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**EVOLUTION OF HUMAN RESOURCES MANAGEMENT:  
A CONTENT ANALYSIS STUDY**

Yüksek Lisans Tezi

MERAL COŞKUN

DANIŞMAN: DOÇ. DR. REFİKA BAKOĞLU DELİORMAN

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Tez Onay Belgesi

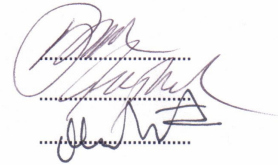
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- 1) Tez Danışmanı : DOÇ. DR. REFİKA BAKOĞLU DELİORMAN  
2) Jüri Üyesi : YRD. DOÇ.DR. AHMET TUĞRUL SAVAŞ  
3) Jüri Üyesi : YRD. DOÇ.DR. OLCAY BİGE AŞKUN YILDIRIM



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## **ABBREVIATIONS**

- HR : Human Resources  
HRM : Human Resources Management  
HRP : Human Resources Professionals  
PM : Personnel Management  
SHRM : Strategic Human Resources Management

## INTRODUCTION

The essence of Human Resources Management literature rests on affirmation of the passage from personnel management to human resources management and to the strategic human resources for the organizations. But, is this just to legitimize the specialists of the function who want to allot more important senses to their positions or that of the academicians who want to mark their positioning in the academic area? Was there really a change of Human Resources Management approaches? Our research is derived from the will to try to find answers to this series of questions.

At the speech level, human resources management approaches seems to be developed. From 1980s, like almost in all fields (economy, sociology, psychology, anthropology, etc), massively started to associate the concept of “strategy” that of “human resources”. There was an explosion of literature concerning the strategic human resources management. Strategic HRM appeared as a term which accentuates the integration of HR department to the strategy of the company. According to speeches, HR function is not any more a function isolated within the company today, it is in co-operation with the other functions of the organization like production, finance, marketing, etc in order to carry out the organizational objectives.

The profile of HR Professional according to the literature in HRM, radically changed in parallel with the renovation of the function. It is from now on, a true strategic partner. HR Professional is member of the Management Committee, he contributes to the strategic decision-making which relates to the whole of the organization. He is the consultant of the management cadre, other executive staff, other units, departments, and obviously of the employees. He is an agent of change which tries to adapt human resources of the organization to its changing, turbulent, complex environment, and that also makes possible to the organization to be sometimes proactive.

Renovation of HR, on the basis of our literature review is inevitable. The organization is much more in difficulty today, because, there is an instable competitive climate in the market. In a context of globalization of the markets, the international competition is much sharper. We shouldn't either forget technological changes, new life styles which necessitate a constant and relevant change. The organization must compare

its productivity, the cost of its labor, and its HR practices with those of national and international competitors. Therefore, the HR function must understand the economic constraints of the organization, it is necessary that become more effective in its practices than ever and is integrated into the total strategy of the company. There is a considerable difference between the prospects or prescriptions in favor of the “investment in man”, and the practices of the companies. Human resources function is well developed and completely recognized, its importance is increasing, but nothing makes it possible to think that the most traditional constraints and priorities were confused: the control of market, requirements of finance and short-term profitability, surveillance of competitors, the possibility of recruiting a well educated labor under advantageous conditions: many factors invite to found the idea of “strategy of human resources”.

In this study, we wonder whether the HRM approaches radically changed in practice like it is often cited in literature. Is it still dominated by the juridical-administrative and short-term tasks or it becomes a function rather “strategic”, which is long-term, integrated into the whole organization to its decisions and to find its place in the daily life of the organization or is it right a term used by the academicians, because the term “strategy” has a certain prestige, which is developing. Does the “strategic” character of the function reflect only the enthusiasm of the authors or the literature follows it simply in the practice?

In this study, we try to make a confrontation between HR literature and its reflections to the practice on the basis of business advertisements published for HR Professionals’ during the years 1975-1985-1995-2005. Our first three parts, which is devoted to the review of the literature, represents the “speech” whereas the advertisements supposed to reflect the real need of the companies represent the “reality” of our study. They contain signs, indices on the requirements of employment and the function for these four periods which will enable us to understand and reveal the HR function. In order to achieve this goal, we chose the quantitative content analysis. We present and discuss the results, the interest and the limits of our research in the last part of our study.

# 1. REALITY AND THEORY ABOUT THE FUNCTION OF HUMAN RESOURCES

## 1.1. Titles, Terms, Formulations

Does change of name has a meaning in practice or is it the matter of removing the traditional negative image of HR professionals? Do terms of workforce, human factor, human resources are right interchangeable terms in order to describe the employee or include a philosophy in their contents? In this part, we will examine titles and their symbolic charges in detail and will also discuss the image of HR professional.

### 1.1.1. Various Titles in HRM

Is the difference between terms: “Personnel Chief”, “Human Resources Manager”, “Personnel Management”, “Human Resources Management”, “Bureaucracy”, “Administration”, “Strategy” etc. are only semantic or is there a difference of style and approach? Do these changes of titles represent the innovative tendencies in HRM or are these new titles only the result of a concern of following new approaches in management?

Names of departments and titles of executives vary, however, and they can change over time. HR executives frequently have the additional title of “vice president” and in large corporations frequently have the title of “senior vice president”. Eczacıbaşı Holding calls vice president human resources. Pfizer, New York-based health care company, calls its corporate division employee resources. Less common are such terms as vice president for people systems (at General Motors’ Tennessee Saturn Plant) and vice president for people (Southwest Airlines). In Turkey, 80 % of corporations established after 1980. This is an advantage for establishing human resources perspective easily. A survey shows that in 1999, 56% of departments refer to human resources department. In 2000, it became 65.4 %.<sup>1</sup>

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<sup>1</sup> Arthur Andersen ve F. Türkoğlu, *2001’e Doğru İnsan Kaynakları Araştırması*, İstanbul, Sabah Yayıncılık, First Edition, 2000, p. 22.

Changes of terminology reflect the increased significance associated with the management of people in organizations as well as the broader perspective from which the field is currently viewed. In the past, personnel management had a strong functional focus; that is, personnel specialists were primarily concerned with the administration of specific employee-related functions such as hiring, training, wage setting and disciplinary action.

### **1.1.2. Two Contradictory Approaches in Literature Regarding Titles**

According to the first approach that we adopt in this study (the postulate of this study), titles, terms and formulations aren't neutral. They hide a philosophy, a conception behind them and changes of titles represent the evolutions in practice.

Many Human Resources Managers can be generally agree on the management of the titles is less important than contents of the function, but the changes of name show especially the existence of a strong symbolic responsibility.

Semantic hesitations about denomination are given to the function feature disagreements regarding the way of conceiving its role: personnel management, social affair or human resources? Human resources management, human relations or the labor relations? Changes of denominations observed during recent years show in any case that the function evolves and shapes for answering the needs of a changing environment.<sup>2</sup>

As the HRM discipline evolves, the terms used also changes in time. The concept of HRM is recent and the management of the man in the organization will certainly adopt new forms and new denominations (not forget that Taylor qualified the responsables of personnel as “welfare secretaries”!). This poses the problem of the delimitation of its field; it is clear, in particular, that the management of the man in the organization is not restricted with utilization of qualified specific methods of HRM (compensation, training, communication...). It is in relation with the whole management system regarding the roles of definition, differentiation and integration of human activity. Problematic examination of the new “organization” function by HRM unit gives information about this difficulty which will succeed, perhaps, with a deep

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<sup>2</sup> Bernard Martory and Daniel Crozet, *Gestion des ressources humaines : Pilotage social et performances*, Paris, Editions Dunod, 5<sup>e</sup> édition, 2002, p. 250.

evolution of the function towards a mission of management integrating “human” dimension into the whole company activities.<sup>3</sup>

David E. Guest in his article “Human resource management and the American dream”, wonders whether the titles of HR professionals like ‘personnel chief’, ‘personnel manager’ etc. can be regarded as indicators of the change, or this change remains only on the level of titles, without a real change. He gives percentages of use to these titles for various periods. According to Janger’s survey, in early 1970s, only 1% of professionals used the title “human resources”. In 1979, the survey of the Bureau of National Affairs (BNA) with 149 executives of the personnel, declared that 63% worked in a personnel department and 9% in human resources. Moreover, only 6% of these professionals had the title of “human resources”. In 1982, another survey (ASPA survey) with 123 CEOs presented that the title of “human resources” was used by 16% of the managers.<sup>4</sup>

Even if this data highlights the increasing popularity of HRM title, with a certain valorization of the statute of human resources responsables, it is important to indicate that the change of titles can be only a symbolic gesture and a possible denunciation of the intention. We can wonder whether managers of the personnel are the “new corporate heroes”.<sup>5</sup> Human resources management is an area that the executives realize what they have to do. Like Skinner notes, human resources management seems rather like the well-meant and whistles in the darkness or informs the unionization. Companies can create a sense of the activity and progress by a change of title of personnel to the human resources management. However, without strategic support, it remains an empty title as Skinner’s article ‘Big Hat, No Cattle’ suggests.<sup>6</sup>

In the literature, it is considered that the change of titles is also another evidence of HRM evolution. Titles of manuals as entitled responsables of the specialized services fluctuated too much during last decades: personnel administration, social relations, personnel management, social development, human resources management are the most used ones. It is possible to explain the diversity of titles by pressure of the

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<sup>3</sup> Franc Bournois, Yves-Frederic Livian and Jean Thomas, *Les nouvelles perspectives de la recherche*, in Julienne Brabet, *Repenser la gestion des ressources humaines*, Paris, Economica, 1993, p.16.

<sup>4</sup> David E. Guest, “Human resource management and the american dream”, *Journal of Management Studies*, vol.27, no.4, July 1990, pp.377-397.

<sup>5</sup> *ibid.* p. 384.

<sup>6</sup> *ibid.* p. 392.

mode. Such term would become old-fashioned, out moded, reactionary and for not to see its own image or its service contaminated by this wear of denomination, it would be wise to make new skin periodically: invariable practices would be renamed for better persistence. Without running away from this hypothesis, which corollary comprises the basic precaution consisting in procuring if the change of bottle and label corresponds to a real modification of contents, it seems us simulative to postulate that titles are not neutral, that they are product of conventions, that they have connotations and that they forms indicators of current ideas and sensitivities to be referred.<sup>7</sup>

According to the second approach, reality does not always follow the theory and changes of titles are the results of enthusiasm of the authors, the concern is to follow the new fashion. Human resources director replaced the personnel manager, but reality does not follow always this announced evolution. Bernard Galambaud summarizes by deploring “this species of literature bigoted, incantatory, reciting the prayers of the cult of human resources”, and by recalling that “the human resources management is first of all the management”. This means to conceive, lead and control a decision-making process.<sup>8</sup>

The second approach includes reconfirming titles on personnel management to follow the new trend. For example, there is a number of books and articles with new editions but with a new title containing less important changes. Similarly, a great number of Personnel Departments became HR departments without a significant change in the roles. Moreover, some commentators started to use the terms “manager/HR department” instead of “manager/personnel department” like a consequence of the conventional practice. Of course, this use of the term is not new and it is possible to find examples over the last 20 years: HRM is used like a generic term of preference to personnel management.<sup>9</sup>

Herbert E. Meyer finishes his famous article entitled “Personnel directors are the new corporate heroes”, as “no matter how they are called personnel managers or vice-presidents executive for them, they will be finally recognized for what they are

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<sup>7</sup> Loic Cadin, Francis Guerin and Frederique Pigeyre, *Gestion des ressources humaines*, Paris, Dunod, 1997, pp. 3-12.

<sup>8</sup> Jean-Marc Le Gall, *La gestion des ressources humaines*, Que sais-je?, Paris, Presses Universitaires de France, 6<sup>e</sup> édition, 2002, pp. 3-18.

<sup>9</sup> David E. Guest, “Human resources management and industrial relations”, *Journal of Management Studies*, vol.24, n° 5, September 1987, p.506.

now and for what they had to be retrospectively.”<sup>10</sup> From this sentence, according to this second approach, it would be suitable to indicate that the authors show an enthusiasm in order to things evolve quickly and it is necessary to be skeptic of this enthusiastic speech which always does not reflect reality.

But, it is necessary to abstain from some avant-gardist speeches and intellectual speculations confound the reality of the function. The ideas go more quickly than facts, because habituations are persistent and economic and social realities are excessively contingent. It is thus necessary to avoid the pitfall of a too optimistic formalization which would once more underline the divorce between theory and practice.

In the literature, we realize that many authors have hesitations if the speech really corresponds with practice. We can also realize this hesitation, this skepticism in the article of Hermel Philippe, “Which management of human resources for nineties?” At the end of the year 1989, a feeling of lassitude and “harping of old-fashioned” is often felt. Why? First of all, because the intention and the expression of the demand for evolution of management was strong and intense. On the other hand, implementation remains much more limited. The difference between theory and practice is obviously hard in long run. Especially for those who want to apply but don’t reach that point. The difference is foremost in reality of the implementation. To make good speeches and marvelous documents for the project of company, participative management or total quality is a thing. Certainly useful but largely insufficient. To find and show the concrete ways of their application in the workaday life is another, probably the more difficult and it is there that the innovation must be located. We would be tempted to think that the new human resources management can be perceived like an opportunity for the company. But in practice, we can’t see the same tendencies. The reason of that situation can be the skepticism of directors of the organizations against HR professionals and against Human Resources as a whole.<sup>11</sup>

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<sup>10</sup> Herbert E. Meyer “Personnel directors are the new corporate heroes”, *Fortune*, February 1976, p.41.

<sup>11</sup> Philippe Hermel, “Quel management des ressources humaines pour les années 90 ?”, *Personnel*, n° 312, Février 1990, pp. 17-19.

## **1.2. Negative image of HR Professionals in the organization**

Questions raised by line managers reflect perfectly the negative image of HR Professionals within the organization.

What is their benefit? What will they spy on in workshops? Why to open its door to everyone? They are the eye of the direction. They do not produce. They do not sell. They cost. They do not know our problems. Their concerns are elsewhere.

### **1.2.1. Attitudes contrary to HR Professionals**

The role of HRM in the firm's strategic plan and overall strategy was usually couched in fuzzy terms and abstractions. HRM was merely a tagalong unit with people-oriented plans, not a major part of planning or strategic thinking.<sup>12</sup> Herbert E. Meyer begins his famous article entitled "Personnel directors are the new corporate heroes", with the same image about personnel department and its personnel. "Personnel department was represented in the majority of the organizational diagrams like an orphan department; who came from nowhere and who was not suit in nowhere. Many businessmen, including several executive chiefs, persons who worked in "personnel" had appeared as a group of collaborators whose only apparent role is to create paperwork, to engage secretaries who cannot type and to send memorandums that impertinence of them is equal only their lack of relevance. As a result of this perception, personnel managers, whatever is their competences, suffered from the image sui generis of "cracked" "nice-old men Joe" types, who spend their careers with papers, by arranging picnics of company, and generally by not achieving anything which does not have the fundamental importance.<sup>13</sup>

Twenty years before, there was the Old Joe syndrome that was very widespread: "We do not know what to do with this Old Joe, who is a good man, but who is not sufficiently qualified. It is thus necessary to consign him the personnel

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<sup>12</sup> John. M. Ivancevich, *Human Resources Management*, Boston, McGraw-Hill, 9<sup>th</sup> Edition, 2004, p. 8.

<sup>13</sup> Meyer, op.cit., p. 84.

management where his incompetence will not pose problem.”<sup>14</sup> And an inaccurate interpretation of HRM could produce the Young Nigel syndrome: “Very shining, but he does not know anything”.<sup>15</sup>

F. Foulkes, in his article entitled “The expanding role of the personnel function”, reports some anecdotes: “In an organization, a ‘corporate management’ development employee said to me how much the image problem affected it. Director of the division always says to me that I am from HR department, but that I am not like the other HR employees. In another organization, when the direction informed an employee that he is transferred to HR department, he thought that the bank was not content from his work. However, he learned thereafter that the president of the bank wanted him to do this work during two years; his allocation was rather perceived like a stage of evolution for him.”<sup>16</sup> A transfer to HR is seldom conceived like a higher stage of the experiment or like a promotion. The surveys showed that people think that the majority of personnel directors cannot cite the volume of dollars of sales, and do not have an idea of profitability ratio.

