioglu ve Derya Kelgökmen, "Yetkinlik Modellerinin İnsan Kaynakları Yönetiminde Yapılandırılması ve Bir Yetkinlik Modeli Önerisi", **Review of Social, Economic & Business Studies**, Cilt. 3/4, (2004-2005), s.216.

## 2.2. THE HISTORY OF THE CONCEPT OF COMPETENCE

The inclusion of the concept of competence into the administrative literature dates back the late 60s and early 70s. Especially in the developed countries, this concept has been treated notably, and accordingly, the developing countries have well noticed that the concept of competence is of great importance in terms of enterprises in the case the concept is well understood and implemented.<sup>7</sup>

The concept of competence, in the historical process, has proceeded through many levels in reaching its current position. It can be claimed that the researches regarding intelligence, knowledge processing, leadership, job analysis and multiple intelligence carried out since 1950s have formed the basis of the concept of competence and the studies of McClelland, Boyatzis and Spencer, Spencer, especially those of Prahalad and Hamel have significantly contributed to the concept, as well<sup>8</sup>.

The concept of competence was first used in administrative literature in 1957 by Selznick in the form of “distinguishing competence” with a purpose of explaining the process that determines the key factors of success within the organization. However, the referred usage of the concept was not approved at a universal level. The concept of competence became known and common in 1990 when Prahalad and Hamel published their article “The Core Competence of the Corporation” in Harvard Business Review Magazine, in which they used the term fundamental competences<sup>9</sup>.

The concept of competence within the human resources was first launched in the early 1960s when there were studies in the fields like industrial psychology and organizational psychology as part of the historical development of the human resources. These studies focused on the point that the individual’s achievement both

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<sup>7</sup> Hande Sağır, “Yetkinlik Bazlı İnsan Kaynakları Süreçleri ve Bir Araştırma”, (**Yüksek Lisans Tezi**, Marmara Üniversitesi Sosyal Bilimler Enstitüsü, 2006), s. 11.

<sup>8</sup> Gönül Budak, **Yetkinliğe Dayalı İnsan Kaynakları Yönetimi**, İzmir: Barış Yayınları, 2008, s. 45-49.

<sup>9</sup> Mark Cook, “Strategy and Applications, Business Economics”, London; Osman Bayraktar, **Active Dergisi**, (Temmuz-Ağustos 2002), s. 25.

in life and career could not be associated with the results of traditional knowledge and skills tests applied on the individual.

David C. McClelland, in his article after carrying out various studies for McBer and Company and USA government in 1960s, made assessments on the traditional methods using documents related with the achievement degree given by the schools together with the content knowledge tests and the academic competences in selecting the staff. McClelland made his very first testings that he would bring forth with his article “Testing For Competence Rather Than Intelligence”<sup>10</sup>. However, the concept restored its main place within the field of human resources in 1973 when McClelland published his article “Testing for Competence Rather than Intelligence” in American Psychologist magazine<sup>11</sup>.

The movement of competence became widespread after Boyatzis published his book “The Competent Manager” in 1982. In the late 1980s, the leading companies in USA and UK, especially the multi-nationals completed the process of analyzing their competences, focusing on the matter how they would integrate them all into their human resources system. In the 1990s, these companies started to transport their competence database into computer environment<sup>12</sup>.

In the first decade of the competence model, the specialists trained according to the McBer approach became influential. The referred approach included a research methodology. As for the referred methodology, the individual examples showing excellent and medium performance were being defined as the criteria, in the following, behavioral case interviews were carried out, half of the interview examples were reserved for the content analysis and the other half was being used for cross-check through statistical analysis and coding. Along with this process, competence models have been the most common guidelines used for the actions of selecting and developing.

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<sup>10</sup> Uzunoğulları, s. 4-5.

<sup>11</sup> P. Briscoe Jon ve T. Hali Douglas, “An Alternative Approach and New Guidines For Practice”, **Organizational Dynamics**, Volume. XXVIII, Issue. 2, (1999), s. 76.

<sup>12</sup> Katherine Adams, “Interview with Richard Boyatzis”, **Competency: The Annual Benchmarking Survey**, 1998/99, p.42–45.

Especially in the last decade, enterprises have started to use their competence models in new ways. Many enterprises have reshaped and reconfigured their business processes by developing their competence models. Some enterprises have preferred a competence model, thinking that it is applicable to all and used it for the leaders. However, they have applied the referred model even for the wide range work groups that are not administrative. The rest of the enterprises have chosen a different way by developing similar competence models to be used in different processes<sup>13</sup>.

### **2.3. COMPONENTS OF COMPETENCE**

Despite the existence of various definitions of competence, it is possible to talk about the 5 dimensions of competence on a common basis. These are;

- Knowledge
- Skill
- Attitude
- Observable behaviour
- Superior performance

#### **2.3.1. Knowledge**

Being competent in a subject requires a full knowledge of that subject, at first. Having a good command of the subject on theoretical terms and knowing procedural and contextual requirements are important for the knowledge dimension of competence<sup>14</sup>. For instance, if an individual wants to be competent in teamwork, he/she needs to have knowledge on the characteristics of teamworking. Such a knowledge may be gained through expertise as well as training and education<sup>15</sup>.

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<sup>13</sup> Sağır, s.13.

<sup>14</sup> Meziane Bennour , “Didier Crestani, Using Competencies In Performance Estimation: From The Activity To The Process”, **Computers In Industry**, Volume. 58, (2007), p.152.

<sup>15</sup> Zehra Çınar, “Yetkinliklere Dayalı Ücretleme ve Ücret Yapıları”, **Makaleler**, <http://www.makaleler.com/insan-kaynaklari-makaleleri/yetkinliklere-dayali-ucretleme-ve-ucret-yapilari.htm>, 2010, s. 2.

### 2.3.2. Skill

Skill, the second dimension of competence, is briefly defined as a talent required to perform a physical or a mental job (action). Mental or cognitive skills competences cover talents such as analytical (data processing, forming cause and effect relationship, organizing data) and conceptual thinking (ability to see the patterns and models among complicated data)<sup>16</sup>.

In order to be skillful in a subject, it is obvious that it needs to be talented in that specific subject. “To be talented in doing something” in work environment means less effort for a high degree of performance<sup>17</sup>. The individual may have such a talent innately or may gain it afterwards. For instance, if the personality of the individual is fitting to work within a team, it can be claimed that the individual has a natural talent. Another individual whose personality is fitting for a solitary worklife, may also gain a talent to be a teamworker working harmoniously in the course of time. In the skills adopted afterwards, the influence of expertise is great. Knowledge is mainly gained through education whereas skill is gained by doing, living or shortly to mention, by experiencing<sup>18</sup>.

### 2.3.3. Attitude

Attitude, the third dimension of competence, is the system of organized idea and faith in the individual’s mind about the particular person, establishment and objects. Additionally, it is an approach of the subjective features such as personality, character, faith and values activating knowledge and skill. The attitude of the individual towards a particular subject, is an important factor shaping the behaviour of the individual towards that particular subject.<sup>19</sup>.

For instance, in the case an individual possesses a required level of knowledge on teamworking and gains experience therein, these assets do not suffice

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<sup>16</sup> Tak, Sayılar ve Kaymaz, s. 248.

<sup>17</sup> Aytaç Açıkalın, **İnsan Kaynağının Yönetimi Geliştirilmesi**, 2. Baskı, Ankara: Pegem A Yayınları, 2000, s.146.

<sup>18</sup> A. Tuğrul Savaş, **Eleman Seçiminde Yetkinlik Bazlı Mülakat Teknikleri**, İstanbul: Çantay, 2006, s. 93.

<sup>19</sup> Eflatun Paksoy, “Yetkinliklere Dayalı İnsan Kaynakları Yönetimi ve Bir Uygulama Önerisi”, **(Yüksek Lisans Tezi, İstanbul Üniversitesi Sosyal Bilimler Enstitüsü, 2007)**, s. 19.

for the individual to get competent in the referred field because the knowledge and skill of the individual should be transformed into observable behaviour. Thus, the attitude of the individual within the teamwork stands out. If the individual views teamwork as an opportunity to obtain successful results by making use of the synergy of the cooperation, the individual will alternate his/her behaviour by using knowledge and skill and on the contrary, if the individual has developed an idea that the others will decrease his/her own performance, he/she will not be able to use his/her knowledge and skills in his/her behaviours<sup>20</sup>.

#### **2.3.4. Observable Behaviour**

In order to give the right feedback to the employees on the performed behaviour and in order to track individual development/career plans, it is important that these behaviours should be both observable and measurable. Since behaviours forming the competence define the excellent, employees performing the referred behaviours reach a highly notable performance when compared with the other employees. Therefore, these behaviours have outstanding aspects<sup>21</sup>.

#### **2.3.5. Superior Performance**

Superior performance, the last dimension of competence, is the composition of impulses, desires and thoughts causing the individual perform a particular behaviour. Performance, plays a role in selecting, directing and executing the behaviour towards a set goal or action. For instance, individuals having the motives to achieve are the ones who continuously set goals for themselves, strive to reach them and have a tendency to take responsibility and discretion<sup>22</sup>.

Performance does not only deal with the individual's having a particular level of knowledge and skill but also with his/her talent that can be transformed into business behaviour. Therefore, for each competence within the competence model, definition of behaviour and level of requirement is given. Level designation has been one of the most critical items among the competence approach because lack of

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<sup>20</sup> Savaş, s. 93.

<sup>21</sup> Biçer ve Düztepe, s. 14.

<sup>22</sup> Tak, Sayılar ve Kaymaz, s. 247.

competence as well as its surplus has been a major problem. “The better the harmony between the individual competences and the requirements of the company and the job, the higher the performance and the job satisfaction is”<sup>23</sup>.

Impulses and characteristics are defined as the first level or “master” competences. These competences determine what kind of a performance an individual will show without close supervision in the long run. Impulses and characteristics are centered on the personality and are hidden competences deep down. As for the competences of knowledge and skills, they are closer to the surface and can be perceived easily. It is always easier to develop the surface competences and with the help of educational programmes, the surface competences can be improved. The competences deep down are at the bottom level of personality iceberg. Therefore it is more difficult to measure and develop them. The competences of perceiving oneself are situated in between the two ends. Even though it takes time and costs a lot, they, too, can be changed or modified<sup>24</sup>.

## **2.4. TYPES OF COMPETENCES**

### **2.4.1. Organizational Competences**

According to Prahalad and Hamel (1990), competences are defined as “learnings which allow the coordination and integration of physical resources and production skill within the organization”. Organizational competences, when they are developed in accordance with the strategic plans of the organization, form the cause of a different level of performance apart from those of the rival companies<sup>25</sup>.

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<sup>23</sup> Zuhul Baltaş, “Yöneticinin Performans Değerlendirme Yetkinlikleri”, **Kaynak**, Sayı. 2, (Ekim-Aralık 2002), s. 7; Akt: Savaş, s. 94.

<sup>24</sup> Nesime Acar, “Yetkinlik Kavramı”, <http://www.nisdanismanlik.com/makaleler/Yetkinlik.pdf>, 2006. Akt: Paksoy, s. 20.

<sup>25</sup> C.K. Prahalad and Gary Hamel, G. “The Core Competence of The Corporation”, **Harvard Business Review**, Volume. 68, Issue. 3, (1990), p.72-74.

Tak, Sayılar and Kaymaz (2007) account that when the organizational competences have been classified within themselves, four types of competences emerge in return. These are<sup>26</sup>;

- **Administrative Competences:** Administrative competences at the organizational level involves a unique competence that the leaders of the organization need in creating a strategic vision, sharing the referred vision with the rest of the organization, authorizing and directing the employees as to bring the vision into existence. The unique competences forming the relations of the organization with its environment is the second dimension of the administrative competences.
- **Input Based Competences:** Input based organizational competences cover physical resources, capital, human resources, knowledge, skill and competences of the organization. These competences influence administrative visions and get influenced from them at the same time. In addition, to make good use of them determines the direction and the area of the efforts regarding knowledge formation.
- **Transformational Competences:** Transformational Competences express the talents of the organization in transforming the inputs into outputs aligned with its objectives. Organizational culture, learning and entrepreneurship have been considered as significant competences in this field.
- **Output Based Competences:** Organizational competences which are considered as output based, are composed of qualitatively abstract strategic goals such as corporate image and prestige, quality of product and service and customer loyalty. These competences define competitive advantage resources that are related with financial, technological and social resources of the organization, created in a long term and the economical returns of which will cover a long term period as well.

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<sup>26</sup> Bilçin Tak, Yücel Sayılar, Kurtuluş Kaymaz, “Yetkinliklere Dayalı İnsan Kaynakları Yönetimi ve Ücretlendirme Sistemi Üzerine Bir İnceleme”, **İşletme Fakültesi Dergisi**, Cilt. 8, Sayı. 2, (2007), s. 241.

## 2.4.2. Individual Competences

Within the studies carried out in Literature, Competences have been analyzed at the individual level and therefore defined. In the following, some of the generally approved definitions of Individual competences are listed:

Lucia and Lepsinger (1999) define competences as; “the collection of knowledge, skill and behaviours that influence the job, role and responsibilities performed by the individual, are directly related with the performance, can be measured with the approved standards and modified by the educational and development activities”; whereas Spencer and Spencer (1993) define them as “ all that the individuals perform, the level of activities measured according to a particular criterion or individual characteristics having a causal relationship with superior performance<sup>27</sup> .

Individual competences are said to have been adopted in the course of time by some whereas the rest support the idea that individual competences are innate. Dominant idea emphasizes the educational dimension of competence and hidden contribution of workplace activities to competence development. A more traditional approach advocates that both competence and aspects are innate. In this approach, it is stated that feelings, attitudes and knowledge exist through the innate talents by birth. Therefore, they all can not be adopted later on but developed<sup>28</sup> .

In order to increase the organizational influence, the relationships between the competences at both individual and organizational level are defined in Table 1 as follows:

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<sup>27</sup> Akt: Tak, Sayılar ve Kaymaz, s.244-245.

<sup>28</sup> Ercan Elataş, “Yetkinlik Bazlı İnsan Kaynakları Yönetimi Uygulamaları ve Algılanan Faydalarına İlişkin Bir Araştırma”, (**Yüksek Lisans Tezi**, İstanbul Üniversitesi Sosyal Bilimler Enstitüsü, 2010), s. 17.

**Table 1**  
**The relations between the Organizational and Individual Competences**

<b>Organizational Competences</b>	<b>Individual Competences</b>
<ul style="list-style-type: none"> <li>• Defines the powerful aspects of an organization.</li> <li>• Is composed of knowledge, skill, talent and other characteristics unique to the company.</li> <li>• Forms the basis of the main area of business of an enterprise.</li> <li>• Helps enterprises get into new markets.</li> <li>• It is not possible for the rival companies to imitate in one-to-one correspondance in a short term.</li> <li>• Should be in accordance with the vision, mission, strategy and the values of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Defines the superior aspects of an individual.</li> <li>• Is composed of knowledge, skill, talent and other characteristics which are critically important in terms of the individual's success within the organization.</li> <li>• In line with the working characteristics of an individual and the requirements of his/her position, the individual should possess the required competences.</li> <li>• Competences of an individual should be in accordance with the vision, mission, strategies and values of the organization.</li> </ul>

**Source:** Ryan K. Lahti, "Identifying and Integrating Individual Level and Organizational Level Core Competencies", **Journal of Business and Psychology**, Volume. 14, Issue. 1, (1999), s. 67.

As seen in Table 1, individual competences serve as the expressions of organizational competences at the individual level. Defining competences both at the individual and organizational level serves as a medium in terms of clarifying the strategic direction and main goals of the organization and aligning them with each other.