Another anecdote is about HR Directors: “Between seven personnel managers whom I knew well, only one was qualified. Among the six others, one was alcoholic, one had a purely juridical approach for human problems, the right was his real passion, one had been fired as personnel management professor in the evening conversations and gave only an unimpressive output to his new function, another played a patronage role exclusively and endeavored to distribute favors, another was involved in a political play and with top management, left the personnel function, the last considered that it was his turn to be drudgery and did not hired more than he was needed.”<sup>17</sup>

The decrease in personnel number of the organizations shows the traditional importance that human resources attach to personnel decrease at the same time. Human resources management can’t conduct the management and control function anymore,

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<sup>14</sup> Derek Torrington, “How does human resources management change the personnel function?”, *Personnel Review*, vol.17, n° 6, 1988, p.8.

<sup>15</sup> *ibid*, p.8.

<sup>16</sup> Fred K. Foulkes, “The expanding role of the personnel function”, *Harvard Business Review*, March-April 1975, p. 73.

<sup>17</sup> Gilles Guerin and Thierry Wils, “La gestion stratégique des ressources humaines : La perspective nord-américaine”, in Jose Allouche, *Encyclopédie des Ressources Humaines*, Paris, Editions Vuibert, 2003, p. 42.

because line managers think that if human resource management carries out these functions, that will prevent their business applications. Unless human resources function provide a specialization service that a typical line manager can't provide, organizations doubt if human resources department really necessary or not.<sup>18</sup> Therefore, the common opinion that a line manager can do the human resources professional's function causes to respect problems regarding the human resources management area also.

Low attraction capacity of this profession is also the reflection of weak respect to HR professionals. F. Foulkes thinks that it is significant that less than 150 students among the 39.000 graduates of Harvard work in HRM and Labor relations area. Most of them think that the personnel field has a "low statute". It is as significant as few employers recruit the graduates of MBA Harvard for personnel affairs; many employers think that staff who is interested in personnel affairs does not need MBA.<sup>19</sup>

### **1.2.2. Fundamental causes and solutions**

All these problems of respect within the organization have some basic reasons: absence of information about the function, an insufficient level of qualification; absence of respect of the direction and line managers related to the ignorance or absence of interest for information about the organization and the activities of management and about the other important fields of the company.

It is necessary that HR employees be qualified, not only for the effectiveness of their work but also to acquire respect and internal confidence of the organization to them. And in consideration thereof all these HRM duties, general manager and line managers also have some responsibilities towards it. Initially, it is necessary that direction knows what it concretely awaits from HR.

According to Foulkes, top management frequently doesn't know what must be precisely done by HR department. But, top management however knows what it does

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<sup>18</sup> Jonathan Smilansky, *Yeni İnsan Kaynakları; Performansı Artırmak İçin Etkin Çözümler*, İstanbul, Epsilon Yayınları, 1997, p. 17.

<sup>19</sup> Foulkes, "The expanding role of the personnel function", p.74.

not want. It doesn't want the wasteful turnover; it doesn't want to lose its brilliant managers.<sup>20</sup>

All this brings us to the idea of a strategic HR management and to the idea of perceiving HR managers like corporate partners. An HR manager must be able to read and especially understand the situation of his company and his financial constraints. He must also have some idea about the other functions of the organization like the production and marketing; to be able to collaborate with its partners under the best conditions.

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<sup>20</sup> Ibid, p. 75.

## **2. HRM: AN AREA IN EVOLUTION**

### **2.1. Fundamental explanations**

#### **2.1.1. HRM: A difficult definition**

What is human resources management? A question difficult to answer, however, to answer this question is necessary, in particular for this study which aims to understand its evolution. But before getting there, what is human resources?

According to Peretti, talking about “Human Resources”, is not considering that men are resources, but that men have resources.<sup>21</sup> Human resources, is all of the resources consigned to man, most productive, most flexible and richest in possibilities.

Human resources management is a new discipline, perhaps the most recent to structure itself; in disciplinary fields (sciences of management) it has a recent scientific constitution. The term “human resources management” can be understood from several points of view, from more extensive to most restrictive view. Used in various designs, it was considered as synonym of personnel management, human relations, social relations, human and social development.

To manage human resources is to give objectives according to the human, to carry out them and to control them in logic of system. Humans are considered as resources, because their work constitutes a production factor and because their development, their initiatives and their potential contribute actively to the total effectiveness of the organization.

HRM is a function which includes several sub-functions in its structure. But initially what is a function? According to the definition given by the Oxford dictionary, it is “the purpose or special duty of a person or thing”.

We have two definitions for the personnel function: In a limited sense, they are the specialized services of the “personnel” (management of personnel, social relations, human resources...), in the broad sense, it is the whole of the structures and means carried out by the company to deal with and to control the human and social problems

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<sup>21</sup> Jean-Marie Peretti, *Tous DRH*, Paris, Editions d’Organisation, 2<sup>e</sup> édition, 2001, p. 27.

in the various levels of responsibility. This second definition has advantage of presenting the function like a sub-assembly of the structure of company. It avoids at the same time the risks of simplification like “examination of a simple part of the organization chart.”<sup>22</sup>

HRM Function is a rather broad function: “Recruitment and contracts of employment, remuneration policy and control of the payroll, training and career management of employment and qualifications, internal communication, collective negotiation and social dialogue... adequate activities which draw today contours of the human resources management. HRM is a function of company which aims obtaining an adequacy effective and maintained by passage of time between its employees and its employment, in term of manpower, qualification and motivation. It aims continuous optimization of competences for the strategy department of company.”<sup>23</sup>

HRM consists of measurements (political, procedures, etc) and activities (recruitment, etc) implying HR and aiming an optimal effectiveness and performance on behalf of the individuals and organization. It has an individual approach and considers people like a resource rather than like a cost. It makes HR function a necessary priority for the coordination of resources.<sup>24</sup>

### **2.1.2. Relativity of HRM conception**

HRM is a function which is different according to the company type, its size, its line of business, and its populations to be managed. It is necessary to take into consideration that evolution of HRM cannot be obviously regarded as an identical movement for all of the countries and firms. Its pace and its nature change according to several factors: objectives, strategies, line of business of companies.

Design and practice of human resources management will vary according to the activities carried out by companies. People aren't managed as the same way as informatics, railroads or in a small store.

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<sup>22</sup> Dimitri Weiss and Pierre Morin, *Pratique de la fonction personnel : Le management des ressources humaines*, Paris, Editions d'Organisation, 1982, p. 70.

<sup>23</sup> Le Gall, op. cit., p. 5.

<sup>24</sup> Sekiou and others, *Gestion des ressources humaines*, Canada, Editions 4L Inc., 2<sup>e</sup> édition, 2001, p. 10.

Populations to be managed don't have same characteristics in each company. We manage the people differently qualified /not qualified, old/young... HRM is a changing function according to strategies of the firms. We don't manage people in the same way either in a firm that adopted a differentiation strategy and another firm which adopted a strategy of rationalization/maximization of profits. The role of human resources department is to encourage employees to create innovations and to develop their innovating spirits, while in the second case, most important factors are effective work at lower cost. A company which adopts an approach of total quality management will be a company which probably will give importance to the evaluation of its employees regarding the quality standards and customer satisfaction.

Even though in different countries, there are similar needs of direction and employees through human resources department, activities of HRM are not the same, they are not universal, because, they are located at the center of a real and specific context of each country.

HRM and its evolution is not an independent field regarding the factors and social changes which are specific factors for each country. At the same time, between Europe and the United States, even if there are differences concerning the characteristics of HRM and its evolution due to social differences, we can discuss the common problems and systemic trends resulting from the large global economic axes, technical developments, etc. Therefore, we find common points and reflections which are related too much to country.

### **2.1.3. HRM: A contingent function**

HRM is not a function isolated from the theoretical framework and real context. Its evolution didn't realized in an isolated way either, it was submitted too many evolutions, like theoretical movements, other scientific disciplines, real economic, social, demographic context, and expectations of general management and employees regarding to HRM.

Initially, HRM is a function articulated with several other disciplines, and it develops with their evolutions: labor law is a discipline which seldom evolves in the sense of simplification and it remains the base, primarily protective of the employee

benefits, on what are built the majority of HRM policies. General level of knowledge between the disciplines such as business psychology, organization sociology, ergonomics are not either without influence on the quantity of information that HRM collects, traits and sometimes restores.<sup>25</sup>

It is true that employees are much more exigent than in the past and a centralized and collective management cannot satisfy their new needs and expectations any more. “We can write that new human resources are more demanding regarding the contents of work, which conditions its motivation; more demanding for the social policies and individualization is the price to be paid for its implication; more impatient for delays of reaction of organization.”<sup>26</sup>

## **2.2. HRM versus Personnel Management**

### **2.2.1. History of the function**

A short history of the function will make it possible to explain bases of personnel management evolution towards human resources management and finally to the strategic human resources management.

A historical perspective provides a context or environment in which to interpret problems. A study of the past contributes to understanding both the present and the future. It is a way of learning from others’ mistakes so as not to repeat them, learning from others’ success so as to repeat them in the appropriate situation and most of all, learning to understand why things happen to improve things in the future.<sup>27</sup>

How much stages HRM lived? Authors do not give a unanimous answer to this question. These divergences come from the criteria of distinction of stages which are variable according to points of views.

Petit, Bélanger, Benabou, Foucher and Bergeron, in their study which is entitled as “Strategic and Operational Management of Human Resources”; explain the evolution of HRM in three stages: From Personnel Management to HRM (1920-1960),

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<sup>25</sup> Peretti, *Tous DRH*, p. 13.

<sup>26</sup> *ibid*, p. 18.

<sup>27</sup> R.L. Daft, *Management*, Florida, The Dryden Pres, Third Edition, 1994, p.40.

systemic management, from human resources (1960-1980), to strategic human resources management (1980-until today).<sup>28</sup>

According to Conference of the European Association for Personnel Management in Geneva in 1972, HRM experienced three successive stages: administrative stage, management stage and finally development stage.<sup>29</sup>

Shaun Tyson in his article “The management of the personnel function”, proposes three steps, three models of HRM which can according to him be conceived like “ideal types” in Weberien sense. First model is the “clerk of works” model. This model of personnel management is an administrative activity of support, without integration to the planning of company. All of the authority is attributed to line managers, there are few personnel systems and employees in this department rarely receive specialized training and they haven’t much authority. Principal activities for these employees are recruitment, to keep the records and social assistance. Regarding the second model (contract manager's model), employees of personnel department are experts in the collective negotiations... Planning horizon is short-term. And for the last model (architect model), personnel tries to create and establish an organization as a whole. This creative vision of personnel means contribution to the success of business through the explicit policies.<sup>30</sup>

According to Meyer, HRM developed in four stages; the first stage is the “file management” stage. In this stage, through the mid-1960s, HRM focused on employee concerns. Personnel was the responsibility of a special department.<sup>31</sup> The second growth stage is the “government accountability” began soon after the Civil Rights Act of 1964 was passed. This stage considered the antidiscrimination laws, pension laws, health and safety laws, federal regulatory agencies and their interpretive guidelines and court rulings affecting virtually every aspect of employment; all of these accelerated the rise in importance of the HRM function.<sup>32</sup> Because of the effect of high interest rates,

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<sup>28</sup> Petit ve diđerleri, *Gestion stratėgique et opėrationnelle des ressources humaines*, Quėbec, Gaėtan morin ėditeur Itėe, 1993, p. 8.

<sup>29</sup> Peretti, *Tous DRH*, p. 12.

<sup>30</sup> Shaun Tyson, “The management of the personnel function”, *Journal of Management Studies*, vol.24, n<sup>o</sup> 5, September 1987, p. 526.

<sup>31</sup> Meyer, op. cit., p.84.

<sup>32</sup> Wayne F. Cascio, *Managing Human Resources: Productivity, Quality of Worklife, Profits*, New York, McGraw Hill, 4<sup>th</sup> Edition, 1995, p. 34.

growing international competition, slow U.S. productivity growth, managers demanded for greater accountability in dollar terms. In that time, the third stage, “human resources accountability” emerged. Although methods of assessing the costs and benefits of human resources programs are available, they are not widely known. Managers are started to compare the costs of selection, training and rewarding employees against the money benefits resulting from these activities. In the 1990s, with globalization and international competition around the world, firms looked for organizational change to gain and maintain a competitive advantage. While this changing no function is more involved in as HRM, the forth growth stage emerged in the term of “strategic partnership”.<sup>33</sup>

Modern HRM has emerged from nine interrelated sources:<sup>34</sup>

- Rapid technological change, which increased the specialization of labor associated with the industrial revolution
- The emergence of free collective bargaining, with constraints established for both unions and employers
- The scientific management movement
- Early industrial psychology
- Government personnel practices growing out of the establishment of the Civil Service Commission
- The emergence of personnel specialists and grouping of these specialists into personnel departments
- The human relations movement
- The behavioral sciences
- The social legislation and court decisions of the 1960s and 1970s

We can wonder about the origin of human resources management, his attractiveness and his future prospects. Specifically, human resources management has its roots in North America.<sup>35</sup>

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<sup>33</sup> *ibid*, p. 53.

<sup>34</sup> *ibid*, p. 34.

<sup>35</sup> Guest, “Human resource management and the american dream”, p. 377.

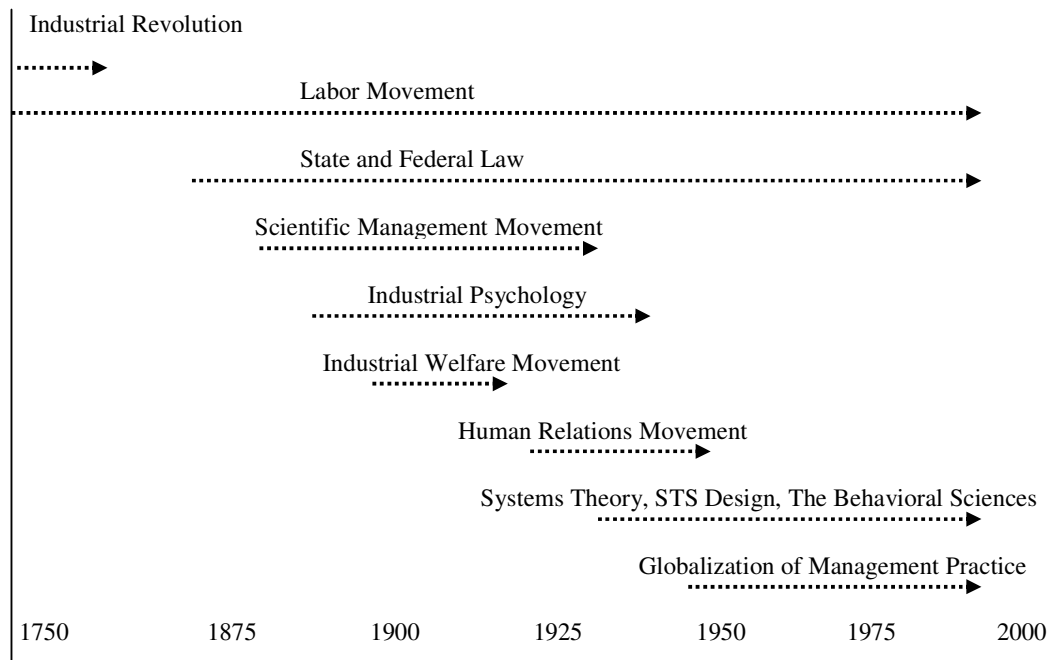
Simply, we can say that XIX<sup>th</sup> century is the personnel function century without services of personnel, the first half of XX<sup>th</sup> century is personnel function century with services of personnel, and the second half of XX<sup>th</sup> century is professional leaders of human resources century. Personnel function extends his roots far in XIX<sup>th</sup> century. In embryonic stages, it was presented in small companies. Ever since it will have a first salary, it will achieve acts of personnel management: search for candidates, selection, decision of recruitment, fixing of salaries; later, salary increases, attribution of premiums and advantages etc. These acts and decisions are often shared between the owner and a part-time external collaborator, an accountant. When the company has many employees, frequently a third actor, the foreman intervenes; he can be in charge of the acts and decisions concerning recruitment of workers, their training at the workstation, transmission and respect to regulations in workshop, discharge of workers, etc.

The industrial phenomenon was started in England initially, then in Western Europe and a little later, in North America. It made it possible to manufacture in greater quantity and at low price, but it also changed the nature of work. Tasks were necessitating few capacities, they were repetitive and were carried out in an unhealthy work environment. In second half of the 19<sup>th</sup> century, employers became aware of the social problems generated by this industrialization and offered help to employees to regulate their personal problems. Consequently “welfare secretaries” job was born in factories. Social secretariats occupied with the wellbeing of employees in the intention of discouraging the formation of syndicates. They thus seem the first services specialized in HRM and their role especially consisted in managing and controlling the whole of employees.<sup>36</sup>

Miles and Snow in their article entitled “Designing strategic human resources systems”, treat the history of HR function on its broad lines, based on the approach of Chandler (strategies of the business and their impacts on the organizational structures). As the characteristics of the market change, organizational strategies and at the same time structures of the company change compulsorily. Consequently, HR systems as one of the parts of the company change.

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<sup>36</sup> Sekiou and others, op.cit., p. 5.



**Figure 2.1 Approximate time lines: the development of human resources management.**

Source: L.F. Wendell, *Human Resources Management*, Boston, Houghton Mifflin Company, 4<sup>th</sup> Edition, 1998, p. 38.

We can see all the major evolutions historically in Human Resources area in Figure 2.1. Historically, personnel departments did not exist in agency organizations. Manager-owners engaged, discharged, formed, developed and rewarded their own assistants, agents... Personnel departments are firstly in the functional organizations and they carry out in a relevant way a series of services. These services seem a tradition of developed working methods associated to Scientific Management, with the birth of the syndicalism between 1800s and 1900s.

Scientific management is based on the idea that there is one best way to do a job. The best way is the most efficient, the fastest and least expensive. Taylor believed the same techniques used by scientists in the laboratory-experimentation, forming and testing hypotheses and proposing theories based on research and testing could be used by management to increase efficiency in the workplace.<sup>37</sup>

<sup>37</sup> Frederic W. Taylor, *The Principles of Scientific Management*, New York, Hurper&Brothers, 1972, pp. 21-37.

Scientific management, which promoted a new philosophy of management-worker relationships, had a major impact on personnel and human resources management. Before scientific management, the workers had been responsible for bringing their own tools to the job and developing work techniques and practices for getting the job done. Under scientific management, the organizations were responsible for providing both the tools and the necessary training for the job. Organizations also assumed some responsibility for motivation in the form of wage incentive became responsible programs.<sup>38</sup>

But union opposition grew as union organizers condemned Taylorism for depriving workers of a voice in the conditions and functions of their work. One result was the beginning to employ staff members called welfare secretaries or social secretaries to oversee programs and medical programs. They were employed to help with employee finances, health, training and others. Industrial welfare movement focused to improve the conditions of employment in organizations. Actually it isn't limited with job environment, also off the job activities done including financial assistance for education, home purchase and improvement, provided medical care and instituted hygienic measures. The welfare secretary position was the beginning of the professional personnel.<sup>39</sup>

The presence of the welfare secretaries is attended in some companies. Managers are concerned with the problems of employee, medical care, educational facilities, creative activities, etc... One of the formidable successes of management of functional organizations was application of specialization, standardization, and synchronization of tasks. In order to maximize the benefit of these effective concepts, it was necessary to attract, select, and to keep the good type of employees and to form them for their predefined employment. Personnel thus perceived his role essential which was to acquire, to train, and to maintain varied specialists that functional organizations need. In this direction, personnel function had been well situated to the strategic

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<sup>38</sup> Özgür Nazım Ünsal, *The Changing Role of Human Resources Management in Strategy Formulation*, Unpublished Graduate Thesis, Yeditepe University Socail Sciences Institute , 2001, p. 3.

<sup>39</sup> Henry Eilbirt, "The development of Personel Management in the United States", *Business History Review*, Vol. 33, n° 3, Autumn, 1959, pp. 345-364.

objective of the functional organization, which tried to produce a product line and services more effectively.<sup>40</sup>

The civil service commission, established by the Pendleton Act of 1883, is known as the earliest development of human resources management. Pendleton Act established the use of competitive examinations for admission into public service; provided job security for public employees, including those who refused to engage in politics; prohibited political activity by the civil service and encouraged a nonpartisan approach to employee selection. A commissioner was appointed to administer the act.<sup>41</sup> The Act had an important influence on the career development and to assign employees on the basis of performance. It effected the private organizations in personnel policies too. In 1890s, the Civil Service Commission was developing the forerunners of general intelligence tests and trade tests that became popular in private industry.

In 1890 and early 1900s, psychology began to be involved in business in the studies of selling techniques and means of testing job candidates. The name most closely associated with this term is Hugo Münsterberg. His major contributions were the analysis of jobs in terms of their physical, mental and emotional requirements and the development of testing devices for selecting workers.<sup>42</sup> He wanted to test motormen candidates for their ability to discriminate between figures representing obstacles that were likely to move onto the street car track (people, horses, automobiles) and those that were likely to remain parallel to or off the track. The device he developed used a series of twelve cards that subject moved by turning a crank. When the tests were completed, Münsterberg reported a strong correspondence between test performance and actual job performance. Münsterberg also performed experiments in testing to select the best telephone operators.<sup>43</sup>

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<sup>40</sup> Raymond E. Miles, Charles C. Snow, "Designing strategic human resources systems", *Organizational Dynamics*, Summer 1984, p. 42.

<sup>41</sup> Paul P. Van Riper, *History of the United States Civil Service*, Evanston, Illinois: Row, Peterson and Company, 1958, pp. 96-112.

<sup>42</sup> L.F. Wendell, *Human Resource Management*, Boston, Houghton Mifflin Company, Fourth Edition, 1998, p. 29.

<sup>43</sup> F.J. Landy, "Hugo Münsterberg: Victim or Visionary?" *Journal of Applied Psychology*, vol. 77, December 1992, pp.787-802.

With development in scientific management, industrial psychology and the federal civil service, some publications emerged in personnel field. The publications motivated interest in this field and encouraged the use of personnel specialist. Some companies began hiring specialist to assist with such matter as employment, safety and training. The first comprehensive text in the field appeared in 1920; Tead and Metcalf's *Personnel Administration*. By the help of publications, several kinds of personnel specialist, in addition to the social or welfare secretary discussed earlier, were particularly evident shortly after the turn of the century. Companies such as did the National Cash Register Company in 1901; the labor department specialists would respond to complaints from union employees and monitor working conditions and wage policies.<sup>44</sup>

During the period of 1910-1920 chiefs and personnel departments appeared: emergence of an autonomous function. But it is only after the Second World War that these services became larger and diversified, including from now on a training service; "personnel management" appears then. The level of responsible persons rises and the range of competences necessary (legal and administrative, but also relational) is recognized.<sup>45</sup>

The modern personnel department didn't emerge until the 1960s. But, till that time some of its functions, in some organizations, emerged as the basis of modern personnel department. In 1911 U.S. Steel created a Bureau of Safety, Sanitation and Welfare. By 1918, International Harvester Co. had established a Department of Industrial Relations and Ford Motor Co. had created a Sociological Department, which combined medical, welfare, safety and legal aspects of employee relations. By the same year B. Kuppenheimer and Company had a Department of Industrial Relations that included subdivisions such as health, employment, grievances and discipline, and wage and rate setting.<sup>46</sup>

At the end of 20s and at the beginning of 30s, industrial sociologists announced the fragmented, repetitive, alienating character of line production work, and its effects on job satisfaction. A first movement of research and reflection regarding the place of

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<sup>44</sup> Eilbirt, *op.cit.*, p. 352.

<sup>45</sup> Bernard Gazier, *Les stratégies des ressources humaines*, Paris, Editions Découverte, 2001, p. 16.

<sup>46</sup> T.G. Spates, *Human Values Where People Work*, New York, Harper & Brothers, 1960, p. 73.

the individual in a production system took shape with studies and lessons of Human Relations School (Elton Mayo and his colleagues). While initially being interested in physical environment of work and its influence on the productiveness of workers, these researchers discovered the importance of human factor for explanation of a more or less level of output as well individual as collective. Not only the worker is motivated by money, as the partisans of Taylorism claimed, but also and especially need for membership is raised. Consequently, the need for the individual in work, to find itself in a context of significant interpersonal relations, to feel a member of a work team were added to the needs of a physical order and economic safety.<sup>47</sup>

During the decade 1930, the activities of HRM experienced a reorientation because of the consecutive depression of Economic Crisis started in 1929. In decades 1940 and 1950 the phenomenon of the massive unionization of the employees developed. And between the years 1960-1980, we can see the maturation of the function, increase in the industrial legislation, development of informatics and treatment of the remuneration, improvement of competences of managers in HRM.<sup>48</sup> And with 80s, we see the emergence of individualization of labor relations and the strategic place of human resources function.

In 1980s, information and communication technologies developed with a great speed and this brought changes and evolution of business management conception. In new management concept, clarity and certainty are the basic conditions. In this system, hierarchical steps decrease and horizontal degrees increase and depending on this, distributed decision making mechanism supersedes commands and controls.<sup>49</sup>

On the other hand, the development of human resources in Turkey started with the legal regulations related to industrial developments. The Social Security Organization Law adopted on 9 July 1945 forms the origin of the social regulations. After that, different laws composed and executed according to the periodic demands. Except the legal regulations, the modern human resources conception became widespread as of 1980s.<sup>50</sup> In 1980s, in public sector, all of the ministries, general managements, and public economical enterprises had a personnel management division.

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<sup>47</sup> Petit ve diğçerleri, op. cit., p. 13.

<sup>48</sup> Sekiou and others, op.cit., p. 6.

<sup>49</sup> Şebnem Ergül, *Personel Yönetimi*, İstanbul, İMKB Araştırma Yayınları, No:9, Mayıs 1996, p. 4.

<sup>50</sup> Ekinci, op.cit., p. 11.

They had different names like personnel affairs, personnel department etc. and some of them were general management, presidency, managership or branch management.<sup>51</sup>

### **2.2.2. Model of Guerin G., Wils T. and HRM: From traditional to renewed model**

For a few years, a renewal process has seized on personnel function. Beyond the simple replacement of “personnel management” term by “human resources management”, which is the most visible expression of this revival, major transformations are hidden in the manner of considering contribution of employees of the organization and in the way of managing them.<sup>52</sup>

#### **2.2.2.1. Personnel Management-HRM: Two ideal types**

Personnel management and human resources management: two ideal types, two poles stylized according to the argument developed by Guerin and Wils, and two different forms, two conceptions, two philosophies which are different one with the other, however a rigorous distinction with precise limits is difficult to make. The advantage of such distinction is to make complex reality more understanding and to understand a long evolution made up of various facts/historical stages.

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<sup>51</sup> İbrahim Ethem Başaran, *Örgütlerde İşgören Hizmetlerinin Yönetimi*, Ankara, Ankara Üniversitesi Eğitim Bilimleri Fakültesi Yayınları, Yayın No: 139, 1985, p. 34.

<sup>52</sup> Gilles Guerin and Thierry Wils, *Gestion des ressources humaines : Du modèle traditionnel au modèle renouvelé*, Presses de l'Université de Montréal, 1992, p. 1.

Despite there are some similarities between Personnel Management and HRM, there are important differences between them,<sup>53</sup>

**Table 2.1.**

**Differences of Personnel Management and Human Resources Management**

<b>Personnel Management</b>	<b>Human Resources Management</b>
Business focused	Human focused
Operational action	Consulting service
Recording system	Source conception
Static structure	Dynamic structure
Human is a cost factor	Human is an important input
Models and norms	Missions and values
Classical management	Total quality management
Human works in job	Human directs the job
Internal planning	Strategic planning

Source: Zeyyat Sabuncuoğlu, *İnsan Kaynakları Yönetimi*, Bursa, Ezgi Kitabevi, 2000, p. 11.

HRM is strategic with a long-term outlook, unlike personnel management which was condemned as merely operational. HRM used planning and was proactive, whereas personnel was reactive and downstream. HRM added value, but personnel was welfare oriented. HRM would be integrated with rest of the business, while personnel managers were simply picking up the pieces. HR managers would be architects, whereas personnel practitioners were often administrators and clerks.<sup>54</sup> But, on the other hand, the difference between the two approaches remains a largely abstract debate on definition. What matters is what is taking place on the ground; how personnel management, or human resources management, or people management is actually being carried out. When you look at practice in human resource departments it is very difficult

<sup>53</sup> Zeyyat Sabuncuoğlu, *İnsan Kaynakları Yönetimi*, Bursa, Ezgi Kitabevi, 2000, p. 10.

<sup>54</sup> Paul R. Sparrow and , Mick Marchington, *Human Resources Management : The New Agenda*, London, Prentice Hall, 1998, p. 25.

to say that they are doing something much different from what is done in all personnel departments.<sup>55</sup>

#### **2.2.2.2. “Traditional Model” (Personnel Management)**

Human resource management is a modern term for what has traditionally been referred to as personnel administration or personnel management. However, some experts believe human resource management differs somewhat from traditional personnel management.<sup>56</sup>

In the base of the traditional model a certain number of beliefs or opinions that managers of the organization share about work force exist. According to this traditional conception, workforce is bountiful, it is a cost, economy and technique precede human, and workforce is a homogeneous block.<sup>57</sup>

According to this conception, employee is only a subordinate, whereas the manager represents the initiative, the capacity. Traditional management is scattered, bureaucratic, universal, technique, reactive, difficult to justify because of lack of the bond between the activities of personnel management and organizational objectives. Activities of traditional personnel management are badly coordinated. Employment is considered fixed and the employee is treated like the variable which must be adjusted with the requirements of employment.<sup>58</sup>

Recruitment is carried out according to the position to fill, the individual is regarded as a wheel of a complex system, there are few career opportunities in traditional organization, training is minimal, remuneration is according to the position and to the seniority, the principal communication goes from the top to bottom and is essentially made up of directives, standards, procedures, warning, etc, the collective relations of work are rather “conflicting”. The personnel department seems worthless, ambiguous and realizes the plodding of the other functions.<sup>59</sup> There are “six factors at least which prevent the evaluation of effectiveness. Objective of this effectiveness: lack

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<sup>55</sup> *ibid*, p. 27.

<sup>56</sup> Lloyd L. Byars and Leslie Rue, *Human Resources Management*, Boston, McGraw-Hill, Sixth Edition, 2000, p. 4.

<sup>57</sup> *ibid*, p. 16.

<sup>58</sup> *ibid*, p. 22.

<sup>59</sup> *ibid*, p. 27.

of clearness and coherence of expectations of the lines face to face to the specialists, weakness of the support of senior executive to personnel function, the unfavorable image of which the service makes profit, problem of communication between the hierarchical executives and specialists, a lack in qualifications of personnel specialists. In this traditional system, it is mentioned of a tendency to centralization, of a weak position in organization chart, of a specialized and rigid internal organization.

According to David E. Guest, in his article “Human resource management and industrial relations”, there are some characteristics which distinguish the two stereotypes: the personnel management and the HR management. For the first, time and perspective of planning are qualified as short-term, reactive, ad hoc, and marginal, whereas for the second, it is long-term, proactive, strategic, and integrated. Concerning the psychological contract: *engagement (commitment)*; control systems: *external controls/self-control*; perspective for work relations: *pluralist or collective*, low confidence/unitarism, *individual; or high*; preferred structures-systems: *bureaucratic/mechanist, centralized*, roles formally defined/organic, *delegated, flexible*; roles: *specialist-professional/largely integrated into the line management*; the criterion of evaluation: *cost reduction/maximum use*.<sup>60</sup>

Before, the decisions concerning HRM were not regarded as introducing a crucial interest for the success of companies. They did not attract the attention of directors like the other great functions such as finance, production and marketing.

The principal pillars that support the dominant and traditional managerial idea are: discipline, order, obedience, hierarchy, differences of statutes, separation of the roles of conception and realization, individualism but convergence of the objectives, distrust towards the basic employee who is only a factor (more or less resistant) of production, belief in a scientific management based on sophisticated tools and belief in virtues and the possibility of an indefinite development. So, we find a vision of an employee who didn't consulted, he didn't express his point of view or share decisions, information, results, resources specific of the company. This vision has precedence and triumph in famous X theory of McGregor, where the employee is seen like unworthy of confidence, unintelligent and incompetent to participate effectively.