## **2.5. IMPORTANCE OF THE COMPETENCES IN TERMS OF ENTERPRISES**

Enterprises should improve their talents in order to keep their continuance in the long run and have competitive advantage. The talents of an enterprise are the sum of the characteristics and skills of the manpower that the enterprise has. The success of various functional departments of an enterprise depends on the peculiarities,

characteristics, knowledge and skills of the employees working in those particular departments<sup>29</sup>.

A sound measurement and assessment of powerful aspects, developments, needs and potential contributions of the employees have always been at critical importance. At the beginning, using measures such as knowledge and skill was sufficient. However, there was an increase in the complexity degree of decisions regarding the individuals when the participatory administration approach was launched. From then on, it has been necessary to include factors such as style and motivation, attitudes and behaviours within the scope of assessment together with knowledge and skill<sup>30</sup>.

Even though competences have been the subject of many researches, in the implementational area, there are deficiencies in using the competences. Organizations should define competences that lead to high performance and they need for the success of executives. Additionally, organizations should use these competences as a part of their performance evaluation process<sup>31</sup>.

Within the companies, generally the executives deal with the development process. However, patterned way of behaviours and narrowing perspectives of the executives or boundaries across the departments can block the idea of development and unfortunately, the companies can not attain a course of development at the expected level. But, in order to perform effectively, taking the system integrity into account is enough. By looking at the picture of a forest as a whole and seeing each tree is the fundamental of system integrity. Such a working environment and a philosophy together with the commitment and skill to do so can come into existence when there is a unity of powers of both mind and feelings. In order to effect a harmony with globalization and information age, enterprises should have a more

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<sup>29</sup> Hayri Ülgen ve S. Kadri Mirze, **İşletmelerde Stratejik Yönetim**, İstanbul: Arıkan Basım Yayın, 2007, s. 119

<sup>30</sup>Nesime Acar, “Sürekli Gelişme-Öğrenen Organizasyonlar ve Yetkinlikler”, **Executive Excellence**, Sayı 30, (Eylül 1999), s.20.

<sup>31</sup> Melek Çetinkaya ve Hatice Özutku, “Yönetimsel Performansa Yetkinlik Temelli Yaklaşım: Türk Otomotiv Sektöründe Bir Araştırma”, **İstanbul Üniversitesi İşletme Fakültesi Dergisi**, Cilt. 41, Sayı. 1, (2012), s. 144.

deterministic action plan. Therefore, situation of the employees in terms of the required competences has been a more significant issue than ever<sup>32</sup>.

In this respect, the enterprises should allow the employees perform the right things that are defined and configured as necessary for effective performance via competence based systems and configure the skills of the organization in accordance with its strategical direction. If the enterprises show the ability to use competences of their own and to take advantage of their employees' competences, success, then, is inevitable to reach.

Again in companies, adequacy level of employees' knowledge, skill, attitude and behaviours, namely, the competences, play a major role in the creation of a common language and atmosphere. Competences, concretizing the success at the same time, provides a perspective through which the definition of success remains standard for all and is common to all. By using the competences, a difference in perspective is intended in creating the employees' view of their social and business lives. Enterprises can only attain the expected performance by the increase in their executives' and employees' success<sup>33</sup>.

## **2.6. THE UTILITIES OF COMPETENCES**

One of the most important utilities of the competences is the creation of a common language to be used within the company. Another utility in terms of the company is the making of the analysis at the same standards both at individual and team level, and systematizing them all. Competences create a solid perspective by concretizing the success. Therefore, the definition of success becomes standard and is adopted by all. By using competences, it is intended to allow especially employees create a different look upon their social and business lives. Enterprises can attain the performance they seek if and only if there is an increase in the executives' and employees' success<sup>34</sup>.

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<sup>32</sup> Biçer ve Düztepe, s. 14.

<sup>33</sup> Nilay Güler, "Yetkinliklerin Belirlenmesi ve Bu Yetkinliklerin İşe Alım Sürecindeki Uygulamalarına İlişkin Bir Araştırma: Bankacılık Sektörü Örneği", (**Yüksek Lisans Tezi**, Marmara Üniversitesi Sosyal Bilimler Enstitüsü, 2010), s. 23-24.

<sup>34</sup> Biçer ve Düztepe, s. 18-19.

Horton (2000) listed the utilities of the competences as in the following<sup>35</sup>;

- The advantages in terms of the executives are creating a common and user friendly shelter that can be used in each human administration functionalities, creating a common language, providing a standardization and their motivational effect encouraging the employees use all their potential.
- The advantages in terms of the employees are being more transparent in showing the required performance level, allowing them focus on the expected behaviours and points at work, encouraging them for self-improvement, configuring a peaceful and secure atmosphere in which career plans and promotions are better effected and creating a system which is less subjective and more righteous so that eveybody relies upon.
- The advantages in terms of the organization and the quality of operations are allowing holistic approach towards human resources, being able to create open strategies, being a user friendly tool in setting an objective, allowing the company focus on the points which are powerful and open to development and bringing explanations to what and how should be done.

Biçer and Düztepe explained some of the utilities of competences for the enterprises as follows<sup>36</sup>;

- **The emergence of a new type of employee-employer relationship:** The employment contracts in which the employer promises a job security and fair wage and the employee promises loyalty and hard work, in return are disappearing. Instead, companies give the employees the opportunity to develop their skills and knowledge in return for their loyalty and workforce. For these kinds of organizations, competence based human resources implementations have been tools serving for defining the needs as well as developing the required competences.

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<sup>35</sup> Sylvia Horton, "Competency Management in The British Civil Service", **International Journal of Public Sector Management**, Volume. 13 Issue. 4, (2000), p. 354- 368.

<sup>36</sup> Biçer ve Düztepe, s. 19.

- **Changing measures of success:** In the traditional approaches in which the promotion of the employees is considered as “escalating a ladder” the criterion according to which the promotion has been effected is not thoroughly defined. Competences provide certain, measurable, easy to understand criteria and indicators in order for the individual’s development and success.
- **Creating a new culture of learning:** In many organizations, by the help of competences, the emergence of a new culture of learning has been observed in which the employees are eager to learn and develop themselves.

Using competences grant many utilities to both the enterprise and the employees working there. Some of the utilities can be listed as follows<sup>37</sup>;

- Enabling a clear detection of general development needs of the company,
- Creating a harmony by aligning the individual behaviours with the values and strategies of the company,
- Allowing the selection and emplacement system function consistently and transparently,
- Encouraging the employees for creative thinking and to take initiatives,
- Increasing the motivation of the employees,
- Enabling the increase in effectiveness by relating the educational programmes with the behaviours,
- Serving as a guide for the executives as the behaviours are defined,
- Creating a common language within the company as for the empowerment and betterment of the communication,
- Determining the standards and criteria which will enable the decision-making and in this way, recruiting the right person for the right position,
- Assisting the staff in route-planning for personal development,
- Clarifying which standards of success and what kind of behaviours are expected from the employees,

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<sup>37</sup> Tuğba Çörtelekoğlu, Yetkinlikler, İnsan Kaynakları Akademisi, <http://www.ikademi.com/performans-yonetimi/1298-yetkinlikler.html>, 2006.

- Enabling a fair and right evaluation in accordance with the observable criteria therefore assisting the execution of fair promotions and wage,
- Providing the integration of all human resources related processes, implementations and outputs

## **2.7. COMPETENCE APPROACH IN HUMAN RESOURCES MANAGEMENT**

Competences are the fundamental keys helping the organizations compete effectively. It is accepted that the competences have influence over the individual performance, therefore, entrepreneurial success. In this respect, human resources system depending on the competences contributing directly to the organizational success has been featuring. The increasing importance of competences has enabled their usage in all the activities of human resources. It is observed that competences are being used in recruitment and emplacement, performance management, payments and rewarding, education and development, career planning, that's to say in all the functions of human resources in order to create standards. Competence has been an important input in wage management, as well. Wage scales have been the significant parts of job evaluations in determining the wage of a particular position<sup>38</sup>.

Competence trend in the field of Human Resources Management was launched in 1973 when David C. McClelland published his article named "Testing for competence rather than intelligence". McClelland, in his article, claimed that the traditional academic exams and IQ tests applied during the recruitment process are not the right measures in predicting whether the individual will perform the job well or not. Academic exams and school grades were inadequate in anticipating job performance and achievement in life. Job performance of the individuals who had a high IQ was weak whereas the individuals who had average IQ could attain a great success in business life. According to McClelland, who had shown efforts in searching for the factors of an excellent working performance, apart from

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<sup>38</sup> Ceren Yetkin, "Yetkinlik Bazlı Mülakat İle Kariyer Değerleri Arasındaki İlişki ve Bir Uygulama", (Yayımlanmamış Yüksek Lisans Tezi, M.Ü. Sosyal Bilimler Enstitüsü, 2006), s.15-16

intelligence, the rest of the variables enabling a worklife success should be detected as well. McClelland defined these variables as “competencies”<sup>39</sup>.

McClelland, in his article where he evaluated the traditional studies using the documents given by the schools, cognitive tests and academic talents in staff selection, revealed that behavioural aspects and characteristics have been more effective than the intelligence tests in measuring the work performance<sup>40</sup>.

Competence based human resources management has been a reflection of a contemporary administration. As per now, competences have been a significant data source regarding the characteristics of the employees at individual and team level. These data serve as important criteria in the decisions of dismissals, career development, performance evaluation, education given by human resources management. Additionally, company managements take these data into account in developing the performance of the organization, as well. Therefore, many enterprises have a tendency to relate their competence programmes with vision, mission and objectives of the organization<sup>41</sup>.

Competences are being used as determining criteria in the significant processes of human resources such as recruitment, performance evaluation, identification of educational needs and promotion<sup>42</sup>.

After defining the required competence profiles at the individual level in order to enable competence in the jobs undertaken, a roadmap arises for all activities of HR Management. Within this frame, all HR Management sub-processes focus on the development of competences and the input-output relations between these sub-systems create feedback mechanisms enabling the development of individual competences.

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<sup>39</sup>Katherine Adams, “Interview with David McClelland”, **Competency**, Volume. IV, Issue. 3, (Spring 1997), s.18.

<sup>40</sup> Gaye Özçelik, Murat Ferman, “Competency Approach to Human Resources Management: Outcomes and Contributions in a Turkish Cultural Context”, **Human Resource Development Review**, Volume. 5, (March 2006), s.73-74.

<sup>41</sup> Tekin Akgeyik, “İnsan Kaynaklarında Yetkinlik Yönetimi”, **İktisat Fakültesi Mecmuası**, Cilt. 52, Sayı. 1, (2002), s.70.

<sup>42</sup> Cengiz ve Hısım s. 166.

Competence based approach requires the existence of a unique philosophy and practices in the organizational design, business design and in all the sub-systems of HR management. Therefore, especially in the flow of HR management, it needs to design by thinking that which characteristics the individuals possess and in what way these individuals will be developed on a wider scale than the job to be performed. That's to say, the individual will be evaluated not only by the job he/she performs but in a dynamic transformational period by emplacing him/her according to his/her main competences, as well<sup>43</sup>.

Competences take part on the basis of human resources management and the studies of competences serve as a valuable infrastructure for the success of a stable human resources management and integration of key activities of employees. Today we have been through the Information Age and Globalization; in order for the enterprises to keep competitive advantage, knowledge, unique creativity, experience, hidden potential and talents of the individual have been fundamental factors and therefore there has been an increase in the importance of human resources. The enterprises which want to attain success in business life, expect their employees to show a higher performance, perform customer oriented behaviours, think focusing on the process, be leaders by undertaking new responsibilities and contribute at a higher level to the competences of the company providing competitive advantage<sup>44</sup>.

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<sup>43</sup> Tak, Sayılar, Kaymaz, s. 251-25.

<sup>44</sup> Sağır, s. 37.

In Table 2, the utilities and the exercise of competences in Human Resources are given.

**Table 2**  
**The Utilities of Competence Implementations in Human Resources Management**

HR Functionality	Utilities
Selection	<ul style="list-style-type: none"> <li>• Ability to see the full picture regarding the requirements of the job,</li> <li>• Recruitment of individuals who will perform their jobs successfully,</li> <li>• Decreasing the investment level to minimum degree for those who can not meet the expectations of the company,</li> <li>• A more systematic execution of the interview process,</li> <li>• Differentiation between the competences which are difficult to be developed and can be developed through education and training programmes,</li> </ul>
Education-Development	<ul style="list-style-type: none"> <li>• Focusing on the knowledge, skill and characteristics that are most effective in achieving a task.</li> <li>• The accordance of Education and development activities with the values and strategies of the company,</li> <li>• Effective usage of time and money spent on education and development,</li> <li>• Providing a system in order to effect a continuous coaching and feedback,</li> </ul>
Assessment	<ul style="list-style-type: none"> <li>• Emergence of a common language for the tracking and measurement of the fields,</li> <li>• Focusing on the performance evaluation interviews,</li> <li>• Collecting data on the behaviour of the employees while performing their jobs,</li> </ul>
Backup	<ul style="list-style-type: none"> <li>• Clarifying the knowledge, skill and characteristics required for a role or job</li> <li>• Providing a method in order to evaluate the readiness level related with the new role of the candidate concerned</li> <li>• Planning the educational and development activities as to develop the deficient competences</li> <li>• Identifying individuals who have high potential within the organization</li> </ul>

**Resource:** Anntoinette D. Lucia, Richard Lepsinger, **The Art and Science of Competence Model**, San Francisco: Jossey-Bass Pfeiffer, 1999; Akt: Ömer Faruk Ünal, “Analitik Hiyerarşi Prosesi İle Yetkinlik Bazlı İnsan Kaynakları Yöneticisi Seçimi”, **Doktora Tezi**. Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü, Isparta, 2010, s. 222.

### 3. COMPETENCE BASED RECRUITMENT PROCESS

When getting the competitive advantage is the case, creativity and innovations are the milestones in this process. That's why, a successful selection and employment of the employee is getting more important everyday. Having a talented employee depends on the selection process. Nowadays, the employers take the educational backgrounds and experiences of the staff as well as their state of openness for the new developments into consideration, as well<sup>45</sup>.

#### 3.1. THE IMPORTANCE OF RECRUITMENT PROCESS

Recruitment process is one of the fundamental and distinctive functions of human resources management. Human factor is of utmost importance in realizing the organizational objectives, attaining success, enabling the continuance of the organizations and increasing competitive advantage. Therefore, recruitment of the most appropriate and qualitative employee for the organization appears as an important function<sup>46</sup>.

The recruitment process within an enterprise starts with the need for a new employee. The best practise, in this respect, is the human resources foreseeing the need by a successful planning and taking the necessary measures. However, unexpected developments occur in the market or some of the employees quit job unexpectedly. Therefore, urgent needs arise in return. The course of the process is covered by searching for the appropriate candidates, receiving the applications, reviewing and evaluating the applications, having face to face or by phone interviews, after the eliminations carrying on with less candidates and having detailed interviews with them, evaluating the interviews and lastly, job proposal to the candidate considered to be best fitting for the job. Within this process, standard gathering of all the information and documents of the candidate through forms and registrations at all levels has been a critical point. In this way, the process has been covered in a professional standard and by rendering the legal obligations. As for sure,

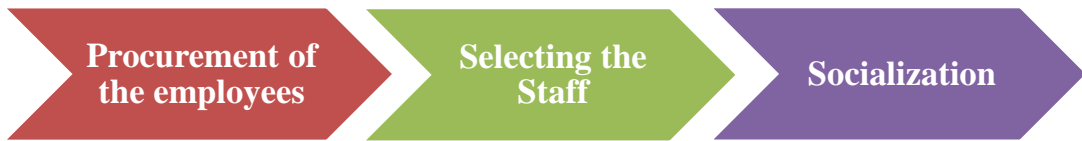
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<sup>45</sup> Ceyhan Aldemir, Alpay Ataol ve Gönül Budak, **İnsan Kaynakları Yönetimi**, İzmir: Fakülteler Kitapevi, 2001, s. 95.