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<sup>60</sup> Guest, “Human resources management and industrial relations”, p. 507

According to X theory of McGregor, the average individual experiences an innate aversion to work, which it will make everything to avoid. Because of this aversion characteristic regarding work, individuals must be constrained, be controlled, directed, threatened of sanctions, if it is wanted that they provide necessary efforts for achievement to organizational objectives. The average individual prefers to be administrated, wishes to avoid the responsibilities, he has relatively little ambition, and seeks safety above all.

### **2.2.2.3. Contextual changes**

We can observe a transformation of HR function, parallel with that the company experienced.

Changes in workforce demographics usually are known in advance, occur slowly and are well measured. For example, increases in the educational levels of the workforce are a slow-moving trend. Companies such as General Motors find demographics so important that they hire their own demographers. Although slow-moving, these trends can have a significant impact on an HR department's activities. Demographic changes have implications for the diversity of new recruits whom managers and HR recruiters will have to evaluate. Growing numbers of immigrants may present managers with more complex communications issues in dealing with people whose native language is not the same as that of the vast majority of their coworkers.<sup>61</sup>

According to new post-industrial logical, first of all, in a production system in accelerated evolution, the innovation capacity becomes first quality when it's compared with rationalization capacity. The secret of success is innovation capacity at the same time in product, technique and customer relations. To maintain this capacity, resources, particularly human resources should be managed differently. Second factor is the inversion of quantity-quality relation. Logic of the industrial society was founded on the quantity. New logical of services and high technology will be based on the priority of quality. Preparation of the innovation isn't done in quantity but it is done in quality. Third factor, henceforth, the central importance of human resources... In a high

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<sup>61</sup> Keith Davis and William B. Werther, *Human Resources and Personnel Management*, New York, McGraw-Hill, Fifth Edition, 1996, p. 38.

technology-services system, the relations change, because human resources become the rare resource... These human resources don't seem interchangeable any more. Last element: the one-dimensional man of the industrial model is transformed into a man who decides and engages, but more especially which is recognized like a being, able to learn individually and collectively, and which, while learning, will change himself.

Innovation becomes the new condition of success. The capacity of innovation becomes fundamental when it's compared with the capacity of rationalization. That mainly implies to manage human resources differently. The priority is given to quality, on the basis of the Anglo-Saxons name *non price competition*. Commercial advantages are obtained by reliability, importance of peripheral services and permanent adaptation of services to demand. Importance of human resources quality: it became the rare resource if it's compared with raw materials or capital. Quality and relevance of the immaterial investment become determinative. The productive superiority of an organization is born from aptitude to succeed and manage this type of investment.<sup>62</sup>

Recognition of human factor in company is commensurate with value added that company expects a more efficient participation of employees in a difficult economic context. Environment of companies is indeed more than ever unstable and uncertain: release and globalization of the markets, strategic redeployments, new technologies, frequent variations of the demand of customers. From the internal point of view, they take as well conscience of various logics of interest, among their employees or their teams. From this point of view, management becomes an art and a practice which consists managing the uncertain exterior and the irrational interior. It excludes any form of rigidity, privileges, anticipation, adaptation and co-operation. Therefore, coherence of the company is always come up as a result of this provisional and partial fact.<sup>63</sup>

Very often, failures of taylorien organization were translated into the facts by multiplication of conflicts, deterioration of quality, increase of turnover, increase of absenteeism, i.e. a whole of dysfunctions. They conduct us to consider new forms of organization and management of human in production.<sup>64</sup> One of the major changes of

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<sup>62</sup> Martory and Crozet, op.cit., p. 252.

<sup>63</sup> Le Gall, op.cit., p. 10.

<sup>64</sup> Martory and Crozet, op.cit., p. 254.

the last decades continues certainly in progressive suspicion related to the schema taylorien as a model of reference for the organization. Certainly, it is confirmed that Taylor still reigns in industry. Powerful cadres in companies were largely marked by the taylorien schemas, which certainly explains why those still constitute a tempting reference.<sup>65</sup>

#### **2.2.2.4. “Renewed Model” (Human Resources Management)**

Human resources, with changes of environment, become the key of services. Regarding the model of renewed human resources management, HR become a new competitive asset, attitudes of managers concerning HR change: personnel is perceived like a “resource”, a potential and not a cost, secondly, the influence of this resource to organizational objectives and organizational success is considered as critical; and complexity of this resource and difficulty of its management are more usually allowed.<sup>66</sup>

Nature of renewed management is integrated and strategic, contingent and cultural, anthropogenic and mobilizing, proactive and preoccupied about evaluation, which emphasize characteristics diametrically opposed to those of the traditional model.<sup>67</sup>

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<sup>65</sup> *ibid*, p. 25.

<sup>66</sup> Guerin and Wils, 1992, *op.cit.*, p. 108.

<sup>67</sup> *ibid*, p. 138.

	Traditional HRM	Strategic HRM
Responsibility for human resources and management	Specialists	Line managers
Objective	Better performance	Improved understanding and strategic use of human assets
Role of HRM area	Respond to needs	Lead, inspire, understand
Time focus	Short-term results	Short, intermediate, long-term
Control	Rules, policies, position power	Flexible, based on human resources
Culture	Bureaucratic, top-down, centralization	Open, participative, empowerment
Major emphasis	Following the rules	Developing people
Accountability	Cost centers	Investment in human assets

**Figure 2.2. Traditional HRM and Strategic HRM Characteristics**

Source: Ünsal, Özgür Nazım, *The Changing Role of Human Resources Management in Strategy Formulation*, Unpublished Graduate Thesis, Yeditepe University Socaill Sciences Institute , 2001, p. 76.

Strategic HRM differs significantly from traditional HRM. Figure 2-2 shows that the main responsibility for managing human resources in a traditional arrangement rests with specialists in a division (large companies) or team. In a strategic approach the main responsibility for people management rests with any individual who is in direct contact with them or a line manager. Thus, any individual in an organization who has responsibility for people is a human resource manager in addition to his or her regular position.

HR roles are changing as the following table shows;

**Table 2.2.**  
**Changing Human Resources Roles**

<b>Human Resources Roles Are Changing</b>			
	<b>1989 - 1991</b>	<b>1996</b>	<b>Difference</b>
<b>Maintaining Records</b> <i>Collect, track and maintain data on employees</i>	22.2%	15.0%	Significant Decrease
<b>Auditing/Controlling</b> <i>Ensure compliance to internal operations, regulations, legal and union requirements</i>	19.4%	12.0%	Significant Decrease
<b>HR Service Provider</b> <i>Assist with implementation and administration of HR practices</i>	35.0%	31.3%	Significant Decrease
<b>Practice Development</b> <i>Develop new HR systems and practices</i>	14.0%	19.0%	Significant Increase
<b>Strategic Business Partner</b> <i>Member of the management team. Involved with strategic HR planning, organization design and strategic change</i>	11.0%	22.0%	Significant Increase

Source: Adapted from a 1996 study by the Center for Effective Organizations, University of Southern California, and the Human Resources Planning Society, as published in "WORKFORCE," May 1998, available at [www.opm.gov/studies/Trans2.pdf](http://www.opm.gov/studies/Trans2.pdf)

According to the table, HR staff spent 22 percent of their time maintaining records in the early 1990's compared to only 15 percent in 1996. The role of HR auditing fell from 19.4 percent to 12 percent during this same period. The shift is toward the role of strategic partner (22 percent) and the development of new HR systems and practices (19 percent). These results suggest that while HR professionals will need the traditional HR competencies that have served them well in the past, they will also need new competencies to support changing roles.

### **3. STRATEGIC HUMAN RESOURCES MANAGEMENT: A NEW PHILOSOPHY OR A STUDY OF RHETORIC?**

In this part of our study, we will try to explain Strategic Human Resources Management concept and look shortly to the historical evolution of the concept. We will try to explain new characteristics of the SHRM concept and how strategy influence/change human resources roles in a world where the competition became more important day by day. We will examine the new missions of HR Professionals emerged by integration of HRM discipline with strategy and finally we will discuss the new strategic position of HRM.

#### **3.1. Strategy-HRM: Strategic Human Resources Management**

In today's highly competitive world, HRM plays an important role in corporate strategy. Firms that want to gain a competitive advantage must have some qualifications. First, they must have missions and strategy. Second, they must have well-built organization structure. Third and the last one is the basis of all, HRM. Because, people do the business, create ideas, innovate methods that the organization to survive and prosper. People also limit or enhance the organization's performance. Regardless of organization is capital-oriented or computer-structured, in all organizations people run the business.

##### **3.1.1. Definitions of Strategy: Divergences and ambiguities of the term**

It is certainly not astonishing that strategic human resources management is an ambiguous concept and it varies from one author to another, since already the term "strategy" is itself a difficult concept to figure out and it is equivocal concerning the multiplicity of definitions. Because of this reason, we chose a plural formulation: "definitions" as a title of this part.

Regarding the Greek origin, concept of "strategy" is applied initially to military field to indicate art to lead the armies or to order in case of presence of the enemy. More

precisely, the Greek verb “stratego” means to plan destruction of enemies by an effective usage of resources. If we adapt this reflection to the management of company, end of this definition “..., by an effective usage of resources” makes us reflect on human resources which is one of the essential resources of the company.

In the military area, strategy is the art of management and design of operations that the army participates. So, the strategy is a general war plan. Actually, strategy instead of take action and make war directly, makes an order and a plan. The purpose of military strategy is usually the victory. From this, we can say that strategy is the way of fight that designed and executed in the aim of access to the victory.<sup>68</sup>

There are various dimensions and significations of the strategy, and two traditional dimensions are the strategy as position or positioning, and the strategy as perspective.

For some people, especially according to Porter and his successors, strategy is a position, i.e. a determination of particular products in particular markets.<sup>69</sup> According to Porter, strategy, confronted with competition, supposes the adoption of offensive and defensive actions to put the firm in a bearable situation within the sector.<sup>70</sup>

For others, however, a strategy is a perspective, i.e. a way that organization has to make the things. As a position, strategy regards the bottom, towards “X” which marks the place where the product meets with the consumer, and it looks towards outside, towards the external markets. As a perspective, strategy rather looks towards the inside, what occurs inside, in the head of collective strategists, but it also looks to the top, towards the overall vision of company.<sup>71</sup>

According to Cadin L., and Guerin F., the term “strategic” is used in many authors like a simple synonym of “significant” or “important”, which reflects mostly the pursuit of statute and prestige... The word “strategic” in a sense opposite to “administrative”, connoted like devaluing and pejorative activity, supposed to be decimated by function.<sup>72</sup>

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<sup>68</sup> Erol Eren, *Stratejik Yönetim ve İşletme Politikası*, İstanbul, Beta Yayınları, 7. Baskı, 2005, p. 2.

<sup>69</sup> H. Mintzberg, *Grandeur et décadence de la planification stratégique*, Paris, Editions Dunod, 1994, p. 44.

<sup>70</sup> Michael E. Porter, *Stratégies concurrentielles*, Encyclopédie de Gestion, Editions Vuibert, p. 3093.

<sup>71</sup> Mintzberg, op. cit., p. 45.

<sup>72</sup> Loic Cadin and Francis Guerin, *La gestion des ressources humaines*, Paris, Editions Dunod, 1999, p. 58.

On the other hand, according to Barutçugil, strategy is a plan which integrates organization's politics and actions in a coherent and consistent way. It includes intensification of selected resources on a specific area, its orientation towards specific goals and making necessary decisions for all of these.<sup>73</sup>

### **3.1.2. Strategy-HRM: why this articulation?**

The concept of "strategy" is more and more frequently associated with "human resources". It is explained by the need to have a global vision of human resources management and to integrate it into the principal organizational issues in the organizations. Why? For at least two reasons, the first is the context of increased turbulence in which the modern organizations live and the second; the major role that human resources play in success (or failure) of the adaptation strategies of these organizations... Today, in a context where uncertainty becomes the only certainty, it is necessary to adopt new trends of management, by not preparing anymore to the events which have all the chances not to be carried out as predicted but even though being flexible and able to adapt whatever is the nature of change.<sup>74</sup>

Environmental pressures such as those previously mentioned have mandated recognition of the need to link human resources activities to the organization's strategy.<sup>75</sup>

A firm's HRM strategy is the pattern or plan that integrates the major objectives, policies and procedures into a cohesive whole. A well-formulated HRM strategy will help aggregate and allocate a firm's resources into a unique entity on the basis of its internal strengths and weaknesses, changes in the environment and the anticipated actions of competitors.<sup>76</sup>

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<sup>73</sup> İsmet Barutçugil, *Stratejik İnsan Kaynakları Yönetimi*, İstanbul, Kariyer Yayıncılık, 2004, p. 54.

<sup>74</sup> Guerin and Wils, "La gestion stratégique des ressources humaines : La perspective nord-américaine", p. 41

<sup>75</sup> Gerald R. Ferris, M. Ronald Buckley, *HRM: Perspectives, Context, Functions and Outcomes*, New Jersey, Prentice-Hall, 3<sup>rd</sup> Edition, 1996, p. 4.

<sup>76</sup> Ivancevich, op. cit. p. 17.

Strategy will help the organization to be transformed into a strong center that integrated with organization and share organization's vision, mission and objectives with the other divisions.<sup>77</sup>

If a firm's competitiveness depends on its employees, then the business function responsible for acquiring, training, appraising and compensating those employees has to play a bigger role in the firm's success. The notion of employees as competitive advantage has therefore led to a new field of study known as strategic human resources management, the linking of HRM with strategic goals and objectives in order to improve business performance and develop organizational cultures that foster innovation and flexibility. Ideally, HR and top management together craft the company's business strategy. That strategy then provides the framework that guides the design of specific HR activities such as recruiting and training. This should help the business implement its business strategy and realize its goals.<sup>78</sup>

### **3.1.3. Historical evolution of strategic HRM concept**

The things went more quickly and as from the Eighties, almost everything quickly became strategy, in economy, sociology, psychology, anthropology...: it is mentioned about behaviors of groups or individuals, economical choices, sentiments, aesthetic, more or less rational and contemplated or even about sequences of attitudes, an increasing number of authors could reason in strategic terms.<sup>79</sup>

Strategic human resources management is also appeared as a strategic term which reflects the idea of interdependence between the global strategy of company, organization, and human resources. And especially in 1980s we attended the explosion of a literature and a strategic speech which led to the emergence of topics like strategic HRM, strategic HR planning, etc.

In the economical area, American organizations were criticized because of the decrease of productivity and quality level. The remedies offered by managerial press suggest that the problems depend to ineffective human resources management methods.

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<sup>77</sup> Barutçugil, op. cit., 57.

<sup>78</sup> Gary Dessler, *Human Resources Management*, New Jersey, Prentice Hall, 9<sup>th</sup> Edition, 2002, p.11.

<sup>79</sup> Gazier, op.cit., p. 23.

Major changes that are also influenced by the economy are intervened on workforce at each level... Finally, in social environment, there are indications of “changing work ethic”, suggesting the differences between values of basic work of today’s young employees and preceding generations. Employees of today are faced with more information than in the past, through the electronic media (and through our educational system). When it’s compared with their predecessors, these employees have higher level of aspiration and they tend to be more assertive concerning the research of achievement of their own values in the work place. These changes, among the others, make the work of effective human resources management attractive for remaining years of this century.<sup>80</sup>

Strategic HR management evolved well since its birth. It was nearly non-existent within the framework of long-term planning or strategic planning of years 1950 and 1960 (if not HR is more closely associated to operational management and to the plans of production than the strategic cadres under the guise of planning model of work force), HRM took only a harmony between internal elements (structure, culture, HR and management systems) and external strategy after work of Chandler (1962) and many researchers during years 1970 and 1980 which showed that organizational success was related to a certain balance. The model of the reactive alignment of HR that we could shape with the requirements of external strategy dominated at that time but rather quickly the difficulty of envisaging changes and to develop deliberated and global strategies, as well as, the evolution of mentalities and human behaviors often required, imposed a proactive role to HR strategy and consequently to leaders of the function.<sup>81</sup>

Randall S; Schuler, in his competitive strategy-HRM practices model, before taking back the three generic strategies of Taylor and proposing practices of HRM suitable to these three strategies, thinks that each one of these three competitive strategies has significant implications for labor relations. They have impacts on the practices of HRM. What is argued here is the decision of pursued competitive strategy made by the firm. This decision of strategy formulation in the company is followed by

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<sup>80</sup> Harold L. Angle, Charles C. Manz, Andrew H. Van de Van, *Integrating human resource management and corporate strategy: A preview of the 3M Stor*, *Human Resource Management*, vol. 24, n° 1, Spring 1985, p. 52.