<sup>46</sup> Luis R. Gomez-Mejia, Davik b. Balkin and Robert L. Cardy, **Management Human Resources**, Third Edition, New Jersey: Prentice-Hall, Inc., 2001, s.165; Akt: Sibel Gök, **21. Yüzyılda İnsan Kaynakları Yönetimi**, İstanbul: Beta Basım A.Ş., 2006, s. 36.

there are special and sensitive points to pay full attention at each level of the process in order to achieve a successful recruitment<sup>47</sup>.

Recruitment has been a long process which is composed of the procurement of employees, selecting the staff and socialization. The diagram 2.1 shows the recruitment process.



**Diagram 1: Recruitment Process**

**Kaynak:** Luis R. Gomez-Mejia, Davik B. Balkin and Robert L. Cardy, **Management Human Resources**, Third Edition, New Jersey: Prentice-Hall, Inc., 2001, p. 165; Akt: Sibel Gök, **21. Yüzyılda İnsan Kaynakları Yönetimi**, İstanbul: Beta Basım A.Ş., 2006, s. 36.

Providing the employees, carrying out and planning the selection process with a human-oriented, objective and strategic perspective is important in terms of meeting the expectations and objectives of both employees and organizations.

### **3.2. USING COMPETENCES IN THE RECRUITMENT PROCESS**

Another field in which the competences are used is the recruitment process. At the staff organization level, if competences are identified as assets for a particular position, therefore a pattern is also available regarding the selection of the best fitting candidate for that particular position. In this respect, what the recruitment staff will do is to select the candidate who meets the required competences most for that position among the candidates. However, a great part of the competences can be observed (and therefore measured) during de facto working process, their availability of usage during the recruitment process is more limited when compared to other human resources processes. Nevertheless, some tools such as personality tests may provide important clues about the candidates and the level of competences they possess required for the job during the recruitment process. As for sure, the

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<sup>47</sup> İsmet Barutçugil, **Stratejik İnsan Kaynakları Yönetimi**, İstanbul: Kariyer Yayıncılık, 2004, s. 258.

competence and experience of the interviewer in this field plays a major role, as well<sup>48</sup>.

Competences are distinctive features creating a difference while performing a job and directing the performance. The employees, once they fully understand what is expected of them as a working behaviour via competences, they carry out their jobs with a better and higher performance. Similarly, the executives behave more objectively and help the employees develop their skills, as well. Another utility of using the competences within the recruitment process is making the individual give more importance on his/her own development<sup>49</sup>.

### **3.3. COMPETENCE BASED STAFF SELECTION AND RECRUITMENT**

Selecting the employee is to select the most appropriate person or people for the vacant positions among the applicants from domestic and external sources. The enterprise should have a sound employee selection system based on principles in order for a positive vision of the staff policy both internally and externally. Employee selecting system based on objective principles provide a confidence upon the enterprise as well as create an effective working atmosphere by selecting the best candidate.

The authorized person in charge of selecting the candidate during a traditional selection process deals closely with the job and educational levels of the applicants, gives importance to the diplomas and certificates received and especially investigates the technical talents of the candidates. At this point, the candidate goes through examinations and testing periods. However, it is widely known that during the testing period, the candidates frequently cause work accidents<sup>50</sup>.

Today, the enterprises that adopt a contemporary administration, have developed a more objective and scientific way of staff selection system. In a general

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<sup>48</sup>Mehmet Cemil Özden, Bireysel Yetkinlikler ve İK Süreci, <http://mcozden.com>; Akt: Didem Parteş, “İnsan Kaynakları Departmanlarında Çalışanların Sahip Olduğu Yetkinlikler İle Bu Yetkinliklerin Diğer Çalışanlar Tarafından Algılanmasına Yönelik Bir Uygulama”, (Yüksek Lisans Tezi, Yıldız Teknik Üniversitesi Sosyal Bilimler Enstitüsü, 2004), s. 46.

<sup>49</sup> Yetkin, s. 20.

<sup>50</sup> Zeyyat Sabuncuoğlu, “İşgören Bulma ve seçme Yerleştirme”, **Personel ve İnsan Kaynakları Yönetimi**, Ed: Hikmet Seçim, Eskişehir: Anadolu Üniversitesi, 1994, s. 62-63.

evaluation of the number and the quality of the candidates, the volume of the enterprise and the staff policy that it follows, identifying each of the below mentioned phases and their characteristics will be useful.

### **3.3.1. Reviewing the Candidates and First Elimination**

Investigating the candidates who have the required qualities is the first step of the recruitment process. Systems and techniques should be developed in order to systematically review the candidates applied for the vacant positions, evaluate, and select the most appropriate ones. Finding an appropriate person both for the company and job, creating a harmony between the person and the other members of the team and receiving a high performance from that particular employee for a long term have been important issues in terms of human resources management<sup>51</sup>.

In order to create a final pooling, the most appropriate ones both for the company and job need to be found among the applicants. To this end, a pre-elimination process is carried out. Pre-elimination is executed by viewing the curriculum vitae of the candidate sent via post or prepared in accordance with his/her individual knowledge, occupational knowledge, expertise and education during written application. As mentioned above, in the case that the candidate is considered eligible along with what he/she declared, the candidate is included within the pool. Otherwise, his/her application is rejected.

As for the applications in person, eligibility of the source group for the company and job depends on the existence of a pre-elimination interview. This process is fundamentally similar for the executives, technicians and employees who will work physically. The potential candidates are asked to give biographical information along with the application form. Secondly, whether the information regarding their names, addresses, past experiences, education is thoroughly written on the application form is checked. Under the pretext of this control, a short interview is made with the candidate. During this interview, the candidates are informed about the job that they will perform in the company and their comments are taken in return. The person who is in charge of elimination via pre-interview, gets the

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<sup>51</sup> Barutçugil, s. 261.

information outside the boundaries of the form, if necessary. If there are physical aspects required for the job (such as height, physical appearance, speaking talent etc) the authorized person evaluates the candidate within this frame during the pre-interview and excludes those who are not found eligible outside the pool<sup>52</sup>.

Human resources managers have to show respect to each candidate, schedule the applications according to the set time, ensure the filling of the application forms and obey the principle of confidentiality<sup>53</sup>.

### **3.3.2. Filling the Application Form**

The basis of the selection process depends on collecting data about the candidate. Without knowing about the qualities of a candidate, it is very difficult to predict whether he/she will be successful in his/her job. Within this perspective, a well-prepared application form is crucial in terms of selecting the staff. Many organizations obtain biographical information of the candidate through application forms<sup>54</sup>.

Application forms are the selection stages used to gather the detailed information about the candidates in written. Through these forms, education level, experiences, talents, language skills, military obligation, wage expectation, memberships, date and place of birth, incomes and etc of the candidates are investigated. In this way, a comparison is made between the requirements of the job and the potential of the candidates<sup>55</sup>.

Since each organization may want to gather different data, the application forms are dissimilar. The design of the application forms should meet the needs and expectations of the company facilitating the comparison and right preference among the candidates when necessary.

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<sup>52</sup> İlhan Erdoğan, **İşletmelerde Personel Seçimi ve Başarı Değerleme Teknikleri**, İstanbul: İşletme Fakültesi Yayını, 1991, s. 46-47.

<sup>53</sup> Demet Gürüz ve Gaye Özdemir Yaylacı, **İletişimci Gözüyle İnsan Kaynakları Yönetimi**, 3. Baskı, İstanbul: MediaCat Kitapları, 2007, s. 136.

<sup>54</sup> Barutçugil, s. 262.

<sup>55</sup> Gürüz ve Yaylacı, s. 136.

Application forms are crucial in terms of giving details about the candidate's characteristics, life/work experiences as well as providing clues for his/her future performance. However, exaggerations should be avoided. For instance, success at school should not be considered as the guarantee of his/her future performance. While assessing the items in the application forms, their relevance with the requirements of the job should be taken into account and used in order to predict their performance competence accordingly. There is an opportunity to differentiate between the potentially successful or unsuccessful candidates by reviewing the information on the application forms. Another utility of the application forms is the statement written on the forms granting the right to the company to dismiss the employee in the case the given information is not true. Moreover, by filling out the form, the candidate is giving permission to the organization to obtain his/her past work experiences<sup>56</sup>.

### **3.3.3. Staff Selecting Exam and Psychotechnical Tests**

Nowadays, exams are being replaced by the psychotechnical tests used commonly in order to analyze the knowledge, physical and mental talents of the candidates. In developed countries, except for the special knowledge tests, the analysis of the candidates is effected through specially designed psychotechnical testings. Testing method is more effective in determining what the employee may exactly perform for the job. Many staff managers and specialists agree on the point that testing method is the most secure way in selecting the staff. Using testing methods instead of knowledge exams has got a series of coherent reasons. First of all, tests have the ability to make a multi-dimensional analysis over the candidates. These measurements are effected by variables standardized for all the candidates, as well. Testing method collects more objective opinions than those gathered from himself/herself or forms in analyzing the candidate's appropriateness. Especially, in terms of the appropriateness of the employee and the job, the validity of the

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<sup>56</sup> Barutçugil, s. 262-263.

measurability of the tests depend on preparing the psychotechnical testing system on sound and realistic basis<sup>57</sup>.

The individual characteristics measured by the psychotechnical tests which are used in staff selection can be grouped under different headings such as intelligence, personality, success, talent and interest tests.

### **3.3.3.1. Intelligence Tests**

Intelligence tests are used to measure a particular type mental talents. These talents are comprehension, intellectual faculties, proper usage of language, memory, quick adaptation, logic, learning, counting and speed in perception.

Intelligence tests do not only include single type of questions. For example; there are verbal, numerical and spatial questions within. The person is required to answer the questions in a limited time. When the test is over, by giving a point for each of the true answer, total weighted points are calculated<sup>58</sup>.

### **3.3.3.2. Personality Tests**

Personality tests which are classified among the Psychotechnical tests, tend to analyze the dominant individual characteristics, namely the personality. Detecting the identified tendencies of the candidates should be compared<sup>59</sup>.

### **3.3.3.3. Success Tests**

What an individual knows and what an individual can perform can be deducted from the success tests. The measured knowledge is based on the individual's education, work experience and the way he/she is raised. Through these tests, it is intended to measure individual's maximum success in knowledge and skills that he/she adopted. Success tests can be written, oral or applied. The written and oral tests should be plain and easy to understand. In order to avoid

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<sup>57</sup> Erdoğan, s. 56-57.

<sup>58</sup> Dursun Bingöl, **İnsan Kaynakları Yönetimi**, 5. Baskı, İstanbul: Beta Basım A.Ş., 2003, s. 175.

<sup>59</sup> Erdoğan, s. 58.

misunderstandings and the confusions of concepts, these tests should be prepared by test specialists and field specialists cooperatively.

It is possible to design the applied tests as demonstration, simulation and sample-business tests. In the demonstration tests, after the activities like singing, reading a poem, repairing a radio, a specialist makes an assesment about the results. Here in this part, only the result has got importance. Whether the method used in this test is not evaluated. The most common type of simulation techniques is “simulation basket”. Here, the manager is asked solve created problems in a model prepared in accordance with the real life. In sample-business tests, the candidate is involved in real jobs, not the simulated ones.

Success tests are considered to be the most reliable tests as a result of systematically evaluating the relevant behaviour with the job. However, success tests are inadequate in measuring the potential and motivation of the individual for a future development<sup>60</sup>.

#### **3.3.3.4. Talent Tests**

These tests tend to measure mental and mechanical talents. In intelligence tests, the talents such as memory, logic, speed of learning, understanding, perception, reasoning are measured. Intelligence Tests are being less used nowadays due to the reasons that intelligence test are affected by cultural differences and an intelligence test developed for a certain culture is not able to detect the level of intelligence in another culture.

From Mechanical talent tests, talents regarding the 5 senses are attempted to be deducted. The difference between the talent tests and success tests is the talent tests measuring the development potential for the future whereas the success tests deal only with the current<sup>61</sup>.

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<sup>60</sup> Öznur Yüksel, **İnsan Kaynakları Yönetimi**, 3. Baskı, Ankara: Gazi Kitabevi, 2003, s. 113-114.

<sup>61</sup> Yüksel, s. 114.

### 3.3.3.5. Interest Tests

Another type to be used in staff selection is the interest tests. With the help of these tests, a fundamental analysis of the individual's interests is possible. Along with the results, the candidate should develop his/her talent, as well<sup>62</sup>.

The researches carried out have shown that the failures are because of lack of interest, as well, not because of talent, only. Therefore, a research whether the candidate has got an interest mentioned for a particular job is carried out. These tests reveal the hobbies, obsessions and interests of the candidate as well as his/her experience in learning, speaking, activities and jobs. As a result of the role and importance of the non-business interests and occupations in occupational success, the interest of the individual upon the job he/she is or will be carrying out, the individual will be more successful in his/her occupational life by their reflections. Therefore, these the studies help directing the individual into professional life<sup>63</sup>.

### 3.3.4. Interviews

An interview is the process of getting to know someone in order to collect information on his/her social/occupational life, opinions about others with a purpose of detecting his/her behaviours. An interview is carried out by talking face-to-face with the candidate<sup>64</sup>.

Job interviews are crucial in terms of selecting the most appropriate staff for the jobs because the decision for recruitment is generally made as a result of the interviews. Therefore, interviews are usually the most important phase within the process of staff selection. In order to make the proper decision, the interview should be carried out properly. Interviews can be classified into groups according to their purpose, the way they are carried out and the number of participants<sup>65</sup>.

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<sup>62</sup> Erdoğan, s. 58.

<sup>63</sup> Bingöl, s. 177.

<sup>64</sup> Ali Şakir Ağanoglu, *İşletmede İnsan İlişkileri*, Kocaeli: Kocaeli Üniversitesi Vakfı Yayını, 1995, s. 21.

<sup>65</sup> Ali Danışman, *Türkiye'de İnsan Kaynakları Yönetimi Uygulamaları*, Adana: Nobel Kitabevi, 2008, s. 23.

### **3.3.4.1. Interviews According To Their Techniques**

The interviews can be classified under the following headings according to their techniques; behavioural-competence based interview, situational-problem solving interview, configured interview, unconfigured interview, mixed interview, and stress interviews.

#### **3.3.4.1.1. Behavioural-Competence Based Interview**

The idea behind the behavioural interviews is the assumption that future behaviours are the extensions of past behaviours. The interview consists of a series of questions attempting to gather information about the way the candidate thought or acted in some cases in the past. The candidate is requested to give answers on the way how he/she executed a procedure or solved a problem in the past by giving examples<sup>66</sup>.

Competence based interview is a commonly used, planned type through which an assesment is made according to the competence factors and indicators<sup>67</sup>.

#### **3.3.4.1.2. Situational-Problem Solving Interview**

Situational interview attempts to collect information on how the candidate will behave in a particular situation that may take place.

Problem-solving interview is applied in order to evaluate the skills of candidate for trouble-shooting and decision-making. The candidate is given a case and is requested to solve it. The method that the candidate used for problem-solving is evaluated then a decision is made accordingly, whether he/she is suitable for the job. This type is used in selecting the executives, mainly<sup>68</sup>.