<sup>81</sup> Guerin and Wils, “La gestion stratégique des ressources humaines : La perspective nord-américaine”, p. 47.

implementation, and the fact of determining which HR practices are required in order to competitive strategy became successful. By selecting a competitive strategy, a company introduces a requirement for its practices of HRM and the quality and the type of its labor relations. Suitable HRM practices for the strategy by cost are descriptions of relatively explicit and fixed positions (stable), a career management which encourages specialization, experience and effectiveness, performance appraisal directed towards the short-term results, formation and development at the minimal level; whereas for the strategy by quality, it's necessary to focus especially on long or medium term, a research for high quality and a modest attention on the quantity of output and process how the goods and services are produced or delivered, participation of employees to decisions concerning work and working conditions in an exalted level, labor security, training and continuous development of employees and as for the third generic strategy which is characterized by innovation, the company seeks a high creativity, a long-term performance, development of competences of employees.<sup>82</sup>

A recent focus of attention within the field of strategic human resources management is on understanding the role of human resources in sustaining competitive advantage. Using the resource-based view of the firm, Wright, McMahan and McWilliams have demonstrated that a firm's human resources constitute one resource that fulfills the four criteria for being a potential source of sustained competitive advantage: High-quality human resources are valuable, rare, difficult to imitate and not subject to substitution. This finding under-scores the fact that human resources, if managed effectively, are a firm's most valuable asset. Thus, firms seeking competitive advantage in today's global competition need to invest wisely in these strategic assets.<sup>83</sup>

#### **3.1.4. Nature of human resources-strategy integration**

The HRM function today is concerned with much more than simple filing, house-keeping and record keeping. When HRM strategies are integrated within the organization, HRM plays a major role in clarifying the firm's human resource problems

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<sup>82</sup> Randall S. Schuler, "Strategic human resource management and industrial relations", *Human Relations*, vol. 42, n° 2, 1989, p. 160.

<sup>83</sup> Ferris and Buckley, op. cit., p. 11.

and develops solutions to them. It is oriented toward action, the individual, worldwide interdependence and the future. Today it would be difficult to imagine any organization achieving and sustaining effectiveness without efficient HRM programs and activities.<sup>84</sup>

Regarding the nature of human resources and strategy integration, there are two fundamental approaches. The question of nature of human resources-strategy integration is important because different approaches exist concerning the form of participation of HR function to make strategic decisions. Most current approach is the structural approach which consists examining the presence of HR function's responsible in the Board of Directors... Second approach, complementary of the first, is interested in the process of human resources-strategy integration. They are the concrete methods of participation of HR function to the strategic decision-making which is concerned here. This corresponds to the question of cognition if HRM is perceived like a true business partner capable to influence really the strategic decisions.<sup>85</sup>

In the literature, there is another conceptual divergence concerning the integration of HR function to the global strategy of the company and especially to the process of its formulation. Authors like Miles and Snow defend (in their article entitled "Designing strategic human resources systems"), HRM function whose activities are strategically directed to the global business contributes to achievement of organizational objectives and it assumes a reactive position. Other authors emphasize a proactive approach according to which the HR executives take part in strategic planning process. (Dyer, Tichy). Here, the business strategies can be influenced by constraints or opportunities resulting from present HR conditions. These two approaches accentuate the designing systems and HR processes which facilitate the achievement of objectives of the company. Effectiveness of HR is thus measured by the degree of conformity, by HR systems and intentions of the company which are the ultimate criteria that company determine its objectives.<sup>86</sup> The two forms of integration advocated in the literature can be summarized as internal and external also. First, different components of the HR

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<sup>84</sup> Ivancevich, op. cit., p.8.

<sup>85</sup> C.H. Besseyre des Horts, *L'intégration stratégie-ressources humaines : De la pratique à la pratique*, Association française de GRH, 2<sup>e</sup> congrès de l'AGRH Essec, Cergy-14-15 Editions des Actes, Novembre 1991, p. 392.

<sup>86</sup> Anne S. Tsui, "Defining the activities and effectiveness of the human resource department : A multiple constituency approach", *Human Resource Management*, vol.26, n° 1, Spring 1987, p. 36.

strategy need to be mutually reinforcing and consistent, so that the strategy is integrated within itself. Second, the HR strategy needs to be integrated with organizational strategy as emphasized by many authors.<sup>87</sup>

### **3.2. New principal characteristics of the context**

How the vicious circle was reversed, how the companies have decided to adopt a new more dynamic, strategic and developing conception for human resources? Reasons of this conceptual evolution are undoubtedly in the environment: changes relating to the economy, technology, labor, work force and particularly to economic conditions. In this part, even if several factors influence the evolution of HR function, we will try to reveal fundamental economic changes which seem significant to us.

#### **3.2.1. Increase of uncertainty and turbulences**

Today it's mentioned about an increasing complexity, changing technology, high levels of competition and need of flexibility. Differently from the previous years where the pressure for a good human resources management came from the outside of the organization, now it comes from the interior. Economy changes from industrial base towards the base of services and information. Methods of production and work change dramatically. Organizations change and they need human resources management practices strictly turned towards their present and emergent needs. We cannot simply develop, refine, and extrapolate programs and specialized practices. A completely different perspective, which builds HRM on the comprehension of organizations today and in the future, is necessary.<sup>88</sup>

Today the lack of visibility implies an anticipative step supporting adaptations to the unpredicted and uncertain events. The success of the short-term management of employment registered in the frame of a management in medium and long term.<sup>89</sup>

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<sup>87</sup> Sparrow and Marchington, op. cit., p. 28.

<sup>88</sup> Ilan Meshoulam, Lloyd Baird, "Proactive human resource management", *Human resources management*, vol. 26, n° 4, Winter 1987, p. 485.

<sup>89</sup> Peretti, *Tous DRH*, p. 34.

### 3.2.2. Limited development

Yesterday was 1968 and it connoted aspirations to happiness by freedom, 1968 was the exaltation of person and group. Yesterday was an ensured development, of which each one awaited a regular social progress, reduction of inequalities, a social peace, a promotion for every one... Yesterday was the tripling of salaries in thirty years, it was full employment, with less unemployed people.

Today and undoubtedly tomorrow is economic uncertainty and the risk of innumerable tensions throughout the world: energy and raw materials, competition and misery of developing countries, a new organization of tasks, the threat of renewal ideology... Today is a concern about employment, concern on salaries. Today, for company responsables, there are contradictions between: on the one hand, imperatives of an economic competition which requires a mobility and a mobilization of the men, and on the other hand, expectations of security, comfort, quality and the tranquility of life. In short, yesterday, we developed in a world of certainty and growth. Tomorrow, we will live in a world of contradictions and crises.

Renewal of personnel function practices is, in these last years, real and fundamental. It concerns the whole of the social practices. Subjects of employment, working hours, remunerations, progress are particularly definite. However, current perspectives still make acuter the requirement of a successful HRM. To face international competition, instability of competition, technological changes, new life styles, to absorb the development of working population and to reabsorb unemployment and under-employment, companies will undoubtedly profit from an increased autonomy in the social field. Those which will be able to reconcile economic constraint and human and social development, to mobilize personnel around a project of company and to make human resources the key factor of their success, will post the best economic and social performances. Social strategy is a central element of the global strategy of company.<sup>90</sup>

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<sup>90</sup> Jean-Marie Peretti, "Un renouvellement des pratiques de gestion des ressources humaines", *Revue Française de Gestion*, n° 53-54, Septembre- décembre 1985, p. 66-67.

### **3.2.3. Increase of competition**

For ten years (1975-1985) the personnel function has been confronted with technical, economic and socio-political challenges: technological mutations, deceleration of development, international competition, socio-cultural evolutions, political changes. To answer it, a renewal of human resources management practices, within the framework of an updated social strategy, proved to be necessary. International competition revives. Increasing globalization of markets affects branches and companies more and more. Company must compare its productivity and the labor cost of produced unit with competitors of the whole world. It is necessary to follow a whole of significant indicators (productivity, working hours, time cost, absenteeism, conflict of position, etc) on the international level. The competitive intensity imposes cost-cutting, increase in productivity, optimal use of the equipment by adjustment of time, research of flexibility.<sup>91</sup>

A veritable economic war will intensify during the decade 1990, while the “small tigers” of Southeast Asia have the highest development rates of the world (by courtesy of extremely low salaries) and while European countries, particularly France and Italy, experience fast developments. It forces organizations to think global but a few decades ago, it reasoned in local or national terms. This war, like any war, gives place to alliances. Joint ventures, consortiums, partnerships increase between the North-American, Japanese and European companies.<sup>92</sup>

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<sup>91</sup> *ibid*, pp. 63-63.

<sup>92</sup> Guerin and Wils, “La gestion stratégique des ressources humaines : La perspective nord-américaine” ., pp. 56-57

### **3.3. Impact of new context to HRM function**

#### **3.3.1. “Strategic” conceptions in HRM**

##### **3.3.1.1. “Strategy” in HRM as internal coherence: New criterion of effectiveness?**

Human resources management plays a major role for ensuring organization’s survival and development. In order to a firm survive and prosper and earn profit, reasonable goals in performance, fair appraisal system, employee satisfaction, legal compliance, quality of work life, workforce adaptability and organizational effectiveness must be achieved.

The usual criteria for assessing the “goodness” of the HRM function are efficiency and effectiveness. In judging the effectiveness of human resources activities, we are usually concerned with whether or not the function is “doing the right things”. In most organizations, effectiveness is measured by the balance of some combining characteristics as providing well-trained employees, developing a quality of work life, reaching goals and employing the skills and abilities of employees efficiently.<sup>93</sup>

The HR function is a very key portion of the organization today. That message is coming across consistently in surveys of CEOs. So far, the emphasis has been on doing things right. The real jump in effectiveness will come when the focus is first placed on doing the right things. I can’t imagine how a HR function without thoroughly knowing the business issues of its organization. Every business issue has HR implications.<sup>94</sup>

When we analyze most of the definitions related to HRM (contrary to the traditional personnel management), we find two solid hypotheses: it must be integrated into the general policy of company (external integration) and must reinforce the organizational culture (internal integration) in order to serve the interests of an adaptive company.

This conception is based on such idea; we can mention about the “strategy” if HRM practices have internal coherences and it has a medium or long term perspective.

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<sup>93</sup> Ferris and Buckley, op. cit., p. 14.

<sup>94</sup> T. Rendero, “HR Panel Takes a Look Ahead”, *Personnel*, August 1990, p. 24.

And this means the development of strategic modes of reasoning on the level of HR function. This approach is similar to the approach developed by Ulrich&Lake when they propose the concept of “organizational capacity of the company” to indicate the competitiveness of company resulting from a coherent and effective HRM. In this second conception, HRM practices are coherent in long and medium term, and then we will be able to speak about strategic human resources management to indicate the whole of the practices capable to develop organizational capacity that is mentioned above.<sup>95</sup>

Today, many organizations such as Doğuş Holding, Sabancı Holding, Koç Holding account turnover, absenteeism, etc. cost and their effect on productivity. When HRM accomplishes its objectives cause the organization to accomplish. When looking from this perspective, it can be said that if a company wants to gain and maintain a competitive advantage firstly must have a well-structured and good-working human resources system. Also HRM must contribute to organizational effectiveness. Here are some contributions that human resources make to organizational effectiveness:<sup>96</sup>

- Helping the organization to reach its goals.
- Employing the skills and abilities of the work force efficiently.
- Providing the organization with well-trained and well-motivated employees.
- Increasing to the fullest the employee’s job satisfaction and self actualization.
- Developing and maintaining a quality of work life that makes employment in the organization desirable.
- Communicating HRM policies to all employees.
- Helping to maintain ethical policies and socially responsible behavior.
- Managing change to the mutual advantage of individuals, groups, the enterprise and public.

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<sup>95</sup> Besseyre, op.cit., pp. 391-392.

<sup>96</sup> Ünsal, op.cit., p. 42.

### 3.3.1.2. Strategy in HRM as external coherence: Integration to the organization

New HRM philosophy whose fundamental element exists in integration of HR practices to the total business of company (external coherence) can be symbolized in this paraphrase of Dave Ulrich: “HR should be defined not by what it does but by what it delivers.”<sup>97</sup> What is important today for HRM is not only what it does but, what it adds to the value, to operation and to organizational success, briefly, what it contributes to the organization.

More specifically, HR professionals can reach a good organization by following four ways: Firstly, they must become a partner with the president and line managers in execution of the strategy, by changing planning of the conference room with the market. Secondly, they must become an expert in organization and completion of the work by allotting an effective administration in order to ensure the reduction of costs at the same time with the maintenance of quality. Thirdly, they must become a champion for employees, by representing their interests with general direction vigorously and at the same time by trying to increase the contribution of employees, their engagement with the organization and their skill to provide results. And finally, it is necessary that they become an agent of continuous transformation, by developing the processes and culture to develop the capacity of change of organization.<sup>98</sup>

The strategic partner role is one in which HR professionals partner with line managers to help them reach their goals through effective strategy formulation and strategy execution. Change agents are responsible for the delivery of organizational transformation and cultural change. Administrative experts constantly improve organizational efficiency by re-engineering the HR function and other work processes such as introducing ‘shared services’. The employee champion role combines a focus on people with a focus on day-to-day operational issues. In this most recent modification of HR roles, Ulrich splits the employee champion role into the ‘employee advocate’ and ‘human resource developer’, placing the latter as a more future-focused process role. Central to the employee advocate role is the requirement for HR professional “to make

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<sup>97</sup> Dave Ulrich, “A new mandate for human resources”, *Harvard Business Review*, January-February 1998, p. 125.

<sup>98</sup> *ibid*, pp. 124-125.

sure the employer-employee relationship is one of reciprocal value” requiring the ability to “see the world through employees’ eyes” and act as their representative, while at the same time “looking through customers’, shareholders’ and managers’ eyes” and communicating to employees what is required for them to be successful in creating value. The employee champion/advocate role is most closely associated with responsibility for employees but it differs from previous conceptualizations of employee-facing roles. These other roles recognize the inherent plurality in managing the employment relationship and acknowledge the inevitability of trade-offs between employee needs and goals and organizational objectives.<sup>99</sup>

Formulating a strategic plan requires identifying, analyzing and balancing the company’s external opportunities and threats and its internal strengths and weaknesses. HR plays a role here, too. For example, HR management can help with that strategic planners call environmental scanning, identifying and analyzing external opportunities and threats that may be crucial to the company’s success.<sup>100</sup>

### **3.3.2. New tasks and missions for HR Professionals**

#### **3.3.2.1. HRM: A strategic partner**

This role of HR Professionals is related to the external design of coherence; with integration of HRM to organizational objectives and to strategy, HR Professionals started to be perceived as strategic partners.

Organizations are beginning to expect more from HR. Business leaders see HR in other organizations contributing to strategy, enabling the execution of business plans, and delivering tangible commercial benefits. Inevitably they go on to ask how their own HR functions need to change to make real differences to their businesses. The popular answer is the appointment of strategic HR partners who become engaged with and accountable to the business, yet are the eyes and ears of HR. Strategic partners shape

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<sup>99</sup> Helen Francis and Anne Keegan, “The changing face of HRM: in search of balance”, *Human Resource Management Journal*, vol. 16, issue: 3, July 2006, pp. 231-249.

<sup>100</sup> Gessler, op. cit., p. 13.

both what the business does and what HR does; they exist to ensure HR meets the new expectations of business leaders.

The essence of academic literature in HRM consists the affirmation that human resources represent a strategic asset for companies. To make the consideration of this strategic dimension effective, HR Direction must take place in strategic decision-making process. Place of the HRD is the place where strategic decisions are adopted, i.e. highest possible in the organization charts and the ideal, HRD belongs to the Board of Directors. In the future, Human Resources Responsible will be frequently integrated to the General Management Committee; function of Human Resources has a strategic importance.<sup>101</sup> Within this new framework, human resources management becomes a noble function of company in which HRD give up the administrative aspects of personnel management for the profit of strategic missions. Timetable of HRD is thus articulated around the following tasks: initially, strategic reflection and action; then, organization of the service and harmonization of the tools (Strategic Human Resources Management).<sup>102</sup>

Business partnering is a fundamental rethink of what HR is for and how it is measured. Today's HR department aims to deliver a stronger, more competitive business, and is judged on its success in meeting business targets including reducing costs, improving customer service, quicker delivery and product innovation. Partnering makes HR accountable to the business, and expects HR to add real value. This is a shift away from traditional HR functions where purpose, priorities and successes were defined within HR. Because all of the new partner roles focus on delivering for, and work closely with, the business, they are all in a sense 'business partners'.

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<sup>101</sup> Jean-Yves Duyck, "Ne dites pas à ma mère que je fais de l'administration du personnel, elle me croit DRH", *Direction et Gestion des Entreprises*, n° 171, Mai-juin 1998, p. 33.

<sup>102</sup> *ibid*, p. 34.

Partnering implies big changes in HR careers;<sup>103</sup>

- There will always be jobs for HR generalists, but fewer of them. An increasing number of HR professionals will have to choose which specialist business partner role is right for them. HR professionals should discover more about the new roles, and make choices.
- HR directors and their line management customers will want HR professionals who have added significant value to organizations. Qualifications, years of experience and leading-edge projects may count for little, unless you can demonstrate how they added value.
- Because knowledge of the particular business and strong relationships are so vitally important good HR professionals will be especially valued. But HR professionals will not be able to switch organizations and industries as easily.
- HR functions that shape and implement business strategy will attract the most able HR professionals. HR functions which seem to be tinkering with a strategy that is largely decided by line managers will struggle to get good people.
- More attention may be needed to create pathways by which individuals can acquire the experience to perform senior HR roles.

The key value of Ulrich's model does not lie in outlining new structures but in his analysis of HR roles. Business partnering refocuses attention on some basic issues about how HR is to achieve its aims: supporting line managers, aligning HR activities with the business and delivering efficient services. However partnering is not simply a repackaging of good HR practice. Partnering is a 'paradigm shift' for most HR functions; it requires a revolution in HR's values, operation and skills.

HR should be an equal partner in the strategic planning process. Here, HR's role is not just to adapt its activities to the firm's business strategy, nor, certainly, just to carry out operational day-to-day tasks like paying employees. Instead, the need to forget the firm's workforce into a competitive advantage means that HR management must be

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<sup>103</sup> P. Tamkin, P. Reilly and W. Hirsh (2006) *Managing and developing HR careers: emerging trends and issue*, Research reports, London: Chartered Institute of Personnel and Development, available at: <http://www.cipd.co.uk/bookstore>

an equal partner in both the formulation and the implementation of the company's strategies. Here, for instance, HR participates in and influences decisions.<sup>104</sup>

Human resources only become a source of true competitive advantage because of their value, rarity, inimitability and non-substitutability. Because the value of human resources is felt to reside increasingly in its possession of organization-specific and organization-level skills, HR practitioners now have to downplay their expertise in managing human resources as individuals and stop focusing only on HRM practices and tools that align individual behavior with strategic goals. As human resource strategists they have to focus on the total pool of human capital within the organization, as this is now the resource that makes up competitive advantage. The HR places a premium on developing the skill sets and cognitive capabilities of all those managers involved in the strategic management process. This may be seen in a fully empowered organization as comprising all employees, or it may be viewed as a small elite.<sup>105</sup>

### **3.3.2.2. Consultant Role within the Company**

According to the literature, between 1980s and 1990s, role of HR department as consultant for the rest of the organization is gained ground: council with management, the other executives, the other units, departments, and obviously with employees. For HRM, this role can be regarded as an opportunity to change its isolated statute from the whole of the organization. Even if we believe that the contents of these councils often do not exceed legal framework and social legislation framework, it constitutes one of the instruments for its articulation with organization.

Human resources (or personnel) management function started to make significant contributions to the business success of the great multinational corporations during the last decade. (1980s) The value of HR as a strategic partner of business increased at the same time acceleration of economic change. A more dynamic environment means that, sources of competitive advantage of the companies change dramatically. Thus, HR function of the years 1990s has a key role to play regarding the change of organizational skill for competition... Role of HR function dramatically

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<sup>104</sup> Dessler, op. cit., p. 12.

<sup>105</sup> Sparrow and Marchington, op. cit., p. 22.

changed in the ten last years. Beyond the responsibilities of administration of labor, HR function added the task of guide to the line management to increase the capacity of organization. In other words, HR function gets the keys to open the potential competitive advantage which exists in labor.<sup>106</sup>

### **3.3.2.3. “Generalist” role of HR Professionals**

We don't mention about the disappearance of HR function specialists, but the man of personnel is today more generalist than before. And it is true that, with the integration of HRM to the organizational strategies, HRM functions became larger and also much more ambiguous. Previously, its functions were well determined by the administrative and short-term tasks, today, it has more confusing strategic responsibilities, and it is much more responsible for success or the failure of the organization.

Trade of HRD comprises multiple facets. Some are reminiscent of social law, others management, others still social sciences, others finally taxation or finance. In fact, to look at there more closely, we realize that a good HRD is a generalist who must have competences in all the fields: law, informatics, marketing, finance, taxation, strategy, sociology, economy, psychology, general management and HRM. Moreover, HRM has to know well the occupation of its company for serving “customers” which requires a long and diversified experiment in its own company. We can add also personal qualities that we find at all managers, such as tact, rigueur, safety of judgment.<sup>107</sup>

This ambiguity of HRM field is described by Bournois and Brabet in this paragraph: “More concretely, the concept of HRM itself is recent and management of the man in and by the organization will undoubtedly adopt new forms of new denominations (not forget that Taylor qualified personnel responsible like personnel of “welfare secretaries”!) This poses the problem of delimitation of its field; it's clear, in particular, that human management in and by the organization does not limit itself, by utilization of qualified specific methods of HRM (remuneration, formation,

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<sup>106</sup> Warren R. Wilhelm, “Revitalizing the human resource management function in a mature, large corporation”, *Human Resource Management*, vol.29, n° 2, Summer 1990, p. 129.

<sup>107</sup> Jean-Yves Le Louarn, “Aux D.R.H. secoués par la crise”, *A.N.D.C.P. Personnel*, n° 352, Juillet 1994, p. 16.

communication...). It is in relation with the whole of the management system regarding role of definition, differentiation and integration of human activity.”<sup>108</sup>

HR professionals add value to an organization when they understand how the business operates, because this helps HR professional to adapt HR and organizational activities to changing conditions of the business. To know financial, strategic, technological, and organizational capacities is a necessary condition of entering into a strategic discussion. HR professionals who are exclusively quite informed concerning industry, employee and human relations can be completely qualified in their discipline, but can fail in comprehension of the main part of business that their firm make competition... Knowledge of business which is a necessary competence for HR professionals is not the skill to carry out all the functions of business, but, skill to understand them.<sup>109</sup> It's apparent today that HR professionals cannot meet the needs of organization by doing simply better than they were doing before. New perspectives are necessary, which start with the comprehension of organization.<sup>110</sup>

#### **3.3.2.4. Agent of change (innovation/anticipation/proactivity)**

Expanded role of HR does not includes only strategic position in the organization, but also a creative, innovating role in an environment which require newness and a capacity of adaptation to changes in this same turbulent environment.

One of the expanding role of human resources management is providing new application of current techniques and developing innovative methods to HR concerns. HRM uses innovative approaches and solutions in improving productivity and quality of work life. HRM is responsible for helping the organization to reach its goals by designing HR programs. Effective human resources department sets specific, measurable objectives to accomplish within specified time limits.

Before proceeding to necessity of HRM to innovate and to change regularly, it should initially be indicated that it is initially the organization which is obliged to

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<sup>108</sup> Frank Bourmois and Julienne Brabet, “Les connaissances en gestion des ressources humaines : Réflexions sur leurs modes de production et sur leurs caractéristiques essentielles”, in Julienne Brabet, *Repenser la gestion des ressources humaines?*, Paris, Economica, 1993, p. 16.

<sup>109</sup> Dave Ulrich ve diğerleri, “Human resource competencies: An empirical assessment”, *Human Resource Management*, vol.34, n° 4, 1995, p. 475.

<sup>110</sup> Meshoulam and Baird, op. cit., p. 493.

change. As a social entity, an organization is initially a structured framework of action. This framework of action is according to the expression of Crozier and Friedberg, contingent construction. Inside a particular context comprising of multiple constraints, it must be set up (built), and, if necessary, modified or developed. It is necessary to ensure logistics adapted to the requirements of awaited operation. Continuously, organization must carry out changes. From a side, those will be a necessary response to evolutions of the environment or a solution to persistent problems which exist in organizational operation and which are attributable to multiple factors.<sup>111</sup> As the rules of the game in market are not constant any more and the company exists in a dynamic social system, to survive with all its functions, it must adapt to new challenges. Role of managing is not the maintenance of operation of organization any more; it has from now on a reactive, but sometimes proactive role with the daily changes in an environment characterized by uncertainty, myopia and a certain difficulty of prevision.

In the new economy, certain organizational capacities such as speed, reactivity, agility of spirit, capacity to learn, and competence of employee will become important. Successful organizations will be those which will be able to turn strategy in action quickly; to manage the processes intelligently and effectively; to maximize contribution and engagement of employee and to create conditions for unexpected change.<sup>112</sup>

Today, the economic development is not only activated by needs resulting from the market any more but more and more by the organizational and human capacities to create new commercial conditions, new products and new needs. Detection, management and development of these capacities concern the responsibility of company more and more.<sup>113</sup>

Traditional conception of HRM was a conception that the principal goal was to ensure the operation of function, maintenance of the status quo. It did not have the aspect of change and development. Market was much more stable than now, requests of customers were not so diversified, competition in the market was not so alive, there wasn't as much as competitors as today, the dominant strategy was strategy by costs, it

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<sup>111</sup> Andre Brassard and Luc Brunet, "Pour une révision de la conception traditionnelle de la gestion", *Revue Française de Gestion*, n° 83, Mars-avril-mai 1991, p. 52.

<sup>112</sup> Ulrich, "A new mandate for human resources", p. 127.

<sup>113</sup> D. Brochier, B. Roman, "Fonction personnel et changement dans l'entreprise : Nouveaux rôles, nouveaux outils, nouveaux savoirs", *2<sup>e</sup> Congrès de l'AGRH Essec*, Cergy-14-15 Novembre 1991, Editions des Actes, p. 469.

was rather about a mass production within the organization. Tasks were rigorously and scientifically determined and structured, and finally man was regarded as a factor of production, he was perceived as a cost and it was necessary to minimize it for effective application of cost/price strategy. Today, customers' request is diversified enough, the market is unstable, there are several competitors that try to increase their market share intensely than before, dominant strategy is the strategy by differentiation to be distinguished from other competitors, characteristics of market - changing, complex, turbulent- require an organizational flexibility, and human is from now on a resource which can allow the organization a certain capacity of adaptation to changes.

Human resources function is fully realized in organizations. It allows the adaptation, from company to its environment and under several aspects. Viewed and presented from now on like a major function because of increased importance of human resources in future organization, it must increase its capacity simultaneously with responsibilities and missions which are now reserved for it. As much environmental order as organizational forces and tendencies of the future generate important expectations concerning human resources and required assistance and participation of these same resources to let the company to develop itself.

Ulrich, Brockbank, Yeung and Lake, in their article entitled "Human resource competencies: An empirical assessment", present their study which aims to answer the question "which are the necessary competences for a successful HR professionals?" by information collected from 12.689 HR professionals. According to results, it is initially management of changes, delivery of HR practices and finally knowledge of business which are regarded as the most critical competences.

Today vis-à-vis an increasingly turbulent environment, to adapt step by step is not enough. Thus, the majority of companies are lead up to make continuous adaptation a normal operating mode; the only suitable way for transformation of possible constraints and new requirements of the environment into opportunities. Development of a capacity of permanent adaptation, heard like the expression of an aptitude, of a potential, specific to the company, intrudes quickly as the pledge of a "durable competitiveness". From this point of view, companies will have to mobilize the whole of their resources. Among those, human resources, whose strategic dimension today is not disputed any more, constitute a lever of action privileged for a better capacity of

adaptation of the company.<sup>114</sup> In practice, the idea of capacity of adaptation leads us to privilege certain conceptions and practices of HRM like competence and its management, which aims to develop know-how of the employees and their potentials of development in a durable way; the continuous formation which makes possible to increase capacity of adaptation of competences to deal with changes of sector, with technological modifications and market trends, versatility, rather than specialization, in other words, capacity to understand the ensemble and to act on this ensemble, rather than the capacity to conceive a certain part of reality and to adopt at the same time a narrow perspective which is insufficient to meet the need for flexibility to act on the ensemble, and the mobility of human resources, provisional management and the planning, etc which make possible to adopt organizational strategies in answer to constraints or opportunities in the market.

Human Resources Management as a human capital consignee, contribute to strategical skills by forming, developing, innovating company's knowledge, skill, competence and interest inventories. Besides this, Human Resources Management guarantee the sustainability of the innovation operations instead of being for once only and therefore, supports strategic skills of the company.<sup>115</sup>

HRM lives in the past. Practices and procedures come from the experiments answering the pressures. The world of work changes. Our economy changes gradually; first of all it is today rather based on industry, service, technology, and information. Human resources will have an increasing place for organizational success. As this change takes place, the fact of being able to answer the businesses strategies will not be sufficient.<sup>116</sup>

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<sup>114</sup> Dominique-Armelle Farastier, "La GRH au service de la capacité d'adaptation de l'entreprise", *Revue Française de Gestion*, Mars-avril-mai 1995, p. 43.

<sup>115</sup> Mark L. Lenggnick-Hall and Cynthia A. Lenggnick-Hall, *Bilgi Ekonomisinde İnsan Kaynakları Yönetimi*, İstanbul, Dışbank Kitapları, 2004, p. 167.

<sup>116</sup> Meshoulam and Baird, op. cit., p. 500.

### **3.3.2.5. HRM oriented towards results: Contribution to organizational performance**

Company, in order to implement its strategy in a relevant and effective way, must integrate all its resources, its capacity and its internal potential. The articulation of its resources does not allow only to a harmony, a parallelism between them, but also a synergy which comes from an articulated ensemble, of an internal coherence by courtesy of a union of the objectives which forces the functions of organization to draw aside all the ineffective practices. Principal task for the functions of the company is thus strategic success of the company as a whole. And human resources must be conceived as one of the internal resources which are essential for this strategic organizational success.

Critical consequence for human resources management can be summarized as follows: “How a company can transform individual hiring of a manager, to the strategy which he wants to implement? From the perspective of company, it is vital that its strategy have impact on the aggressive continuation of best available environmental opportunities. And effective continuation of these external opportunities supposes the skill to assign good types of human talents to good positions in the company. Moreover, company must be able to allot its intern strategic resources in order to accumulate sufficient strategic force to exceed its rivals in the arenas of competition that it chose. In this context, human resources management must be seen like an integral part of the attribution process of strategic resources of the company. In order to engage the support of critical managers, company must make a design of a series of work which enables them to perceive congruence between their own aspirations and the whole of corporate strategy.”<sup>117</sup>

A growing body of research shows that progressive HRM practices can have a profound effect on corporate performance. Studies now document the relationship between specific HR practices and critical outcome measures such as productivity, product and service quality, and cost control. Sophisticated staffing and job design methods are related to higher productivity and reduced costs. Better training and

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<sup>117</sup> Peter Lorange, Declan C. Murphy, “Strategy and human resources: Concepts and practice”, *Human Resource Management*, vol. 22, n° 1 /2, Spring/summer 1983, p. 111.

development programs have been shown to improve the performance of current employees. Certain incentive and compensation systems translate into higher productivity and performance. The fair treatment of employees results in greater loyalty, higher performance and reduced costs.<sup>118</sup>

Without proper management of the organization's human resources, maximum productivity, profitability and achievement in the competitive marketplace are impossible. The Human Resources Management function is concerned with effectively using the assets of human resources for the attainment of organizational goals and the continued viability and success of the organization.<sup>119</sup>

Technological, economic and demographic changes make pressure on organizations for more effective usage of human resources management. When productivity lowers and alienation of the workers popularizes tools of management like quality circles and plans of distributions of the benefit, long-term competitiveness of American industry will require considerably more sophisticated approaches, for human resources, which put agreement to its strategic role in the economic performance.<sup>120</sup>

Today, the most important things are needs of the company and these needs that companies want initially satisfy. Human resources director does not come from employees of the organization, but from the need of organization for human resources: with demand rather than offer. It is a little different from the approach of labor analysis. HR director acts to ensure that offer satisfies demand and does not accept labor as an inflexible resource.<sup>121</sup>

Personnel must be responsible, adaptive, anticipator, and particularly, innovator. Because of the changing nature of requests, personnel function must be rather pragmatic than doctrinaire... Certainly, innovating role must be in harmony with time and results of the company. During the periods of increase in inflation and request

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<sup>118</sup> H. John Bernardin and Joyce E. A. Russell, *Human Resources Management : An Experiential Approach*, New York, Mc Graw-Hill, 2<sup>nd</sup> Edition, 1998, p. 3.