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<sup>66</sup> Robert L. Mathis and John H Jackson, **Human Resources Management**, 7. Baskı, USA: Vest Publishing Corporation, 1994, s. 263; Akt: Merve Oral, "İnsan Kaynakları Yönetiminde Yetkinlik Bazlı Mülakatın Türn-Over (İş Gücü Devir Oranı) Oranına Etkisi ve Bir Uygulama", (**Yüksek Lisans Tezi**, Yıldız Teknik Üniversitesi Sosyal Bilimler Enstitüsü, 2008), s. 83.

<sup>67</sup> Cavide Uyargil ve diğerleri, **İnsan Kaynakları Yönetimi**, 3. Baskı, İstanbul: Beta Yayım Dağıtım, 2008, s. 169.

<sup>68</sup> Hüseyin Özgen, Azim Öztürk ve Azmi Yalçın, **İnsan Kaynakları Yönetimi**, Adana: Nobel Kitabevi, 2005, s. 127.

#### **3.3.4.1.3. Configured Interview**

“Configured” or “planned” interviews, are executed according to a set plan beforehand<sup>69</sup>.

Within the light of collected data in accordance with the job analysis, the subjects to be covered, the questions to be asked together with their time, length and order are determined and the implementation is followed through this plan. In the configured interviews the question types will include “situational problems” testing the candidate’s ability to behave in a particular situation, “occupational knowledge questions” measuring skills and knowledge required for the job, “simulation questions” related with the implementation and technology of the work carried out, “requirement questions” determining the candidate’s tendency in performing a job under particular conditions and “situational questions” measuring the reactions of the candidate towards a past experience<sup>70</sup>.

#### **3.3.4.1.4. Unconfigured Interview**

“Unconfigured” or “unplanned” interviews are executed without the existence of a systemitized “preparatory” and “planning” period. In these interviews, the questions, the subjects and their length may vary according to the course. This method is applicable in determining the personal problems of the candidate and making a decision whether he/she is fitting for the job<sup>71</sup>.

This type is not widely used due to the reasons that the conversation may shift into non-occupational subjects and it is difficult to compare the data collected from the candidate<sup>72</sup>.

#### **3.3.4.1.5. Mixed Interview**

Mixed Interview is a type of interview in which several interview techniques are used. In a planned interview, it is not possible to ask unexpected

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<sup>69</sup> Uyargil ve diğlerleri, s. 168.

<sup>70</sup> Zeyyat Sabuncuoğlu, **İnsan Kaynakları Yönetimi**, Bursa: Ezgi Kitabevi, 2000, s. s. 95.

<sup>71</sup> Uyargil ve diğlerleri, s. 168.

<sup>72</sup> Sümeyra Duman Kurt, Selcen Kılıçaslan, Ozan Nadir Alakavuklar, Evrim Mayatürk, Gönül Budak, “Yetkinliğe Dayalı Seçim Süreci”, **Kara Harp Okulu Bilim Dergisi**, Cilt. 18, Sayı. 1, (2008), s.29.

questions. Therefore, it can be declared that many interviews are executed within a mixed approach<sup>73</sup>.

#### **3.3.4.1.6. Stress Interviews**

A stressed and pressing environment is created on purpose as to determine and measure the reaction of the candidate<sup>74</sup>. The interviewer makes an assesment on the way and type of reaction that the candidate gives against bothering, annoying, unexpected and sequential questions. This method may be applicable when the requirements of the job are patience, calmness and stress endurance<sup>75</sup>.

Among all types of interviews, it is the type which the candidates tend to avoid most. The purpose of this interview is to determine whether the candidate is able to solve the problems in a practical way without getting into panic. However, by the help of a little practice, it is understood that these questions have simple answers<sup>76</sup>.

#### **3.3.4.2. Interviews According to the Number of Participants**

These interviews can be classified as follows; one-to-one interview, group interview, sequential interview and panel interview.

In Group interviews, the interview is carried out simultaneously more than once. Panel and group interviews take relatively more time and it is difficult to implement them in a planned order. Group interviews are suitable in terms of evaluating the behaviours in group and the skills in communication, discussion, rhetorics and persuasion<sup>77</sup>.

While one of the interviewers is in charge of the managing the process, the rest take down notes. The performance criteria analized within this method focus on the subjective qualities such as sociability, self-confidence and competitiveness.

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<sup>73</sup> Uyargil ve diđerleri, s. 169-170.

<sup>74</sup> Bingöl, s. 188.

<sup>75</sup> Uyargil ve diđerleri, s.169.

<sup>76</sup> Oral, s. 83.

<sup>77</sup> Uyargil ve diđerleri, s.169.

When compared to other methods, this method is cost-efficient since more candidates are interviewed in less time<sup>78</sup>.

#### **3.3.4.2.1. Sequential Interview**

Sequential interview is the type in which the candidate is interviewed by a sequence of interviewers one by one. It is applicable especially in the case the number of candidates is not high and the need for staff is not urgent<sup>79</sup>.

#### **3.3.4.2.2. Panel Interview**

Traditional one-to-one interviews can be practised in the Panel interviews. Since the members of the panel grades the candidate, these types of interviews minimize personal prejudices. Along with the assesment of the candidate, taking some personal assesment average balances the situation exempt from personal prejudice of the individual. Panel technique requires the existence of a planned and configured interview, as well. The only disadvantage is that more than one interviewer is required and therefore there is an increase in the cost. In this method, the candidate is analyzed in terms of leadership aspects, supporting ideas, developing ideas, problem solving approach and etc. To evaluate the method, it can be claimed that it is really difficult to standardize the evaluation according to groups and find up-to-date questions that are able to measure the same aspects. In addition, the possibility of some questions being close to groups in the content of their interests is a risky factor<sup>80</sup>.

### **3.3.5. Interview Process**

#### **3.3.5.1. Informing the Candidates**

Interview is a process which does not only focus on collecting data from the candidates. In the duration, the candidates may collect information, as well, such as about business, company and working conditions. These kinds of notifications will help reducing the disharmony between the “employee and the job” and its negative

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<sup>78</sup> Bingöl, s. 187.

<sup>79</sup> Uyargil ve diğerleri, s.169.

<sup>80</sup> Erdoğan, s. 58.

effects (such as job severance) that may arise in time. Regarding the duration of the employee selection process, the candidates are informed about the company and business especially at the interview phase. The candidates should have a realistic information on both company and business and the notification can be effected in many ways such as via the answers to the questions of the candidates during the interview process, workplace visit scheduled either before or after the interview, a film show, booklet review etc<sup>81</sup>.

The notification is important in terms of providing feedback to the candidates. Some workplaces delay or ignore this process. But it should be well noted that it can damage the corporate image and lessen the respectability of the company that doesn't show full respect to people<sup>82</sup>.

### **3.3.6. Checking the Curriculum Vitae and References**

It is crucial to investigate whether the information given by the candidate is correct before recruitment. In this respect the sources to apply are the references the candidate provides, the schools the candidate attained ve the companies the candidate worked before. Reference control should be done by taking the reference people who only have positive views upon the candidate into account

The candidate shouldn't use his/her family members, relatives and friends as references. If so, these references shouldn't be taken into account. In terms of the company, it is most preferred that the reference people are the ex-seniors who have good knowledge of the candidate and his/her professional life. The candidates who are still the employees of other companies or who faced a problems in the last workplaces will not prefer to use their seniors as reference. Such a situation should be tolerated. In some cases, the ex-seniors may not give their opinions frankly or honestly due to the moral reasons. By citing either extremely positive or extremely negative opinions on the issue, they may mean to morally affect the employment of

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<sup>81</sup> Uyargil, s. 173.

<sup>82</sup> İlhami Fındıkçı, **İnsan Kaynakları Yönetimi**, İstanbul: Alfa Basım Yayım Dağıtım, 1999, s. 212.

the candidate. However, an experienced person is able to understand what is really being meant even behind the words unspoken<sup>83</sup>.

The importance and the requirements of the position and the status of the workplace either governmental or private will determine the scope and depth of the investigation on the candidate's reference and past experiences. For significant and critical positions, reference or letter of recommendation will not be sufficient and therefore, a more detailed investigation regarding the candidate's past experiences, personal information and other characteristics will be required. These investigations may cover face-to-face contacts with the referees and other people, demanding a criminal record, security investigations or analysis of financial records, behaviours, family and private life relationships etc. These investigations may last even several months due to some reasons (confidential security affairs).

In these investigations, the candidates will be eliminated and will not be employed when a handicap towards employment is detected. In many cases, the results of the investigations may not be satisfying. Therefore, candidates shouldn't be easily rejected by only taking the results of the reference investigations into account. Especially in the case there is an urgent need for filling the vacant position and alternative candidates are less in number, it is not preferential to reject the candidate only by taking the gathered information as a criterion. In this case, the decision on recruitment should be made by gathering all the data collected from other sources, as well<sup>84</sup>.

### **3.3.7. Health Control**

The practice of health control is carried out in order to determine both the physical and psychological wellbeing of the candidates. Therefore, in this stage, sanitary problems of the candidate, that may lead to severe problems or blockage to professional life, will be detected<sup>85</sup>.

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<sup>83</sup> Barutçugil, s. 274-275.

<sup>84</sup> Uyargil ve diğçerleri, s. 174.

<sup>85</sup> Tuğrul Kaynak, Zeki Adal, İsmail Ataay, Cavide Uyargil, Ömer Sadullah, Ahmet Acar, Oya Özçelik, Gönen Dündar, Reha Uluhan, **İnsan Kaynakları Yönetimi**, İstanbul: İstanbul Üniversitesi İletme Fakültesi Yayınları, 1998, s. 162.

Since the health tests require high expenditures in terms of time and financial costs, they should be the last steps in the selection process. In some sectors, the requirement of some physical and mental peculiarities is a must. Being healthy is always a crucial requirement in order to perform the job. Nowadays, the health expenditures of the employees are in an increasing trend, so the organizations should deal with this issue more deliberately. The emergence of a health problem which is kept secret beforehand may cause legal and economical problems for the organization. Therefore, the candidates who will be employed are requested to bring a health report from accredited health institutions or go through health tests of the organization. Having completed all, the next stage is the job proposal<sup>86</sup>.

### **3.3.8. Decision on Recruitment**

The purpose of staff selection process is to determine the suitable individuals in line with the expectations of the organization and make a decision for their recruitment. Selection of a really suitable candidate is fundamentally a decision making process. Decision making is preferring the most optimal opinion, comment, application or person among the alternatives<sup>87</sup>. The decision is either recruitment or rejection when the process of selection is over. In most of the organizations, the person or the committee making the final decision, is the authorized executive manager. Human resources department carries out the investigation, executes the interview, implements exams and tests (if exists) and checks the references. In many cases, human resources department identifies performance measures and procedures to be used in selection, as well. If the candidate is not found eligible, human resources department informs the candidate on this issue. If the candidate is found eligible, usually, the relevant department manager makes the job proposal. Before making the proposal, human resources manager approves the decision by considering general wage policy and other recruitment procedures and policies within the organization<sup>88</sup>.

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<sup>86</sup> Barutçugil, s. 275.

<sup>87</sup> Fındıkçı, s. 210.

<sup>88</sup> Barutçugil, s. 275.

### 3.3.9. Positioning

Completion of selection process is followed by the decision on recruitment. The next stage which is the positioning is also crucial. This process is related with the submittance of a new comer to the organization and the question of orientation. At this stage, orientation and on the job trainings will take start. In order for the supervisor be effective in the employee's orientation and training process, he/she should view the related parts of the file developed during the selection process. In this way, the supervisor gets to know the necessary information about the employees and executes orientation programmes. After the orientation process, a tracking period follows as to detect whether the employer is adapted to the company and job. Implementations demonstrate that adaptation process takes long time<sup>89</sup>.

Positioning has a great influence upon the future performance of the selected employees and their preference to remain in the organization. That's way, an orientation process is highly recommended for the new employees, whether its length and content is different. Formal orientation programmes may vary in terms of content and period. During the short programmes that last a few hours or days, the organization, organizational policies, colleagues and jobs are introduced to the newcomers. Organization and its policies are introduced by the human resources department and other executives whereas job and the points "peculiar to the job" are introduced by the immediate supervisor. As for the employees selected from inner sources, there is no need for these kinds of in-depth and formal orientation and positioning programmes. These people may start work after a short introduction, if necessary.

Days and weeks following the positioning (testing period) are important in terms of evaluating the accuracy of selection decision and the newcomer's performance, their adaptation and testing period. Therefore, during this period, it is recommended that especially the immediate supervisor deals more closely with the newcomers, the performance of the newcomers is evaluated more often and be more sensitive towards their needs. A rotation process is implemented within the frame of

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<sup>89</sup> Bingöl, s. 191.

some adaptation (orientation) programmes. As a result, some of the employees may be placed into new positions, apart from the ones they are appointed<sup>90</sup>.

### **3.4. UTILITIES OF COMPETENCE BASED RECRUITMENT**

As a result of mass production which started with the Machinery and Automation Age, there has been a rapid increase in quality and variety of the products and services. Once the technology used for production became widespread, manufacturers and producers having capital got the opportunity to reach high technology. Under these circumstances, human resources companies have become the agents of creating a competitive advantage against other companies. When the companies felt the need to select individuals as employees who would grant competitive advantage, selection and placement processes have become crucial for the companies. In the Information Age, the expectation of the companies from their employees has changed. During the Industrial Age, the target of the companies was maximum production with minimum cost. Employees were expected to do what was only told. People who did not think much over the job they performed or the people who did not develop effective ideas were being recruited. The most significant point within the information society is to create new ideas that will bring competitive advantage. Companies have started to recruit people who are able to make decisions, and develop new ideas, and have the courage to take responsibilities and initiatives related with their jobs. Therefore, in selecting the employees, their personal characteristics, skills and competences have become vital in this process. In recent years, enterprises have started to create competence based systems for securing workpower<sup>91</sup>.

Recruiting a suitable and effective staff helps first the success of the company, then, the employee. The competence issue that reminds man according to work principle, as well, may be considered as the employment of the staff who have the ability to accurately and effectively perform the job. When a suitable and competent individual is recruited, as a result of his/her satisfaction, the individual will be successful in his job which will be reflected onto the productivity of the

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<sup>90</sup> Uyargil ve diğ erler, s. 178-179.

<sup>91</sup> Hüseyin Kotaman, "Competence In Personel Selection", (Yayı nlanmamış Yüksek Lisans Tezi, Marmara Üniversitesi Sosyal Bilimler Enstitüsü, 2003), s. 56; Akt: Elataş, s. 49.

enterprise. In the case an unsuitable or an incompetent individual is employed, the unsatisfactory situation may affect both individual and company negatively. In order to secure an equality and job satisfaction among the employees, a competence based wage system should be launched. An employee having a high competence and the employees working at average level should not be treated equally in terms of wages. That means, the higher the degree of difficulty and job competence is, the higher the wage level should be. A competence based wage system that may be developed accordingly, may positively influence the morals and motivation of the employee, as well<sup>92</sup>.

By using the competences in business life, companies have the opportunity to find competent people who are able to create distinctions in the competition run. Today, it is not difficult to imitate technology or the techniques and methods in use. However, creating a difference via having a competent person in the company, is a great advantage in a highly competitive field. What is more, it is a factor which can not be imitated, as well<sup>93</sup>.

Another utility of using competence model is that it avoids focusing on a narrow part of the job performed. For instance, a cleaner should not only possess a skill in cleaning but other skills like using time effectively and having good communication with the customers. Secondly, it increases the probability of selecting the best candidate possessing the required knowledge, skill and attitude and having an excellent performance. Thirdly, it minimizes investing on the people who are not able to meet the needs and demands. Correct people increase success of the company whereas the wrong ones cause problems within the company, time, education and money is wasted. Competence model, creates a frame for the analysis of potential candidates. Fourthly, it helps the identification of skills that are either simple or difficult to train<sup>94</sup>.