<sup>119</sup> Ferris and Buckley, op. cit., p. 4.

<sup>120</sup> N.M. Tichy, C.J. Fombrun, M.A. Devanna, "Strategic human resource management", *Sloan Management Review*, vol. 23, n° 2, Winter 1982, p. 47.

<sup>121</sup> Torrington, op.cit., p. 5.

in salaries, accent can be put on results of compensation. During the time of regression and reduced profits, we need creative division of employment and plans of discharge.<sup>122</sup> The most urgent challenge for HR departments is the need of answer to pressures of cost. Particularly, in multinational corporations that affect international competition, all the departments of the personnel are asked to justify their structures of cost on a competitive basis. Questions of added value are asked to them. In particular, HR departments of multinational corporations are asked what they add to operational local units, are indeed asked, why they are necessary. Pressures of cost are not a new event of multinational corporations; what is new, the force of the pressures, the strong accent on competitive benchmarking, and role of international competition. All these factors, as a whole, created a series of cost pressure which are stronger than their predecessors and more difficult to answer.<sup>123</sup>

Performance of HRM depends on its internal and external coherence. Performance, in other words, is related to all of the components of human resources: to select people who are able to carry out their employment which was defined by the structure; to motivate employees by rewarding them judiciously; to train and develop employees for the future performance, to evaluate employees in order to justify rewards. Moreover, performance is a function of context and organizational resources surrounding the individual. Strategy and structure have also impact on the performance through the manner of making design of employment, through how organization is structured and through also how services and products are planned to answer to threats and opportunities.<sup>124</sup>

Human resources management is a field which needs to be directed towards results. Whereas the majority of firms support the belief that human resources management is the responsibility of the line, with their concern for objectives and results, reality is more often concentration on functional policies and practices of personnel. Maybe because of this reason, this field is more inclined than the others

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<sup>122</sup> Fred K. Foulkes, Henry M. Morgan, "Organizing and staffing the personnel function", *Harvard Business Review*, May-june 1977, p. 149.

<sup>123</sup> Edward E. Lawler III, "Human resources management: Meeting the new challenges", *Personnel*, January 1988, p. 22.

<sup>124</sup> Tichy, Fombrun and Devanna, op.cit., p. 50.

regarding the modes and enthusiasms, where the new ideas, concepts, and techniques become generally exaggerated.<sup>125</sup>

So that HRM is a function directed towards results, the aim followed by HRD is simple in principle. It is a question of admitting that the evaluation of their actions must be subject to the same rules of game as those of the other responsables, i.e. giving place to clearly measurable results. That concretely means the acceptance of a relationship between the attribution of average and financial materials with HRD and making indicators of performance of policies elaborated in this field. Such a step attests close link which is established between “strategic rise” of HRM within productive organizations and new methods of appreciation of actions’ results involved in the human plan.<sup>126</sup>

### **3.3.3. Discussion on the new strategic position of HRM**

#### **3.3.3.1. Speech on Strategic HRM: A study of rhetoric?**

According to Duyck, “strategic” speech plays triple role: *An ideal type*; massive recourse to the strategic ideal type according to HR function is useful, in the sense that it “ennobles HRM practices”. Ideal enhancive and federator that each one can only want to be recognized, it operates not like a model towards which to tend, but like a representation allowing the person of the function (practitioner and academics) to make their auto-promotion. Who in fact would like to appear to practice or teach a marginal, tedious, subordinate or without internal coherence function? *A symbolic system*; strategic speech provides a representation not only in the sense which person of the function allot or want to allot to their practice, but also it’s in the sense which they want to allot to place in their respective environments. For practitioners, it is one of the ways of leaving relative inferiority situation of the function while performing a symbolic redistribution of the power. According to researchers, to hang up again the discipline and the practices of HRM to strategy (noble field through excellence) is used

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<sup>125</sup> Paul A.L. Evans, “The strategic outcomes of human resource management”, *Human Resource Management*, vol.25, n° 1, Spring 1986, p. 165.

<sup>126</sup> Brochier and Roman, op.cit., pp. 465-466.

to mark their own importance and their positioning in the academic universe... an ideology; the difference between reality and “strategic” speech by ideological character of this.<sup>127</sup>

Universities have been under attack in recent years for allowing faculty to spend too little time teaching and too much time conducting research. It is said that academic research has little or no relevance to the real world.<sup>128</sup>

<b>ACADEMIC RESEARCH FINDINGS</b>	<b>HRM PRACTICE</b>
<b>RECRUITMENT</b>	
Quantitative analysis of recruitment sources using yield ratios can facilitate efficiencies in recruitment.	Less than 5% calculate yield ratios. Less than 20% know how.
<b>STAFFING</b>	
Realistic job previews (RJP) can reduce turnover.	Less than 5% of companies use RJP in high turnover jobs.
Weighted application blanks (WAB) reduce turnover.	Less than 10% know what a WAB is; less than 1% use WABS.
Structured, behavioral or situational interviews are more valid.	18% of companies use structured interviews.
Use statistical model of prediction with multiple selection devices.	Less than 5% use actuarial.
Graphology is invalid and should not be used.	Use is on the increase in the United States.
<b>PERFORMANCE APPRAISAL</b>	
Do not use traits on rating forms.	More than 75% still use traits.
Train performance raters	Less than 24% train raters.
Make appraisal process important element of job.	Less than 30% of managers are evaluated on performance appraisal.
<b>COMPENSATION</b>	
Merit-based systems should not be tied into a base salary.	More than 75% tie merit pay into base.
Gain sharing is an effective PFP system.	Less than 5% of companies use it where they could.

**Figure 3.1. Sample of Discrepancies Between Academic Research Findings and HRM Practices**  
 Source: H. John Bernardin and Joyce E. A. Russell, *Human Resources Management : An Experimental Approach*, New York, Mc Graw-Hill, 2<sup>nd</sup> Edition, 1998, p. 5.

Currently, several companies recognize the increasing importance of their human resources, but a few companies conceptualize them in strategic terms to gain a competitive advantage. Consequently, the majority of companies reach the opportunity

<sup>127</sup> Cadin and Guerin, *Gestion des ressources humaines*, p. 56.

<sup>128</sup> Bernardin and Russell, op. cit., p. 4.

of seizing the competitive advantage through the initiatives of HR practices. However, there are a few companies which do not reach to this opportunity... If company gets strategic advantage, it will control its own destiny and it can stay in safety<sup>129</sup>

It would be relevant to quote that, in the organizational strategy formulation process, human factor was taken lastly after the factors like logistic, economic, and technological factor. In truth, several organizations tried more or less to treat the human factor like a data in formulation of their strategic plans and in implementation of these plans. Often, organizations seem to assume that, when their strategies are implemented, the good mixing of good types of people in a suitable level will be achievable and moreover, they will have necessary knowledge and motivation to make their disposed strategies succeeded.<sup>130</sup>

The paradox from now on is established: whereas indices and analyses according to what human resources possess a strategic potential and increase long-term choice engaging the future of firms multiply, integration with total choices of these same firms remains problematic.<sup>131</sup>

What is the role of personnel in implementation of the policy, and in formulation of the policy? A good personnel department can provide feedback to the policy of two directions. In the first place, he knows employees and traditionally he represents their perspectives. Secondly, as a response to the world of increasing complexity, it has a perspective extroverted concerning social changes and their legislative and regulating impact regarding the policy.<sup>132</sup>

In previous years, corporate planning and more recently, strategic planning were responsibilities allotted to a group of specialists where there were corporate finance or units of planning. In any case, "planning" was rather directed to finance or marketing and was bound closely to committees constituted by top corporate officers. Human resources were rather a factor after the basic plans were developed with possible

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<sup>129</sup> Randall S. Schuler and Ian C. Macmillan, "Gaining competitive advantage through human resource management practices", *Human Resource Management*, vol. 23, n° 3, 1984, p. 241.

<sup>130</sup> Angle, Manz and Van de Van, op.cit., p. 51.

<sup>131</sup> Gazier, op.cit., p. 22.

<sup>132</sup> Foulkes and Morgan, op.cit., p.144.

exception of some top positions in long term. Personnel chief or HR officers often missed these processes when they were in the basic conceptual discussion.<sup>133</sup>

In the past, directors centered their planning initially on products markets, new materials and technological developments. Strategic decisions concerning attribution of rare resources covered especially the development of products and investments in material. Employees were treated only with their objectives and their individual attitudes in form of reaction. i.e. direction left the short-term requirements of production, dictating recruiting and dismissal of personnel.

### **3.3.3.2. “Inhuman” paradox of strategic HRM**

There is a considerable difference between hopes or the regulations in favor of the “investment to human”, and practices of companies. Human resources function is well developed and completely recognized in these companies, its place is increasing, but nothing makes it possible to think that the most traditional constraints and priorities were disrupted: the control of markets, requirements of short-term financing and profitability, monitoring of competitors, possibility of recruiting under advantageous conditions a well formed and vulnerable labor, all of them is a temptation to reject the least suited: many factors invite the validity of “human resources strategy” idea.<sup>134</sup>

Another paradox still emerges: to progress, HRM must be probably “dehumanized”, i.e. make itself autonomous from judgment criteria of “purely” human, from social standards, beliefs and principles sometimes very far away from the interests of company and come to occupy the theoretical gap. Progression of the knowledge and professionalism undoubtedly achieve through an abandonment of strictly human considerations and through a greater attention paid to the professional problems.<sup>135</sup>

The scenery became different, and, it seems in a durable way. HRM had to give up, because of unemployment, its pretension to build a “social order”, to take refuge in the simple short-term management of employment. At the same time, find itself destroyed the integrating aim of its speech, and revealed the essence of its stake:

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<sup>133</sup> Elmer H. Burack, “Corporate business and human resources planning practices : Strategic issues and concerns”, *Organizational Dynamics*, Summer 1986, p. 85.

<sup>134</sup> Gazier, op. cit., p. 21.

<sup>135</sup> Brochier and Roman, op.cit., p. 468.

the intensive usage of labor force. In any case, importance of unemployment, affecting all categories of employees, made the integrating speech on which HRM was based up to that point null. Time thus had just considered HRM differently. Unless the maintenance of procedures and approaches are finalized, flexibility of the possible plots must be applied.<sup>136</sup>

According to a survey carried out by Personal and Corporate Development Institute, near 40 companies, in October 1979, Presidents or General Manager, Personnel Directors, Operational Directors, on the whole 120 people, who expressed their sights over the years 1980-1984 were questioned. These results were confronted with those of a similar survey (same methodology, same companies as a whole) carried out in 1972... In 1972 we can see a humanistic accent, a human finality in company. At the beginning of the Eighties, we don't speak practically a human purpose any more; social function of the company does not seem a fundamental factor; we doubt effectiveness of the tools installed in the ten previous years.<sup>137</sup>

Paradox often quoted in the literature (dehumanization of HR function with its new strategic perspective). It testifies a temptation consisting to want to graft on "strategic function" concept of the positive connotations and expanded denotations. "Strategic" never means "humanistic" or "social". On the contrary, when it becomes strategic, the function has to take drastic and difficult decisions.<sup>138</sup>

HR professionals who were originally attracted to the profession because of the promise of fulfilling the long-standing ethical agenda at the heart of HR work talk of facing a bleak future. For example, one junior practitioner working in a global electronics firm, which had recently siphoned HR services off into a call centre, remarked ; "We lost that human contact, we were at the end of a telephone, we weren't allowed to go out and see people anymore, give advice to people face-to-face... We are losing what HR's about" He goes on to talk about feeling 'let down' by the failure of the profession to realize how important the employee champion is to a fully rounded HR function. "I want to be an employee champion working directly with people and I can't. I can see that avenue being closed off fairly soon and is it makes me uncertain

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<sup>136</sup> Pierre Louart and Le Grhep, "Les champs de tension en gestion des ressources humaines", in Julienne Brabet , *Repenser la gestion des ressources humaines?*, Paris, Economica, 1993, pp. 205-209.

<sup>137</sup> Weiss and Morin, op.cit. p. 73.

<sup>138</sup> Cadin and Guerin, *La gestion des ressources humaine* , p. 61.

about whether or not I want to stay in HR.” Linked with that, findings reveal that the employee champion role is not seen as a viable career move for ambitious HR practitioners.<sup>139</sup>

### **3.3.3.3. Strategic HR Function: A possible solution to develop the image of HR Professionals**

More qualified and innovating HR function is important for the companies more than ever today. Why? Several factors as well as the need to increase productivity against foreign competition need to obey to increasing number of regulations and laws, and increasing need of other companies for highly qualified employees. HR can play an important role in the designing of company structure, control systems or reward systems. Moreover, it has the potential to make a significant contribution to health, vitality and survival of company... To acquire the confidence of line management, HR executive must initially increase the competence of its personnel in various arenas, not only in traditional HR function, but also in organizational structure, control systems, values and culture of company and management planning.<sup>140</sup>

All this role of human resources professional brings not only a strategic position, but it also encourages HR Professional to reflect in a creative and imaginative way, and makes him a partner in relation with all of the other partners of the organization. In order to organizational objectives also become those of HR department, this close connection becomes undeniable.

HR Professional as a strategic partner means a much more qualified HR Professional, which is able to understand the situation and financial and social problems of its organization, who carries out its tasks with the concern of contribution to the organizational performance, who takes part in strategic decisions of its organization, and thus who is in relationship regularly with general management, the other line managers, other units, and the operational obviously. All these new characteristics of HR Professionals bring us to the idea of valorization of the function and the image of

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<sup>139</sup> Francis and Keegan, op. cit., p. 239

<sup>140</sup> Edward F. McDonough, “How much power does HR have and what can it do to win more”, *Personnel*, January 1986, p. 18.

HR Professionals within the organization. But, for this, it is initially necessary that HR personnel is integrated into the strategy of the organization, and that he/she is a strategic partner in practice, this is in the second part that we will try to reveal if the profile of HR Professional evolved and that HR Professional, beyond the academic speech, has actually a strategic position within the organization.

If tomorrow's human resource managers are to earn the respect of their colleagues and of top management, they must work to overcome certain negative impressions and biases sometimes associated with human resource management. This can be accomplished in several ways. First, human resource managers should become well-rounded businesspeople. In addition to being well grounded in the basic disciplines of the profession, human resource professionals need to understand the business complexities of the company. Thoroughly understanding the business will help to overcome the common feeling that human resource people do not understand the operating problems and issues facing the organization. Second, human resource managers should become fully knowledgeable about present and future trends and issues. This will help them guard against becoming enamored with passing fads or ineffective techniques. Third, human resource managers should promote effective human resource utilization within the organization. Rather than taking a moralistic approach when dealing with operating managers, human resource managers should stress the importance of increasing profits through effectively using the organization's human resources.<sup>141</sup>

The strategic and evaluation perspectives should greatly enhance the future status of the HRM function in organizations. Increasing recognition has been given to the importance of tying human resources to the strategy of the firm. Moreover, the political perspective suggests that we have developed an incomplete understanding of how HRM systems actually operate. Likewise, as the HRM function becomes more sophisticated in the ways it can evaluate human resources activities by communicating – both internally and externally- the actual dollar value gains attributable to these activities, the less likely it is that the legitimacy of the function will be questioned.<sup>142</sup>

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<sup>141</sup> Byars, op. cit., 11.