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<sup>92</sup> Sinan Ünsar, “Yetkinliğe Dayalı Ücret Yönetiminin Genel Bir Değerlendirilmesi”, **C.Ü. İktisadi ve İdari Bilimler Dergisi**, Cilt. 10, Sayı. 1, (2009), s.44.

<sup>93</sup> Yetkin, s. 20.

<sup>94</sup> Elataş, s. 51-52.

## 4. TURNOVER

### 4.1. DEFINITION OF TURNOVER

The term turnover has got several accounts within the literature. These expressions are; “workpower replacement”, “worker replacement”, “staff replacement”, “employee replacement rate”, “employee mobility”, “workpower replacement rate”, “employee change rapidity”, “human resources change speed” and etc. Most of these approaches have the same reflections.

Turnover is a wide area covering technological factors such as job dissatisfaction, low morality, gender of the employees, automation as well as subjects such as wage, organizational atmosphere. Therefore, it is highly difficult to give its definition covering all the areas. According to some authors, the subject is treated by including only the employees quitting their jobs by their will. However some authors claim that the dismissals should be included as well. In this respect, there are various opinions on turnover in the literature<sup>95</sup>.

Turnover, can be expressed as the activities of participations and quittance that take place within the organization<sup>96</sup>.

According to Eren (1993), turnover is “the employees leaving their jobs by their will or dismissals by the company”<sup>97</sup>.

When the positions in the companies are vacant either willingly or unwillingly, turnover can be defined as the process of recruiting new staff in place and educating them<sup>98</sup>.

Turnover, is one of the solutions that the employees apply in order to get rid of the problems that the working life presents when they are unsatisfied and feel

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<sup>95</sup> Ahmet Tambay, “İşgören Devrinin Yönetimine İlişkin Tekstil Sektöründe Yapılan Bir Araştırma”, (Yüksek Lisans Tezi, Kahramanmaraş Sütçü İmam Üniversitesi, 2006), s. 5.

<sup>96</sup> Özkan Tütüncü ve Mahmut Demir, **Konaklama İşletmelerinde İnsan Kaynakları Yönetimi ve İşgücü Hareketlerinin Analizi**, Ankara: Turhan Kitabevi, 2002, s. 39.

<sup>97</sup> Erol Eren, **Yönetim Psikolojisi**, İstanbul: Beta Basım Yayın Dağıtım A.Ş., 1993, s. 176.

<sup>98</sup> Catherine M. Gustafson, “Employee Turnover: A Study of Private Clubs in The USA”, **International Journal of Contemporary Hospitality Management**, Volume. 14 Issue. 3, (2002), p. 106.

under pressure. In short, turnover, expresses the employees, after being recruited for a job, leaving their jobs or being dismissed due to some reasons<sup>99</sup>.

For Alpugan (1998) turnover is, “a term which is used to determine the percentage of the staff leaving jobs after a particular period (generally 1 year)<sup>100</sup>”.

Turnover creates an unpreferential situation in the company and especially for the jobs requiring a particular experience and proficiency because the expenditures of training and educating the employee to become qualified together with the cost of his/her errors during the apprenticeship are great costs for the organization when that particular employee leaves job. Moreover, in addition to the errors of the inexperienced newcomer recruited in place of an experienced employee during the adaptation period, if we state the decrease in productivity as a result of being inexperienced, a great loss arises in terms of costs. Therefore it can be claimed that replacement of employees is giving harm to organizations and enterprises. Moreover, employee replacement together with the additional assistance service and employee services should be considered as extra cost items<sup>101</sup>.

#### 4.2. SCOPE OF TURNOVER

To define turnovers, In the case the employee leaves the job by his/her will, it is a willing case and in the case the organization decides for dismissal, it is an unwilling case. Unwilling turnover results when the individual is unable to perform the job due to reasons of chronic illness, getting disabled. Willing turnover arises as a result of executives' attitudes or business factors. Turnover is based on the external factors, as well, such as the opportunity of a new job, a higher wage, the situation of other industries, and having alternative resources that will bring sufficient income<sup>102</sup>.

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<sup>99</sup> Şule Aydın, **Konaklama İşletmelerinde İnsan Kaynakları Yönetimi: İlkeler ve Uygulamalar**, İstanbul: Nobel Yayın Dağıtım, 2005, s. 266.

<sup>100</sup> Oktay Alpugan, **Küçük İşletmeler (Kavramı, Kuruluşu ve Yönetimi)**, Ankara: Özgün Matbaacılık, 1998, s. 318.

<sup>101</sup> Erol Eren, **Örgütsel Davranış ve Yönetim Psikolojisi**, Genişletilmiş 8. Baskı, İstanbul: Beta Basım Yayın, 2004, s. 275-276.

<sup>102</sup> Zeynep Eronat, “İşletmelerde İş Tatmini ve İşgücü Devir Hızı Problemlerinin Çözümünde Bir Faktör olarak İletişim; KOBİ’lerde Ampirik Bir Uygulama”, **(Yayımlanmamış Yüksek Lisans Tezi, Ankara Üniversitesi Sosyal Bilimler Enstitüsü, 2004)**, s. 22-23.

Bozkurt (2010), mentions that there are two significant phases in turnover. The first phase is the employee's leaving job or being dismissed by the enterprise. Second phase is the enterprise recruiting new employees in order to compensate its need. Employees quitting the company unexpectedly leaves the company in a difficult condition. Similarly, recruitment is a challenging process for the enterprises as well. The two phases of turnover can be explained as follows<sup>103</sup>;

### **Recruitment;**

- ***New employments;*** are the recruitments of employees as a first time. They are composed of the people who are recruited after some phases and as a result of employee selection methods.
- ***Recruitment of ex-employees;*** the workforce who were employees once and left their jobs unproblematically are being invited to the company to be employed.
- ***Transfers;*** In the case the enterprise is the part of a chain, a workforce either from an affiliated company or not, may be transferred as employees.

### **Job leavings;**

- ***Resignation;*** is the employee's leaving the company by his/her will due to some reasons,
- ***Dismissal;*** is the enterprise terminating the job contract of the employee due to some reasons. The main reasons for job dismissals are as follows;
  - When the management of the company detects that the performance of the employee is not eligible, the employee is dismissed.
  - In the enterprises operating seasonally, when the activity season is over, the employer disemploys the employee to reemploy in the next season. When there is a dissatisfaction with the performance of the employee, the company does not have to reemploy him/her in the next season,

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<sup>103</sup> Hasan Bozkurt, "Konaklama İşletmelerinde İnsan Kaynakları Yönetimi Kapsamında İşgören Devrinin ve İşgören Devir Maliyetlerinin Hesaplanması Antalya Yöresinde Beş Yıldızlı Otellerde Bir Araştırma", (Yüksek Lisans Tezi, Akdeniz Üniversitesi Sosyal Bilimler Enstitüsü, 2010), s. 35-36.

- Enterprises dismiss the employees as a result of its practice to reduce the number of workforce. The months of June, July and August are considered to be high season in Turkey, therefore the companies perform their activities of business with a maximum number of employees. When the high season is over, due to the economical reasons, the companies may dismiss some of their employees. Other factors may be political, technological, economical and environmental, as well.

### 4.3. THE IMPORTANCE OF TURNOVER

Because of various reasons, unemployment rate as well as job-company change rate is high in Turkey. The reasons behind these changes in jobs and companies are diverse. For the new employees, once they are not satisfied and their business life does not meet their expectations, they change jobs. For those who don't have a past work experience, to adapt into the professional life requires a long time. Employees are able to learn the details and difficulties of their job only after they start it. The reasons why the employees change company are dissatisfaction, economical reasons, working atmosphere of the company, employee policy of the company and etc. A continuous change in jobs may cause many problems both at the company and employee level<sup>104</sup>.

In order to decrease turnover, the enterprises should identify the reasons behind the employees leaving company, secure productivity within the working environment, create better working conditions. Reducing turnover will be crucial both for employees and the companies. Turnover is considered as a problem to be analyzed and solved in terms of increasing economical profits, social factors and economical situation of the country<sup>105</sup>.

Since turnover, is related with the workpower itself, employers and general economical situation, there should be 3 approaches in viewing the subject.

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<sup>104</sup> M. Şerif Şimşek, Tahir Akgemci ve Adnan Çelik, **Davranış Bilimlerine Giriş ve Örgütlerde Davranış**, Ankara: Nobel Yayınları, 2001, s. 306.

<sup>105</sup> Özkan Tütüncü ve Mahmut Demir, "Konaklama İşletmelerinde İnsan Kaynakları Kapsamında İşgücü devir Hızının Analizi ve Muğla Bölgesi Örneği", **Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi**, Sayı. 2, (2003), s. 147-148.

**Importance in terms of the employee:** when the importance of turnover in terms of the employees is the case, the subject should be treated in terms of both the utilities to employees and losses of companies. In this respect, there are two ways for an employee to leave the company. One is by his will and the second is the employee is made to leave by the employer<sup>106</sup>.

It is an advantage for an employee who leaves job by his/her will because with this development, the employee may find a job in accordance with his/her talents and skills. The situation is worse for the employee who is dismissed. If the employee is dismissed before covering a particular period, he may not claim for a severance pay due to the legal reasons. Moreover, the employee may have problems in his/her new workplace<sup>107</sup>.

The main reasons behind the willing leave of the employees arise from personal, social factors or the company atmosphere. Personal reason is the intention to take advantage of new opportunities. The reasons regarding the company atmosphere are based on the lack of communication with the colleagues.

When the dismissal of the employee by the management is the case, the causes can be listed as follows; the performance of the employee may not meet the expectations, business capacity of the company may fall, season may cease, or the company may reduce the number of human resources. In this case, the employee may have some losses. These losses can be listed as follows;<sup>108</sup>.

- Causing a particular loss in the incomes
- Causing frustration due to dismissal and unemployment
- Causing a stagnation the length of service
- Being unable to take advantage of social security facilitiesncaya kadar
- Insurance premiums are not paid until a new job is found
- Adaptational problems when a new job is found

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<sup>106</sup> Zeyyat Sabuncuoğlu, **Personel Yönetimi; Politika ve Yönetmelikler**, 2. Baskı, Eskişehir: Anadolu Üniversitesi Yayınları, 1984, s. 255.

<sup>107</sup>Berrin Güzel, “Konaklama İşletmelerinde İnsan Kaynakları Kapsamında İşgücü Devir Hızının Analizi; Muğla Bölgesi Örneği”, (**Yayımlanmamış Yüksek Lisans Tezi**, Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, 2002), s. 42.

<sup>108</sup> Tambay, s. 9.

- Loss of chance of development for a particular period of time
- In the case the employee is dismissed, if he/she provides the conditions stated in the Code, the employee is only able to claim his right for indemnity.

**Importance in terms of the enterprise:** one of the most critical jobs of human resources management within a company is to make the qualified employees remain within the organization. Filling a vacant position takes time and extra effort creating cost. Moreover, the information regarding the product or service, organizational expertise and customer data that the leaving employee takes with him/her, may cause significant losses for the organization. Additionally, during the period for education of the newcomers employed for vacant positions, their adaptations and orientations, forming relations with the customers, there will be more losses in terms of business. Due to all these reasons, it is the main responsibility of the executives to make the qualified employee remain in his/her job<sup>109</sup>.

High replacement rate develops some problems for the organization either directly or indirectly. By the loss of an adapted and trained individual in the organization, there will be a loss in the production and the arising situation will create a negative effect upon the moralities of other employees. The costs within the recruitment process of a new employee, additional costs during the training and adaptation period increase when the loss of time is added. Apart from these, the individuals who have an intention to leave job will not be performing their jobs thoroughly and the situation may lead to decrease in the quality of goods and service<sup>110</sup>.

Among the costs of replacing an employee, cost of finding a new employee, cost of the interview, cost of selection and recruitment, cost of education, adaptation and orientation and the other costs caused by the employee via his/her leave should be considered. Time reserved for the interviews, tests and exams, reference controls, adaptation costs after starting to work, direct costs of education and development

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<sup>109</sup> Barutçugil, a.g.k., s. 465.

<sup>110</sup> Özlem Çakır, **İşe Bağlılık Olgusu ve Etkileyen Faktörler: İşkoliklik-Çalışma Yaşamında Bağlılık-Birey ve İş-İşe Bağlılık**, Ankara: Seçkin Kitabevi, 2001.

studies, remaining far from job and effective work, replacement of the employees are the main costs, in this respect. The indemnity paid to the employee who left, legal payments, social rights they have, the harm they cause on the corporate image and at the moral level of the remaining should be counted among cost items<sup>111</sup>.

**Importance In Terms Of Economy:** From a general economical perspective, when the employees leave job with the purpose of finding another, it may increase net national income (all the service rendered and a payment is received in return), may decrease inequality within distribution of income and may contribute to economical growth in the long run. As we know, workforce is sold under a price realized in workforce market based on supply and demand Code. Since Job Changing is an activity vitalizing workforce market, it can be a necessary behavioral conduct for those who want to transfer into primary workforce market<sup>112</sup>.

By investing upon the employees, in fact, enterprises invest upon themselves and for their future. The cost of the employees on the enterprises have a great share among the general costs. Therefore, enterprises prefer that their employees keep working within the company for a long time. However, transfers into another enterprise or a region have got economical utilities within the same sector. These economical utilities can be listed as the occupational trainings of the employees until they are well experienced and adapted, the commencement of their social security insurance, the damages caused by the employees' faults. Transfer of the employees to be recruited in a different sector will cost another item and therefore it should be evaluated as losses in terms of the previous investments made upon the employees<sup>113</sup>.

Costs of employees in an enterprise have a great share within the total costs. Therefore, replacement and transfer of the experienced and qualified employees, even in different regions, within the same sector, is an economical advantage because there will be significant decreases covering the costs of the occupational trainings until the employees gain experience, commencement of social security insurance and

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<sup>111</sup> Barutçugil, ag.k., s. 474-475.

<sup>112</sup> Tambay, a.g.t., s. 7.

<sup>113</sup> M. Şerif, Şimşek, Tahir Akgemci ve Adnan Çelik, **Davranış Bilimlerine Giriş ve Örgütlerde Davranış**, Ankara: Nobel Yayınları, 2001, s. 316.

some items regarding the employee costs. However, transfer of the employee into another sector will cause a significant cost in terms of a new workforce. Furthermore, the previous investments will be evaluated as losses. Another noteworthy issue within an economical perspective is, regarding workforce mobility, qualified employees can not get satisfaction, their productivity decrease and their motivation is negatively affected due to the excess in workforce. These kinds of situations lead to the losses in terms of economy<sup>114</sup>.

#### **4.4. CALCULATION METHODS FOR TURNOVER**

Various methods have been developed to calculate turnover which is a detailed and extensive concept. The reason why they are various is there are various opinions on the definition of turnover. As a result of the high economical and social costs of job leavings or dismissals, turnover is calculated in terms of job leavings. What is important here is the number of entrances-leavings during a particular period<sup>115</sup>.

The generally approved methods by the enterprises in turnover calculations are; leavings method, entrances method, workforce flow method, net workforce method, avoidable leavings method, staff stability index, bowey stability index, talent exit index and cohort analysis. These methods are explained in detail in the following section.

##### **4.4.1. Leavings Method**

In this widely used method, turnover rate is calculated by making an estimation between the number of workforce leaving the enterprise and the average number of workforce during the same period in that given enterprise. According to the method, the number of the employees who have left the company in a given period is divided by the average number of employees within that period and is

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<sup>114</sup> Tambay, s. 7.

<sup>115</sup> Mete Türker Akbulut, “Özel Sağlık Kuruluşlarında İşgücü Hareketliliği ve İşgücü Devir Oranını Etkileyen Faktörler”, (**Yüksek Lisans Tezi**, Gazi Üniversitesi Sosyal Bilimler Enstitüsü, 2008), s. 31.

multiplied by 100. The number of the leaving employees corresponds to both who those who leave by their will or those who are dismissed by the company will<sup>116</sup>.

To explain the method by a formula<sup>117</sup>;

$$\text{Workforce turnover rate} = \frac{\text{Total number of the employees leaving the company}}{\text{Average number of the employees}} \times 100$$

The average number of the employees are calculated by dividing the sum of the average number of employees both at the beginning and at the end of the period into two. In order to find the average number of the employees, the formula is as follows;

$$\text{Average number of employees} = \frac{\text{Number of employees at the beginning of the period} + \text{Number of employees at the end of the period}}{2}$$

In this method, only the leavings are taken into account. Nonetheless, it doesn't give a full account of workforce turnover. For example, workforce turnover rate isn't able to give answers to the questions such as "What is the average age of those who left?", "What is the number of those who are entitled to retire?", "How many of them are leaving voluntarily?" by itself. Therefore, there is a need for more comprehensive workforce turnover rate index considering the factors affecting workforce turnover rates.

#### **4.4.2. Entrances Method**

In the case the leavings are more than the entrances in number and during this period, there is no anticipation in establishing an entrances-leavings stability, therefore the enterprise is in a trend of shrinking and employee transformation rate will be calculated over the entrances. In this method, new employees will be included

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<sup>116</sup> Akbulut, s. 31.

<sup>117</sup> Tambay, s. 10.

as well, without the leavings from the enterprise. Therefore, in using the rate the rate can be high and the management of the enterprise may be mistaken<sup>118</sup>.

From this perspective, the calculation method can be given as follows;<sup>119</sup>;

$$\text{Workforce turnover rate} = \frac{\text{Sum of the employees recruited in a given time}}{\text{Average number of employees in a given time}} \times 100$$

In this method, without taking the leavings into account, new employees are included within the total number of the employees. Therefore, in using the method, the rate can be high and the management of the enterprise may be mistaken.

#### 4.4.3. Workforce Flow Method

The method which is the combination of leavings and entrances methods, is calculated by dividing the sum of entrances and leavings into the average number of employees<sup>120</sup>;

First case;

$$\text{Workforce turnover rate} = \frac{\text{Sum of the employees who have left and are recruited}}{\text{average number of workforce}} * 100$$

In the first case, the sum of those who are recruited and those who have left is estimated by the average number of employees. Since the estimation in this method is found by taking the sum of entrances and leavings, the result will be nearly two times of the results of the other methods.

Second case

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<sup>118</sup> Arzu Çakınberk, Neslihan Derin, ve Gül Gün, “Otel İşletmelerinde İnsan Kaynakları Açısından İşgören Devir Hızının Analizi: Kapadokya Bölgesi Örneği”, **Elektronik Sosyal Bilimler Dergisi**, Cilt. 10, Sayı. 36, (2011), s. 257.

<sup>119</sup> Tambay, s. 11.

<sup>120</sup> Müzeyyen Alıçcı (Akbaş), “Turistik Belgeli Turizm İşletmelerinde Personel Devir Hızı ve Malatya Uygulaması”, (**Yayımlanmamış Yüksek Lisans Tezi**, İnönü Üniversitesi Sosyal Bilimler Enstitüsü, 1998), s. 72; Akt: Gül Gün, “Konaklama İşletmelerinde İşgören Devir Hızının Personel Motivasyonuna Etkisini Belirlemeye Yönelik Kapadokya Bölgesinde Bir Araştırma”, (**Yüksek Lisans Tezi**, Düzce Üniversitesi Sosyal Bilimler Enstitüsü, 2008), s. 36-37.

Workforce turnover rate = ( Those who are recruited + Those who have left/2) / average number of workforce \*100

Calculations regarding the second case, in finding the estimation of workforce turnover rate in a given time, they are used after calculating the mean of the sum of leavings and entrances. In doing so, the drawback in the first case is removed.

#### 4.4.4. Net Workforce Method

In the Net workforce method, the number of employees are taken who are recruited in place of the vacant positions of those who have left jobs in the calculation of turnovers. The reason is, in the case no employee is recruited for the vacant positions, there will be no extra cost on the side of the enterprise<sup>121</sup>.

Workforce turnover rate is calculated via Net workforce method as follows<sup>122</sup>;

$$\text{Workforce turnover rate} = \frac{\text{Number of employees recruited in place of those who have left}}{100} \times \text{Average number of employees}$$

In order to use this method, the number of those who are recruited should not exceed the number of those who have left for the period turnover will be calculated. In the case the number is higher, when the method is used, the real workforce turnover rate in the enterprise will not be attained<sup>123</sup>.

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<sup>121</sup> Ayşe Can Baysal, “İşletmelerde İşgücü Devri Sorunu”, **Erciyes Üniversitesi İ.İ.B.F. Dergisi**, Sayı 6, (1984), ss. 81-95; Akt: Mahmut Demir, “Konaklama İşletmelerinde İnsan Kaynakları Kapsamında İşgücü Devir Hızının Analizi ve Muğla Bölgesi Örneği”, (Yayımlanmamış Yüksek Lisans Tezi, Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, 2002), s. 42.

<sup>122</sup> Tambay, s. 12.

<sup>123</sup> Bozkurt, s. 91.

#### 4.4.5. Avoidable Leavings Method

In this method, leavings such as death, marriage, military service or retirement are considered as inevitable leavings<sup>124</sup>;

$$\text{Workforce Turnover Rate} = \frac{\text{Total Leavings- Inevitable Leavings}}{\text{Average number of employees}} \times 100$$

The methods accounted up to the Avoidable Leavings Method, do not take the length of service, department or position of the employee into consideration.

#### 4.4.6. Personnel Stability Index

Personnel stability index takes the employees who remain in their jobs in a particular period as the basis. Generally, employee who completes a one year of service is stated as the employee percentage who remained in their jobs in the previous year<sup>125</sup>.

$$\text{Workforce Stability Index} = \frac{\text{Number of employees who are on service for the last 1 year}}{\text{Number of employees recruited nearly 1 year ago}} \times 100$$

The index neither includes the employees recruited during the last year nor takes the length of service into account.

#### 4.4.7. Bowey Stability Index

Bowey index takes the length of service of the employees into account. This calculation regards the sum of all length of services of the employees working in a particular period and the referred sum of length of service is divided into the length of service that the personnel will have in the case of personnel is employed during

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<sup>124</sup> Derek Tarrington and Laura Hall, **Personnel Management a New Apparoech**, Londra: Prentice Hall International, 1987, s. 170, Akt: Tambay, s. 12.

<sup>125</sup> Akın Aksu, "Otel İşletmelerinde İşgören Devir Hızının Verimlilikle Olan İlişkinin Değerlendirilmesi ve Antalya Yöresinde Bir Uygulama", (**Yüksek Lisans Tezi**, Akdeniz Üniversitesi Sosyal Bilimler Enstitüsü, 1995), s. 224.

that given period. Generally, the period of time used here is two years and the service is shown on monthly basis<sup>126</sup>.

$$\text{Stability Index} = \frac{\text{The monthly amount of total service length of Bowey Personnel for two years}}{\text{Monthly amount of Service Length in the case the personnel is recruited non-stop for two years}} \times 100$$

#### 4.4.8. Talent Leaving Index

In Talent leaving index, the calculation is made by taking the jobs into consideration where the leavings are rendered<sup>127</sup>.

$$\text{Talent leaving index} = \frac{\text{Number of vacant jobs in a given period}}{\text{Average number of the employees in that category}} \times 100$$

Kaynak (1996), has stated that various cases are concerned in turnover calculations. Personnel planner should review the referred cases and make sure that a particular number of employees should be on duty in order to secure the production process. The planner is in charge of enabling the above mentioned course. When a vacant position occurs, unless a cut is anticipated, the vacant position should be immediately filled in order to secure the continuity of the production process. In other words, as the production amount is the data, any leavings in the positions who will render the production should be removed by entrances. As a result, the number of personnel should remain the same<sup>128</sup>.

#### 4.4.9. Cohort Analysis

Cohort Analysis is significant in terms of assisting the Turnover calculations and takes length of service as the basis. Employees are grouped according to their length of service and the turnover rates during the period concerned<sup>129</sup>.

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<sup>126</sup> Tambay, s. 11-12.

<sup>127</sup> Kenneth J. Pratt and Stephen G. Bennett, **Elements of Personnel Management**, Von Mastrand, Reinhold (UK), 1986, p. 109; Akt: Tambay, s. 13.

<sup>128</sup> Tuğray Kaynak, **İnsan Kaynakları Planlaması**, İstanbul: Alfa Basım Yayım Dağıtım, 1996, s. 43.

<sup>129</sup> Barrie O. Pettman and Gerard Tavernier, **Manpower Planning Workbook**, England: Hampshire, 1976, s. 36-37; Akt: Aksu, s. 226.

In Cohort analysis method, numbers regarding the loyal employees , especially the loyalty of the employees recruited in the last 1 year are considered instead of focusing on employee replacement rate and staff stability. In this way, stability index is turned into the calculation of the remaining rate. It requires a different stability index to be simply calculated for the number of new employees recruited each year on an annual basis.

As in the other approaches, the purpose of human resources planners in making Cohort analysis is, by focusing on past trends, pre-estimation of the needs in the number of the employees required in order for the enterprise to achieve its objectives, as well. Mostly, via Cohort analysis, the half-working life of the employees observed is determined. Half-life can be used to compare the working groups at different departments within the enterprise and to make meaningful estimations for the future<sup>130</sup>.

#### **4.5. THE MAIN CAUSES OF TURNOVER**

Turnover problem is one of the main issues that the managers should deal with. Solving the problem of turnover or in other words, keeping it at the required level will help solving many problems that may arise in the fields like workforce productivity, education, workforce cost, communication between the employees, management and etc.

The main causes of turnover can be listed under four headings accordingly; external, internal, organizational and other causes.

##### **4.5.1. External Causes**

These are the factors which arise beyond the enterprise and the employees. The time when its effects will be predominant is uncertain and at the same time it is hard for the enterprise to take control of them. These kinds of factors which arise as a

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<sup>130</sup> David Jay, **The Essential Personnel Sourcebook**, Second Edition, London: Financial Times Management, New York, 1998, s. 128; Akt. Tambay, s. 13.

result of the implementations of government or the political authority and affect the sector in which the enterprise is operating, may lead to cause job losses, as well.<sup>131</sup>

The source of these factors which are out of the enterprise's control and affect turnover can be given as the economical, social and political conditions of the country. The external factors affecting the turnover can be listed as follows;

**Economical condition:** When the economical conditions of the country are in a negative trend, the operations of each industry are affected. It is inevitable for the enterprises to keep their expenditures at a minimum level in the case of economical crises. Employees costs which are one of the major items of the enterprise's expenditures should primarily be decreased. Decreasing the employees costs will help decreasing, either directly or indirectly, the other expenditures caused by the employees, as well. Enterprise as well as the employer and the employees will be negatively affected by the current situation caused by the economical conditions<sup>132</sup>.

**Technological Advancements:** Another external factor affecting workforce market and workforce turnover is the continuously changing and developing technological innovations. As a result of the referred technological developments and improvements, the workforce is affected by the replacement of some jobs by the machines<sup>133</sup>.

**Workforce flow:** Workforce flow between the countries, cities and sectors affect the employee transfer considerably. There is a mobilisation of the educated and trained workforce within the industries and regions<sup>134</sup>.

Workforce flow is caused by the factors such as wage, working environment, long term employment, and etc. For example, employees within the tourism industry should speak at least one foreign language. Therefore, the

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<sup>131</sup> Demir, s. 46.

<sup>132</sup> Eric Abrahamson, "The Emergence and Prevalence of Employee Management Rhetorics: The Effects of Long Waves, Labor Unions and Turnover, 1875 to 1992", **Academy of Management Journal**, Volume. 40, Issue. 3, (1997), s. 498.

<sup>133</sup> Demir, s. 47.

<sup>134</sup> Tambay, s. 16.

workforce within the tourism industry is regarded as the qualified human resource by the managements of other industries.

From this perspective, the mobilization of the employees within the tourism industry towards other industries due to particular reasons is considered as a welcome in terms of the qualified aspects of the employees. Training expenditures of the employees have a great share among the total workforce expenditures of the enterprises<sup>135</sup>. Inter-sectoral workforce flow decrease the training expenditures of the workforce and reduce the total workforce cost. Workforce flow which takes place by the reciprocal transfers of the qualified workforce in between the industries is a positive reflection in terms of turnovers<sup>136</sup>.

**Alternative Job Opportunities in Excess:** Regarding the workforce market developed and improved due to the economical and technological advancements, alternative job opportunities become available, from which employees would like to take advantage. The employee will have a tendency in changing his/her job due to the better and attractive conditions of other industries or the conditions of seasonal work (especially in the fields of tourism and agriculture) and so forth. In the workplaces where a successful management rules and a satisfactory working environment is provided, the employees will not have different expectations. As the outer environment will not be tempting, the employees will prefer to remain in their jobs<sup>137</sup>.

**Severance Pay:** Severance Pay is the amount paid by the employer to the employee or the legal heirs in the case the contract is terminated after having completed the minimum length of service assigned by the Law due to any reason anticipated in the Labour Law<sup>138</sup>.

The employee is not entitled to benefit from severance pay if he/she quits job by his/her will. Severance pay is calculated by taking the gross compensation. There will only be a reduction for the stamp tax in the amount paid. According to the

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<sup>135</sup> Demir, s. 48.

<sup>136</sup> Tambay, s. 16.

<sup>137</sup> Tambay, s. 16.

<sup>138</sup> F. Kerim Anadolu, "Kıdem Tazminatı Koşulları ve İşçinin Kıdemini Hesaplanması", **Sosyal Bilimler Enstitüsü Dergisi**, Sayı. 10, (2003), s. 239.

Labour Law, in order to have entitlement to benefit from severance pay, exactly 1 year of service should be completed. The amount of the severance pay depends on the length of service of the employees in a given workplace. In terms of the enterprise, severance pay brings high-costs in their budgets. Therefore, the employers prefer laying the employees off before their seniority advances in order not to pay a high amount for severance. That is a factor increasing the turnover. In implementation, there is a frequent practice of entrances-leavings as to avoid the employee's advance in seniority<sup>139</sup>.

#### **4.5.2. Internal (In-house) Causes**

One of the major factors affecting turnover is the domestic causes, as well. Contrary to the external factors, these kinds of factors can be taken under control and time and reason issues can be detected. In addition to the factors caused by the management or the employees, there are factors caused by the third parties. Among the internal factors that cause the leavings or the laid-offs of the employees affecting turnover, the most important ones are those resulting from the administrative practices and implementations. If an employee is quitting his/her employment, the reason can be personal, occupational and/or related with the enterprise<sup>140</sup>.

Internal factors can be analyzed under two main headings, the employee quitting his/her employment on voluntary basis due to the reasons caused by the enterprise management and the employee is laid off due to the reasons caused by the employees<sup>141</sup>.

#### ***Employee leaving job voluntarily;***

- Job satisfaction factor
- Wage and additional gains factor
- Promotion factor
- Stress factor

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<sup>139</sup> Sabahattin Zaim, **Çalışma Ekonomisi**, 7. Baskı, İstanbul: Filiz Yayınevi, 1986, s. 62; Akt: Tambay, s. 17.

<sup>140</sup> Turgay Kaynak ve diğerleri, **İnsan Kaynakları Yönetimi**, 2. Baskı, İstanbul: Beta Basım Yayın, 2000, s. 257-260.

<sup>141</sup> Tambay, s. 17; Demir, s. 50.

- Daily working period factor
- Physical working conditions factor
- Long term employment and Job security
- Social insurance factor
- General management of the companies factor
- Influence of in house communication
- Influence of the percentage of qualified employees within a company
- Occupational training opportunities
- Psychological contract change factor
- High workforce replacement within a company factor
- Ethical responsibilities of the executives towards the employees
- Influence of sexual harassment at the company

***Dismissal by the management;***

- Influence of a decrease in job performane of the employee
- Absences at work
- Influence of undisciplined behaviours
- Influence of teamwork
- Influence of economic situation of the company
- Influence of theft incidences

**4.5.3. Other Reasons**

There are some other factors influencing turnover apart from job leavings or dismissals<sup>142</sup>. The factors which arise from the social and personal needs and requirements of the employee can be listed as follows<sup>143</sup>;

- Retirement,
- Military Service,
- Pregnancy,
- Health problems,

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<sup>142</sup> Tütüncü ve Demir, s. 153.

<sup>143</sup> Tambay, s. 48.

- Marriage,
- Moving into another place,
- Termination of the contract,
- Work accidents,

In the enterprise, each employee performing the same job or having the same position should have equal rights. The privileged approaches towards some of the employees will have positive effects upon those whereas the rest will be affected negatively. The unfair practices of the management will cause a disharmony among all the employees in time as the confidence is once shaken. As it will be difficult to motivate the employees from then on, the productivity will fall down, expenditures will increase and finally there will be economical losses in great amounts in terms of the enterprise.

The opinions and the personal interests of the employees should be considered. Within the frame of Total Quality Management, all the employees should be evaluated on effective grounds. When the employees know that they are being valued, their loyalty towards the enterprise will increase. To motivate the employees in this way and enable the efficiency will be useful in terms of the enterprise by making sure that the employee is integrated with both the enterprise and the job he/she is performing<sup>144</sup>.

#### **4.6. METHODS USED TO DETERMINE THE CAUSES OF TURNOVER**

##### **4.6.1. Analysis of Those Who Have Left**

Human Resources Planners should be directly concerned with the number of employees who have quitted their employment. In doing so, they have the ability to keep the required number of the employees at a balanced level in order to enable the flow of the operations. In the enterprises that have many departments, collecting the statistical data, analysis and synthesis of the data collected requires hard work in a long time whereas in smaller enterprises it can be achieved in a simpler way. When the bureaucratic details and formalities are less in number and the organization

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<sup>144</sup> Demir, s. 102-103.

provides an available atmosphere, the employees know each other therefore when an employee will leave, the incidence will be known by everyone. In big enterprises, an employee can only be known by his/her payroll number or position code. That's the reason why it needs more time and efforts in making workforce turnover rate analysis in a big company when compared to the small ones<sup>145</sup>.

#### **4.6.2. Leavings Interview**

These interviews which can be hold in a face-to-face and sincere atmosphere help the employee express the reason of his/her leaving frankly. Sometimes these interviews may change employee's idea and intention on leaving. If the employee's intention to leave is based on a misunderstanding, a negotiation can be achieved during these interviews. In some cases, these interviews can not attain success. In the case the interviewer has not provided a sincere and reliable atmosphere, the employee does not state the facts behind his/her intention to leave. Instead the employee passes them over by giving polite answers. Interviews depend on the employee's will. In the case, the employee is not willing, he/she may choose the option not to attend. this is mostly applicable to those who are laid off. Employees who leave voluntarily, do not object to the interviews. The reason why they are not willing to participate in these interviews may be the occasion that their answers may be used against them in the future<sup>146</sup>.

#### **4.6.3. Leavings Survey**

Şimşek and others (2001) have stated that in some companies there is a practice of making a survey on those who are leaving. They also have expressed that these surveys are easy to evaluate as they are composed of yes-no questions. Additionally, they have emphasized that it would be advantageous on the side of the enterprise when the individual characteristics of the employee are considered as to relate them with the results of the survey. However, besides the advantages of these surveys, there are negative aspects, as well. Employee may prefer not to give

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<sup>145</sup> Ian Beardwell and Len Holden, "Human Resource Management A Contemporary Perspective", **De Montfort University**, Pitman Publishing, Liechester, England, Issue. 3, (1997), p. 132. Akt: Tambay, s. 55.

<sup>146</sup> Tambay, s. 56.

answers to every question posed. Therefore, it is recommended that a survey is carried out before the interview<sup>147</sup>.

#### 4.7. THE RESULTS OF TURNOVER

Turnover can be considered as an indicator of success degree of the organization. Whether staff service is at a satisfactory level and the activities are carried out effectively can be derived from personnel turnovers. In the enterprises where turnover rates are high, the accounts that there is not an accurate and fair selection, assesment, positioning, pricing and promotion system and unfair implementations are practised can be derived<sup>148</sup>.

Turnover is noteworthy in terms of the results it presented on the basis of both enterprise and individual. When turnover is high, especially in the service industry, the results attained are the ones that decrease the efficiency and effectiveness of the enterprise. Besides, pursuing a career is notably hard when there is a turnover rate. Personal caharacteristics, loyalty towards the organization, reliability, frequent job changes of the individual are questioned by the enterprises. However, low turnover rate in terms of the enterprise is not recommended. Including a new workforce into the system secures the enterprise dynamism is increased, innovations and creativity are developed. Moreover, there will be a required level of competitiveness among the employees of a given enterprise<sup>149</sup>.

High turnovers create negative effects at both organizational and individual level within an enterprise. A high employee turnover causes a waste of time, increase in the education, indemnity and labour costs, adaptation problems, an increase in the risks of work accidents, frustrations and lack of confidence in the employees, decrease in quality of the products. Nonetheless, a high employee turnover brings problems such as the removal of the opportunity to get promoted, unavailability of finding a new job, having economical problems that may lead to the compulsory

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<sup>147</sup> Şimşek ve diğerleri, s. 325.

<sup>148</sup> Ayşe San Turgay, "Yataklı Tedavi Kurumunda Çalışan Hemşirelerin Yapısal Güçlendirme Algısı Beklenen Personel Devri ve Buna İlişkin Bir Örnek", (**Yüksek Lisans Tezi**, Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, 2006), s. 52.

<sup>149</sup> Burcu Yılmaz ve Ali Halıcı, "İşgücü Devir Hızını Etkileyen Etmenler: Sekreterlik Mesleğinde Bir Araştırma", **Uluslararası İktisadi ve İdari İncelemeler Dergisi**, Cilt. 2 Sayı. 4, (Kış 2010), s. 99.

departure from the social and economical environment that the individual is oriented<sup>150</sup>.

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<sup>150</sup> Serkan Bayraktarođlu, **İnsan Kaynakları Yönetimi**, Sakarya: Sakarya Yayıncılık, 2006, s. 76.

## **5. A RESEARCH WHICH ATTEMPTS TO IDENTIFY THE CONTRIBUTIONS OF RECRUITMENT VIA COMPETENCE BASED INTERVIEW IN REDUCING WORKFORCE TURNOVER RATE IN TERMS OF DEMOGRAPHIC VARIABLES**

### **5.1. MODEL OF THE RESEARCH**

This research has been designed as a “screening model”. Screening models are research approaches that have an aim to depict a current or past situation as it is. The case, individual or the object covered within the research is attempted to be depicted as it is and under its own natural circumstances. No effort is shown as to change, modify or affect them by any means”<sup>151</sup>.

### **5.2. UNIVERSE AND SAMPLINGS**

The universe of the research is the companies operating in the field of direct sales. Within the frame of research, a company operating in the field of direct sales is taken as a sample. The research is carried out over 109 people who are recruited by an interview for the referred position.

### **5.3. TOOLS FOR COLLECTING DATA**

During the process of collecting the data of the research, recruitment phases are analyzed, files of the individuals meeting the criteria are reviewed and job termination processes are tracked. As for the employee who is recruited for position of Sales Manager, the below mentioned criteria are sought;

Job definition,

- To develop strategies in order to reach the sales objectives within the region,
- To lead his/her team in accordance with the developed strategies,
- To increase his/her team in number,

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<sup>151</sup> Niyazi Karasar, **Bilimsel Araştırma Yöntemi**, Ankara: Nobel Yayınları, 2009, s.77.

- To encourage his/her team to participate in the training activities, to give one-to-one coachings to the members of the team in the field,
- To carry out the relevant planning, organization and reporting processes.

Other criteria are defined for the appropriate people under the relevant job definition;

- Have at least 3 years of experience in sales in the field,
- Highly skilled in managing, (expertise on management is preferential)
- Skillful in Planning and Organizing,
- Skillful in Problem solving,
- Easily adapted into dynamic environments, strong interpersonal skills,
- Planning a career in the field of sales,
- Ability to work outside the office,
- Have a driving license, ability to drive actively and ability to travel,
- Aged 25 or over,
- Female

The candidates who will be recruited are determined by using various methods such as candidate search over candidate databases, job advertisements, reference requests, headhunting and etc. Selected candidates are invited for interviews.

During one-to-one interviews, candidates are interviewed for 45 minutes-1 hour on average. During these interviews, questions regarding the work experiences, educational backgrounds, personal information and competences of the candidates are posed and the answers are taken, accordingly.

Competence questions cover 5 competences namely, Goal/Success Orientedness, Coaching/Leadership, Planning, Motivation and Persuasion. Regarding this process, in the frame of the answers given by the candidates to the competence questions, the candidates are evaluated as either positive or negative. The competence based interview questions posed to the candidates are given below.

### *Competence Based Interview Questions*

1. Give the example of a period you have worked through by setting objectives. What was the objective? What have you covered in reaching the objective? What kind of obstacles have you met? What did you do in order to overcome those obstacles? What was the result? If it were now, in what way would you behave different? (Goal/ Success Orientedness)
2. Will you talk of a time when you gave feedback to your colleagues in the team or employee or when you were coaching? What were the conditions? To whom did you give the feedback? In what way did you give the feedback? What kind of a coaching did you perform? What was the result? How were they reflected in the behaviours of the individual? (Coaching / Leadership)
3. Give the example of a period when you carried out more than one activity. What were the activities? What kind of a prioritisation have you followed ? according to which criteria? Have you implemented different methods? If you were in the same position once again, in what way would you behave different? (Planning)
4. What are the factors motivating you? Which factors affect your motivation negatively? Have you ever experienced a difficult situation in which you have motivated yourself? What did you do? In what way, would you act different now? (Motivation)
5. Give the example of a customer/manager whom you had difficulty in persuading? What was the subject? What were the challenging points in this case? What kind of a method did you use in order to persuade the person? Did you achieve to persuade? In what way, would you act different now? (Persuasion)

Evaluations about the competences are made by the HR specialist. For each competence, evaluation is made by giving 1-competent, by giving 0-not competent.

The candidates who are recruited and the relevant company is communicated and the occasion of their job leaving is determined.

#### **5.4. ANALYSIS OF THE DATA**

While evaluating the findings gathered from the study, Statistics Package Programme has been used for the statistical analysis. In evaluating the data of the study, defining statistical methods (Frequency, Percentage, Average Mean, Standard Deviation) as well as Kolmogorov-Smirnov distribution test was used in order to review the normal distribution.

In comparing the qualitative data, Pearson Ki-Kare and Fisher Exact tests were used. In comparing the quantitative data, in the case of two groups, in inter-group comparing of the parameters showing normal distribution, independent samples t-test was used. In order to multi-variably view the risk factors which were found meaningful in univariate analysis, logistics regression analysis was used. In Logistics regression analysis, variables were selected by enter method and by taking the first categories as references risk ratios were calculated. (Odds ratio)

Results were evaluated in % 95 confidence interval, at  $p < 0,05$  meaningfulness level and at  $p < 0,01$   $p < 0,001$  forward meaningfulness level.

#### **5.5. FINDINGS OF THE RESEARCH**

In this part, in order for the solution of the research problem, the findings obtained as a result of the analysis of the data collected from the candidates included in the research are given. Explanations and comments are given based on the findings obtained.

##### **5.5.1. Findings Regarding the Defining Characteristics of The Employees Concerned**

**Table 3**  
**Distribution of Employees By Gender**

	<b>Frequency</b>	<b>Percent (%)</b>
Female	107	98,2
Male	2	1,8

Total	109	100,0
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Employees are distributed as; 107 of them are female (% 98,2), 2 of them are male (% 1,8) according to their gender.

**Table 4**  
**Distribution of Employees By Education**

	Frequency	Percent (%)
High School or Two Years Degree	23	21,1
Bachelor's Degree	70	64,2
Master's Degree	16	14,7
Total	109	100,0

Employees are distributed accordingly by their education level: 23 of the employees (% 21,1) are the graduates of high school or two years degree, 70 of the employees (% 64,2) have Bachelor's degree, 16 of the employees (% 14,7) have masters degree.

**Table 5**  
**The Mean of the Employees' Age and Service Length**

	N	Mean.	S.s	Min.	Max.
Age	109	34,046	3,767	26,000	45,000
Total Length of Service	108	73,991	50,368	8,000	228,000
Service Length in the last company	109	38,872	36,092	3,000	210,000

The average mean of "age" of the employees concerned is 34,046, average mean of their "Total service length" is 73,991 months; average mean of their "service length in the last company" is 38,872 months.

**5.5.2. Univariate Effect of Risk Factors Over Job  
Continuance/Severance**

**Table 6  
Relation between Gender and Job Continuance/Severance**

<b>Gender</b>		<b>Terminated</b>	<b>In Continuance</b>	<b>Total</b>	<b>X<sup>2</sup></b>	<b>Sd</b>	<b>p</b>
Female	Number	55	52	107	2,075	1	0,243
	Percentage	%100	%96,3	%98,2			
Male	Number	0	2	2			
	Percentage	%0,0	%3,7	%1,8			
Total	Number	55	54	109			
	Percentage	%100	%100	%100			

A meaningful relation between gender and Job Continuance/Severance is not detected. ( $X^2=2,075$ ;  $p=0,243>0,05$ ). 55 (%100) of the employees who have left job is female, 52 (% 96,3) of the employees who continue employment is female and 2 (% 3,7) of them is male.

**Table 7  
Relation between Gender and Job Continuance/Severance**

<b>Education</b>		<b>Terminated</b>	<b>In continuance</b>	<b>Total</b>	<b>X<sup>2</sup></b>	<b>Sd</b>	<b>p</b>
High School or Two Years Degree	Number	12	11	23	1,263	2	0,532
	Percentage	%21,8	%20,4	%21,1			
Bachelor's Degree	Number	37	33	70			
	Percentage	%67,3	%61,1	%64,2			
Master's Degree	Number	6	10	16			
	Percentage	%10,9	%18,5	%14,7			

Total	Number	55	54	109			
	Percentage	% 100	% 100	% 100			

No meaningful relation is determined between education and Job Continuance/Severance. ( $X^2=1,263$ ;  $p=0,532>0,05$ ). Of those who have left jobs, 12 (%21,8) of them have graduated high school or two years degree, 37 (%67,3) of them have Bachelor's Degree, 6 (%10,9) of them have masters degree; of those who continue their jobs, 11 (%20,4) of them have graduated high school or two years degree, 33 (%61,1) of them have Bachelor's Degree, 10 (%18,5) of them have masters degree.

**Table 8**  
**The Effect of Age Variable Over Job Continuance/Severance**

		N	Mean	Ss	t	p
Age	Terminated	55	33,960	3,442	-0,229	0,819
	In continuance	54	34,130	4,103		

In order to determine whether the mean of age points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been carried out and the difference between the group averages is not found meaningful statistically ( $t=-0,229$ ;  $p=0,819>0,05$ ).

**Table 9**  
**The Effect of Total Service Length Variable Over Job Continuance/Severance**

		N	Mean	Ss	t	p
Total Service Length	Terminated	54	73,910	49,504	-0,017	0,986
	In	54	74,070	51,681		

	Continuance					
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In order to determine whether the mean of total service length points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been carried out and the difference between the group averages is not found meaningful statistically ( $t=-0,017$ ;  $p=0,986>0,05$ ).

**Table 10**  
**The Effect of Service Length in the Last Company Variable Over the Job Continuance/Severance**

		N	Mean	Ss	t	p
Service Length in the Last Company	Terminated	55	35,640	27,664	-0,944	0,347
	In Continuance	54	42,170	43,045		

In order to determine whether the mean of service length in the last company points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been carried out and the difference between the group averages is not found meaningful statistically ( $t=-0,944$ ;  $p=0,347>0,05$ ).

**Table 11**  
**The Effect of Goal Orientedness/Success Orientedness Variable Over Job Continuance/Severance**

		N	Mean	Ss	t	p
Goal Orientedness/Success Orientedness	Terminated	55	1,000	0,000	1,009	0,322
	In continuance	54	0,980	0,136		

In order to determine whether the mean of goal orientedness/success orientedness points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been

carried out and the difference between the group averages is not found meaningful statistically ( $t=1,009$ ;  $p=0,322>0,05$ ).

**Table 12**  
**The Effect of Leadership/ Coaching Variable Over Job Continuance/Severance**

		<b>N</b>	<b>Mean</b>	<b>Ss</b>	<b>t</b>	<b>p</b>
Leadership/ Coaching	Terminated	55	0,580	0,498	-1,761	0,081
	In Continuance	54	0,740	0,442		

In order to determine whether the mean of leadership coaching points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been carried out and the difference between the group averages is not found meaningful statistically ( $t=-1,761$ ;  $p=0,081>0,05$ ).

**Table 13**  
**The Effect of Planning Variable Over Job Continuance/Severance**

		<b>N</b>	<b>Ort</b>	<b>Ss</b>	<b>t</b>	<b>p</b>
Planlama	Ayrılmış	55	0,800	0,404	0,509	0,612
	In continuance	54	0,760	0,432		

In order to determine whether the mean of planning points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been carried out and the difference between the group averages is not found meaningful statistically. ( $t=0,509$ ;  $p=0,612>0,05$ ).

**Table 14**  
**Effect of Motivation Variable Over Job Continuance/Severance**

		<b>N</b>	<b>Mean</b>	<b>Ss</b>	<b>t</b>	<b>p</b>
Motivation	Terminated	55	0,980	0,135	-0,991	0,322
	In continuance	54	1,000	0,000		

In order to determine whether the mean of motivation points of the employees taking part in the research shows a meaningful difference according to the job continuance/severance variable, a t-test has been carried out and the difference between the group averages is not found meaningful statistically ( $t=-0,991$ ;  $p=0,322>0,05$ ).

**Table 15**  
**The Effect of Persuasion Variable Over Job Continuance/Severance**

		<b>N</b>	<b>Mean</b>	<b>Ss</b>	<b>t</b>	<b>p</b>
Persuasion	Terminated	55	0,780	0,417	-1,215	0,226
	In continuance	54	0,870	0,339		

In order to determine whether persuasion points average of the employees have a meaningful effect upon job continuance/severance variable, a t-test has been carried out and the difference between the group averages has not been found statistically meaningful, in return. ( $t=-1,215$ ;  $p=0,226>0,05$ ).

In Univariate analysis; The effect of variables upon the job continuance/severance variable was not statistically meaningful. ( $p>0,05$ ). In terms of leadership/coaching competence dimension, it was closer to be found meaningful. ( $p=0,081$ )

### **5.5.3. Multivariate Effects of The Risk Factors Upon Job Continuance/Severance (Logistics Regression)**

In the Regression analysis, dependent variable is not only affected by variables that have particular, good values such as income, consumption, price, height but can be affected by variables that are qualitative by nature such as gender,

race, educational level, change in the governmental policies, strike etc, as well. Since these kinds of variables show either the presence or absence of the quality such as female-male, in order to include these characteristics into the regression, quantitation has been brought forth as to use an artificial variable taking the values 1 or 0. For example, 1 can denote that a person is a graduate of high school whereas 0 can denote that he/she is not. It is called Dummy Variable.

Dummy Variables, just like the quantitative variables, can play any roles in the model. Regression models can be composed of only Dummy Variables, as well. However, only the dependent variable of the model can be a dummy variable or dummy variables can be present within the independent variables

The subject to be treated within this study is Logistics Regression Model where the dependent variable will be used as dummy variable.

In linear regression, dependent variable is continuous whereas in Logistics Regression Dependent Variable is intermittent. (taking the values of 0 and 1). In order to be able to explain Logistics Regression Model, first, we need to know linear probability models.

*Linear regression model;*

It is shown as  $Y = \beta_0 + \beta_1 X_i + \varepsilon_i$ . Here, the dependent variable  $Y_i$  will take the values of 0 and 1. Taking the expected value of this model;

Linear probability model is obtained as  $E(Y_i) = \beta_0 + \beta_1 X_i$ . In this model, the probability of  $Y = 1$  is  $P_i = P(Y=1)$  and the probability of  $Y = 0$  is  $1 - P_i = P(Y = 0)$ . therefore, the expected value of the dependent variable is as follows;

$$E(Y_i) = 1 * P(Y=1) + 0 * P(Y = 0) = P(Y = 1) = P_i.$$

In the linear probability models, error term, like the dependent variable, obtains two values, as well. Therefore, normality assumption is not effective.

$$\text{In the case } Y_i = 1, 1 = \beta_0 + \beta_1 X_i + \varepsilon_i \iff \varepsilon_i = 1 - \beta_0 - \beta_1 X_i$$

$$\text{In the case } Y_0 = 0, 0 = \beta_0 + \beta_1 X_i + \varepsilon_i \implies \varepsilon_i = -\beta_0 - \beta_1 X_i$$

The average of error term is zero in the linear probability model. If the assumption exists  $E(\varepsilon_i) = 0$  then;

$$\begin{aligned} E(\varepsilon_i) &= P(Y=1) [1 - \beta_0 - \beta_1 X_i] + P(Y=0) [-\beta_0 - \beta_1 X_i] \\ &= P(Y=1) [1 - P(Y=1)] + [1 - P(Y=1)] P(Y=1) = 0. \end{aligned}$$

Since the error term obtains two values, it has a changing variance.

$$\begin{aligned} \text{Var}(\varepsilon_i) &= E(\varepsilon_i^2) = P(Y=0) [-\beta_0 - \beta_1 X_i]^2 + P(Y=1) [1 - \beta_0 - \beta_1 X_i]^2 \\ &= [1 - P(Y=1)] [P(Y=1)]^2 + P(Y=1) [1 - P(Y=1)]^2 \\ &= P(Y=1) [1 - P(Y=1)] = [-\beta_0 - \beta_1 X_i] [1 - \beta_0 - \beta_1 X_i] \\ &= \mathbf{E(Y_i) [1 - E(Y_i)]} \end{aligned}$$

Normally, the equation should be as follows:  $\text{Var}(\varepsilon_i) = \sigma^2 \varepsilon_i$ . However, according to the values obtained by the independent variable  $X_i$ , variance of  $\varepsilon_i$  will change. In this respect, the expected value of  $Y_i$  is shown as  $E(Y_i/X_i)$ . Since the dependent variable will change in 0 – 1 interval, the expression can be as follows;  $0 \leq E(Y_i / X_i) \leq 1$ .

Once Multiple Logistics Regression Model is completed, then comes the evaluation of the model. In order to test whether all  $\beta$  parameters are 0 simultaneously, probability ratio test is applied based on G statistics. For a coefficient in number p, G statistics shows p with a degree of freedom  $\chi^2$  distribution. The test will be referred again, later on.

Before having an exact opinion whether each coefficient is equal to zero, each coefficient can be evaluated by Wald test statistics suitable for normal distribution one by one and their level of importance may be reviewed in return. After taking the variables which are assessed as unimportant by considering Wald value out of the model, another model is developed out of the remaining variables and G statistics value is checked. In this way, an exact decision can be made whether to take variables out of the model.

In multi-variables regression model, the interpretation of the coefficients is given similar to the single variable. However, this time the coefficient of any x variable gives the difference at logarithmic possibility value when all other variables are constant.

**Table 16**  
**Variables in the Logistics Regression Model**

Variable	B	Standard Error	Wald Statistics	Degree of Freedom	Meaningfulness	OR	95% C.I.for OR	
							Bottom limit	Top limit
Gender	-20,59	28074,34	,000	1	,999	,000	,000	.
Age	,004	,064	,004	1	,950	1,004	,886	1,138
Education			3,103	2	,212			
Education(1)	-,877	,722	1,476	1	,224	,416	,101	1,712
Education(2)	-1,137	,646	3,096	1	,078	,321	,090	1,138
Total working period	-,005	,005	,927	1	,336	,995	,985	1,005
Working period in the last company	,009	,008	1,216	1	,270	1,009	,993	1,025
Goal orientedness Success Orientedness	-21,329	40192,9	,000	1	1,000	,000	,000	.
Leadership Coaching	,977	,483	4,090	1	<b>,043*</b>	2,657	1,031	6,851
Planning	,103	,523	,039	1	,844	1,108	,397	3,090
Motivation	21,644	40192,9	,000	1	1,000	2510267399	,000	.
Persuasion	,680	,580	1,376	1	,241	1,973	,634	6,145
Model constant	19,772	63396,4	,000	1	1,000	386414675		

\*p<0,05

The competence dimension of Leadership/ Coaching is determined as a factor influencing the continuance to the job performed. ( $p=0,043<0,05$ ). As Leadership/ Coaching competence dimension increases, the probability of continuing to the job performed increases, as well.

It is the Wald kikare statistics that tests the meaningfulness of the constant term and independent variables.

**Ho:** variable is meaningless.

**Hi:** variable is meaningful.

Coefficient of the constant term of the model obtained was found 19,772 and it was not statistically meaningful. ( $B=19,772$ ;  $p=1,000$ ).

As seen in the table, for the constant term and Leadership Coaching variable increasing at the 0,05 meaningfulness level, Ho is rejected. This variable is meaningful. For the variables Gender, Age, Education, Total service length, Goal orientedness Success Orientedness, Planning, Motivation and Persuasion, Ho is accepted. These variables are meaningless.

By using Model enter method;

$$\ln\left[\frac{P}{1-P}\right] = 19,772 - 20,591 * \text{Gender} + 0,004 * \text{Age} + 0 * \text{Education} - 0,877 * \text{Education}(1) - 0,137 * \text{Education}(2) - 0,005 * \text{Total service length} + 0,009 * \text{Service length in the last company} - 21,329 * \text{Goal Orientedness Success Orientedness} + 0,977 * \text{Leadership Coaching} + 0,103 * \text{Planning} + 21,644 * \text{Motivation} + 0,680 * \text{Persuasion}$$

are obtained. The variables in this model are meaningful and affects Continuance to the job/Leaving the job.

$$\text{Odds Ratio(OR), } OR = \frac{\pi(x)}{1-\pi(x)} \text{ veyra } OR = \frac{P(y)}{1-P(y)} .$$

The  $\exp(\beta_k)$  values of each parameter is called as Odds ratio. In this way,  $\exp(\beta_k)$ , defines how many times more and the percentage of the probability of

being observed of Y variable by the influence of  $X_k$  variable. The importance of  $\beta_k$  coefficient shows the importance of  $OR_k = \exp(\beta_k)$  at the same time.

Odds ratio can be defined as the ratio of the probability of an incidence to take place over the probability of that incidence not to take place. For instance, probability of having cancer for those who smoke / probability of having cancer for those who don't smoke. This ratio is a significant parameter in calculating risk factors. If Odds ratio is 10 in the Lung Cancer example, such a comment can be made; those who smoke are having cancer 10 times higher than the ones who don't smoke. Though in the researches, odds ratio is given as a value, it is recommended to state the confidence interval, as well. In the case confidence interval of Odds ratio includes 1, a comment can be made as there is no meaningfulness in terms of the risk.

For the parameters found unmeaningful, Odds ratio values are not interpreted. As the bottom dimension of Leadership/Coaching increases, it is found that continuance in work is  $OR = 2,657$  (1,031 – 6,851) times more.

## CONCLUSION

By the help of the advancement in technology and developments, there are many enterprises operating as to produce similar goods and services; and provide many replaceable alternatives to the consumers. In such an environment where there is an increasing competition among the companies, human resources of the enterprise is the only factor that can bring success. Human resources plays an important role in leading the company to success/failure. In this respect, what the company seeks is to contribute to the turnover rate by recruiting of the right staff for the right position, creating a long term success for the company and working period for the staff.

Recruitment process has been important in terms of human resources. Within this process, recruitment interviews have an important place. Whether the individuals are fitting or possessing the required competences and peculiarities for the job can be determined by the results of the interviews.

In this research, contribution of recruitment by competence based interview in the reduction of turnover in terms of demographic variables is analyzed on a company operating in the field of direct sales. The research has been carried out on 109 people and 98,2 % of the employees are female whereas 1,8% of the employees are male. Majority of the employees are bachelors (64,2 %6) and the average age is 34, the average of their total working period is 73 months and their working period for the last company is 38 months.

In this research, first of all, turnover has been taken into account in terms of demographic variables. The first variable taken in this respect is the gender of the employees. No meaningful relation has been detected between the genders and continuance/severance of their jobs. In a similar way, there is no account for a meaningful relation between their educational levels, age, total working periods, working period covered in the last company and continuance/seveance of their jobs. In other words, the demographic aspects of the employees are independent from their state of continuing/quitting their jobs.

In the research, for the candidates having been through competence based interview, the variables approved to be competent after the interview and the state of continuing/quitting their jobs have been analyzed. Along with the process, it has been determined that the state of possessing leadership/coaching competence has no meaningful relation with the intentions of the employees in continuing or quitting their jobs. It has been derived that the leadership/coaching competences of the employees do not have any effects upon their state of continuing/quitting their jobs. In a similar way, it has been determined that there is no meaningful relation between the planning, motivation and persuasion competences and job continuance/job severance of the employees. In other words, competence based interview results are independent from the state of job continuance/severance of the employees.

Within this research, the influence of demographic characteristics of the employees together with their competences as a result of competence based interviews over job continuance/severance has also been analyzed through logistics regression analysis. In the end, it has been detected that demographic characteristics do not have effects upon their job continuance/severance. However, it has been determined that only leadership/coaching competence has got a meaningful effect upon the job continuance. In other words, the employees having competence on leadership/coaching have less tendency to quit their jobs.

In viewing the results of the research, following recommendations have been made:

- It has been determined that the demographic characteristics of the staff who take part in the research has no contribution on the turnovers. Decreasing the rate of the turnovers has been an important point in business life. Therefore, researches covering personal characteristics of the staff as well as their demographic characteristics are recommended.
- This research has been carried out on the staff operating in the field of direct sales. A wide-range research to be carried out on the staff in different fields helps the subject get clear and contributes to the relevant literature.

- If the research has been widened as to cover more companies and staff operating in the field of direct sales, results will allow us to make generalizations.

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## **APPENDICES**