<sup>142</sup> Ferris and Buckley, op. cit., p. 16.

## **4. RESEARCH DESIGN AND METHODOLOGY**

First of all, in previous three parts, a literature study was done to comprehend the context of evolution of HRM approaches and to provide a clear theoretical framework

According to the review of literature presented in our first three parts, HRM is a function of the organization which is full of evolution. It is firstly seemed as welfare secretaries, after it became HRM and finally it is today the strategic human resources management. Before, there were syndromes of “Old Joe”, today there are titles like “Personnel directors are the new corporate heroes”, “Good-bye to the traditional personnel function”. Today, according to the literature, HR Professional is a strategic partner, he is a member of the Board of Directors, he takes part in strategic decisions of the organization, he is a general practitioner, adviser of the other partners, he is much more qualified, he understands total business and financial, social and legal problems of the organization; he is not “old Joe” any more, he is from now on a “corporate hero”.

After the literature review that provides an overview of the field of study to assist us to identify the evolution of HRM approaches, this chapter will describe our purpose, methodology and approach utilized during study.

### **4.1. Purpose of the Study and Research Questions**

In HRM, literature is based on the affirmation of the passage from personnel management to human resources management and finally through the strategic human resources management. But skepticism catches up with us; does HR professional really act this marvelous table or are they only good intentions, desirable ideas? Was there really a change of Human Resources Management approaches? Did the strategic role succeed to continue or is this a will of legitimating of the academicians who want to mark their positioning in the academic universe? All this series of overlapping questions composes our purpose, but shortly, in only one question, we can express the study’s purpose: How did the change of HRM approaches reflected to business advertisements of HR Professionals?

Our research topic is the evolution of Human Resources Management approaches. We try to determine how did this change reflected to business advertisements from 1975 up to 2005 and if HRM function followed the stages of evolution as often mentioned in the HRM literature. We tried to examine the changes of approaches to HRM perspective.

Our research question constitutes an approach supported by some authors like Cadin, Guerin, Pigeyre, Fombonne Jean, Martory Bernard (Cadin, Guerin, Pigeyre, 1999), (Fombonne, 2001), (Martory, Crozet, 2002); according to them, titles are indications of theoretical references. We can evaluate the titles in consideration with the theoretical movements. Titles can be regarded as indicators of a theoretical inspiration, of a dominant vision of business man. If we take the example of the terms of administration and human relations: The term of administration generally associated with personnel, with a legal vision of labor... Inherent organizational reference is bureaucracy with its characteristics of formalization, hierarchy, centralization and impersonality. Even if the term is not used, we are in a logic of statutes. The term of human relations constitutes a reference for the human relations movements, which constituted at least partially a questioning of the bureaucratic model. Much of HR directors can be agree on, management of the titles is less important than the content of the function, but changes of name show especially the existence of a strong symbolic system. Semantic hesitations about appellation to be given to the function translate the divergences about conceiving its role: administration of personnel or human resources or social affairs? Human resources management, human relations or labor relations? The changes of name observed during recent years show in any case that the HR approaches evolve and work itself to answer the needs for a changing environment.

Initially, our starting point was to determine if there was an evolution of Human Resources approaches in practice differently from the speech of HRM literature. Our principal objective was to find the difference between the theory and the practice. In our study, all of our first three parts represented the theory and we wanted to compare it with the practice, i.e. with business advertisements which represent the real needs of the companies. Evolution of HR approaches is a subject which was often treated by general managers' or human resources directors' perceptions during various periods. And we noticed the majority of the studies concerning the evolution of HR approaches

consists the perceptions of HR directors or general managers and this research enables a certain subjectivity regarding these perceptions. For example, Ulrich, Brockbank and Yeung, begin their article entitled “Beyond belief: A benchmark for human resources”, by underlining the subjectivity of perceptions of HR professionals who participated to their study and they underline the subjectivity as constituting the principal limit for several work. “Several HR professionals feel and believe that they made progress during the years 1980s. Unfortunately, estimates must depend on the perception rather than the evidences. To feel and believe that we have made progress is well. To know that we made progress is better. The majority of the professionals believes and feels that they made progress during the last decade. Much of them feel that they were implied in the businesses decisions, in a strategic and directed way, and they are more effective as business partners. Unfortunately, nobody can surely know if progress really realized because much judgments of progress depend on retrospective feelings instead of empirical benchmarks.”<sup>143</sup>

It should be accepted that the perception of a HRD is before an individual perception, which contains a certain subjectivity and which is often independent of the reality of its organization. It is precisely difficult to imagine that a HRD finds the HRM like a discipline without living an evolution and considers the HR department as not very important for the smooth operation of the company, and that he thinks that training, career management etc. are activities which do not have an important place in HRM field even if the same HR director works in a company whose training activity is at the minimum level and he practices only operational tasks. In order to move aside this type of subjectivity, we chose business advertisements, which show us the expectations of the companies towards professionals of function, and thus, which are the documents representing their real needs.

In our study, from the business advertisements of HR professionals, we will try to examine the demands of the companies for HR professionals and to notice if there is an evolution concerning HR professionals’ profile, HRM activities etc. We want to move aside the subjectivity that we have just mentioned and we will try to confront the practice and the theory. All of our first three parts of literature review represents this

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<sup>143</sup> Dave Ulrich, Wayne Brockbank, Arthur Yeung, “Beyond belief: With benchmark for human resources”, Human Resource Management, vol.28, no. 3, 1989, pp. 311.

theory and we want to compare it with the practice. For that, we will examine the business advertisements which represent the real needs of organizations and which constitute our field of study.

## **4.2. An Inductive Approach**

The primary purpose of the inductive approach is to allow research findings to emerge from the frequent, dominant or significant themes inherent in raw data, without the restraints imposed by structured methodologies. Key themes are often obscured, reframed or left invisible because of the preconceptions in the data collection and data analysis procedures imposed by deductive data analysis such as those used in experimental and hypothesis testing research.

Inductive reasoning starts with the observation of specific instances and seeks to establish generalizations and theories. This reasoning method is especially prevalent in this study in the analyses of the business advertisements. Inductive research supposes that we discover regularities, starting from particular cases. Researcher infers a theoretical formalization from his observations to build a classification of objects reasoned by the experiment.<sup>144</sup> In other words, inductive reasoning is based on probabilities and generalization of events to validate assumptions and to work out theories. As we will make descriptions in our research, induction makes possible to generalize towards the universal and to describe the area, therefore, it's suitable for our study.

## **4.3. A Qualitative Method**

Qualitative method is the use of naturalistic and interpretive methods of data collection and analysis to explore questions about quality, meaning, process or context relative to the object of study. In qualitative method, the aim is not to quantify data. Simple counts may provide useful summary of findings but aim to retain holism and

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<sup>144</sup> Ali Yıldırım and Hasan Şimşek, *Sosyal Bilimlerde Nitel Araştırma Yöntemleri*, Ankara, Seçkin Yayınları, 6<sup>th</sup> Edition, 2004, p. 42-43.

complexity. It does not depend on formulas and rules like statistical research but on the researcher's ability to make connections and recognize patterns across a variety of data. The object of our research is to manage to analyze the evolution of HRM approach. The specific requirements of this analysis lead us to plan a qualitative research which is more capable to bring us to replies of the research question. That's why, we do not wish to make a quantitative study highlighting statistics related to the observed phenomenon.

On the other hand, observation, survey and case study including the four historical periods were not adequate methods to apply because of the historical characteristics of our study. We could have chosen to make an interview with HR Professionals who carried out this work from 1975 up to 2005, but it is difficult to find the people who have this profile.

#### **4.4. Data Collection**

In our study, we will examine business advertisements published on newspapers for HR professionals through a quantitative content analysis. Our postulate is that titles, words and formulations used in the advertisements by organizations are not neutral. They hide a philosophy, a certain conception of HRM behind them. As the HRM discipline develops, used terms also change with time.

Our study is initially a historical, longitudinal study; it extends over the period from 1975 to 2005 by courtesy of business advertisements published since 1975 in the newspapers *Hürriyet* and *Milliyet*. One of the objectives of this study was to try to understand the circumstances and problems of today and their causes from the historical point of view. We can, therefore by courtesy of a historical framework, explain the current tendencies of the HRM not like facts isolated, independent, but by their articulation with historical and theoretical movements.

Indeed, one of major difficulties of research in social sciences particularly in HRM, is recognition of the time factor. Too many researches, although being very interesting, especially provide us only one instantaneous image of what occurs at a time given. Recourse to the history in research has a great interest. It provides deepening of current problems, by showing their development, their articulation with economic and

social evolutionary conditions, a distance compared to the “movements”, while being located in a longer temporal prospect.<sup>145</sup> The research question is spread out in a long period and this research can't be realized independently from all the constraints of time and context. Therefore, analyze of changes in HRM area, necessitates a longitudinal study; a cross-sectional method will not be sufficient for this study. Because of this reason, use of a longitudinal analyze allow us a better apprehension of the evolution in HRM.

On the other hand, limits of our methodological approach are partly in the coding of information collected. Different formulations force to make choices during the categorization of the information. Tables that we used force to gather the values of each variable in classes, but cause a loss of information.

Our study is a historical study and we have two essential variables: the time and Human Resources approach. We will wonder whether the HR approach evolves when we compare it with time. Four periods were chosen: 1975-1985-1995-2005. This historical approach made impossible to choose observation, interview or case study as data collecting method. In order to compare these four periods, it was necessary to carry out for example same interview in 1975-1985-1995-2005 or we could have continued a research already carried out in the previous years and we could apply same methodology to today and compare the results between the old results and the new ones. For this reason, it was necessary for us to use written data of the previous periods such as archives, memorandums, reports, social assessments of the companies, documents, rules and written procedures, instructions, articles... etc. And in our research, we chose business advertisements published between 1975-1985-1995-2005. We chose the year 1975 as the reference year to describe traditional human resources management (traditional model of Guerin G., Wils T.) and 1985 to reflect the new human resources management (model renewed of HRM), the third year 1995 is chosen to realize if there is a continuity or a rupture in evolution of HR approach. And year 2005 represents us the period which we can make anticipations regarding the HR function in the future. As we have indicated in our first three parts, in the HRM literature, we can also see the same separation of years. In Turkey, in public sector, all of the ministries, general

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<sup>145</sup> Bournois, Livian and Thomas, “Les nouvelles perspectives de la recherche”, p. 238-239.

managements, and public economical enterprises had a personnel management division in 1980s.<sup>146</sup> At the end of the 1970s and beginning of 1980s, it was difficult to explain human resources management concept because of the ambiguity of its content. Human resources management concept was used firstly instead of personnel management concept without adding new senses.<sup>147</sup>

In our study, we used documentary analysis. We can define the documentary analysis as the operation or the whole of operations aiming to represent the contents of a document in a different form from his original form in order to facilitate the consultation or the location in a later phase. Documents are important sources of information that have to be used in a qualitative research. Therefore, researcher can get the data that he/she needs without the observation or interview.<sup>148</sup> If we chose to study the advertisements for the reasons mentioned above, it remained us to use the documentary analysis as a method of data collection.

#### **4.5. Analysis Method and Unit of Analysis**

In our study the unit of analysis is business advertisements published in two newspapers; *Hürriyet* and *Milliyet*. We chose these newspapers, because they have the most comprehensive advertisement pages. Also, these two newspapers are being published since 1975, but for example *Sabah* as the third major newspaper, was started to be published in 1985. The advertisements were collected weekly, i.e. each Sunday in twelve months period for each of the four years that we study. We chose Sundays, because on Sundays, the number of published advertisements was more than the other days. Also, especially for 2005, there were separate Human Resources appendixes on Sundays.

On the other hand, we used the content analysis method as the analysis technique of our research. Content analysis is a research technique for making replicable and valid inferences from texts to the context of their use. As a research technique, content analysis provides new insights, increases a researcher's

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<sup>146</sup> Başaran, op.cit., p. 34.

<sup>147</sup> Ahmet Selamoğlu, *İnsan Kaynakları Yönetiminin Gelişimi*, Prof. Dr. Metin Kutsal'a Armağan, TÜHİS Yayını, 1998, p.571.

<sup>148</sup> Yıldırım and Şimşek, op.cit., p. 154.

understanding of particular phenomena or informs practical actions. Content analysis has quantitative and qualitative characteristics. In the quantitative tradition, it is defined as “the objective, systematic, and quantitative description of the manifest content of communication”.<sup>149</sup> Many of the activities of the content analyst fit neatly into this positivistic perspective. Other activities, however, are better described in qualitative nomenclature. Content analysis is described for example as the process of analyzing material through the use of emergent categories, culminating ultimately in data reduction.

We can distinguish two great types of content analysis according to units of analysis selected: lexical analyses and the thematic analyses. “Thematic analysis adopt a part of sentence, a whole sentence or a group of sentences...”<sup>150</sup> Within the framework of our research, we adopted the lexical analysis, “which are most frequently used, are interested in nature and the richness of the vocabulary used in the speech or the text, and attempt to analyze the appearance frequency of the words.”<sup>151</sup>

We chose the quantitative content analysis in order to analyze the advertisements of employment for HR Professionals. Quantitative method appeared more relevant for us because of the form, the formulation of advertisements (short and precise), facilitating coding, and their similar context.

We initially constituted categorizations concerning the titles of advertisements, the profile of HR professionals, HRM activities mentioned in advertisements, etc. A detailed coding was developed.

One of the questions that a researcher is often posed is to know how his research can be at the same time rigorous and re-practicable by other researchers. In the frame of which circumstances the results that researcher founded can make a contribution to the scientific field in which the research fits? It is a question of evaluating research compared to reliability. According to Weber, there are three types of reliability; constancy, repeatability and incidence. Constancy means, when the analysis of a data set is geminated later by the same researcher, if we find the same results or not. Repeatability means is discussed when more than one person is involved in the analysis

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<sup>149</sup> Klaus Krippendorff, *Content Analysis; An Introduction to Its Methodology*, London, Sage Publications, 2<sup>nd</sup> Edition, 1980, p. 18

<sup>150</sup> Raymond-Alain Thietard, *Méthodes de recherche en management*, Paris, Dunod, 1999, p. 143.

<sup>151</sup> Op.cit., p. 460.

of a data set. There should be the accord and coherence between the persons who analyses the same data. Finally, the incidence includes the themes or categories and shows if they are formed according to a standard or a norm or not.<sup>152</sup> We formed a process of content analysis and cleaved it and this will provide the reliability of our study. Therefore, different people can code the same text in the same way. We also quoted all the criteria of categorization and the reasons of these choices and we tried to describe our process of research to make comparable our research. In this case, the reliability of our research depends on work on categorization and the selection of criteria for these categorizations in order to analyze business advertisements. For reliability, it would be necessary that other researchers analyze these same advertisements and obtain similar results.

We will process our data in 4 stages. We will firstly calculate the average number of the advertisements for human resources professionals. In the next stage, we will analyze titles of the advertisements, in third stage, we will realize the analysis of HR professionals' profile (age level, education, fields of specialization, work experience duration, area of work experience, required foreign languages, computer skills, competencies and other skills). Lastly we will analyze activities of HRM mentioned in the advertisements.

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<sup>152</sup> Yıldırım and Şimşek, op.cit., p. 188.

## 5. FINDINGS OF RESEARCH AND EVALUATION

Before starting to pass the analysis of our results, we should specify that our goal in this part of our study is to try to understand and to explain the truth with the help of the numbers and data referring to the theoretical framework.

We specified criterions for each stage and for each advertisement we evaluated the frequency of the words. If we find words that we didn't predicted in our criterions, we added them as new criterions. We used MS Excel to form the brief tables and fix the frequencies.

### 5.1. Number of Advertisements

Number of the advertisements for human resources professionals for each period gives us hints about the request intensity of organizations regarding HR professionals. Also, the number of the advertisements gives hints about the economic context such as economic expansion or regressions.

**Table 5.1.**  
**Number of Business Advertisements**

	<b>Milliyet</b>	<b>Hürriyet</b>	<b>Total</b>
<b>1975</b>	26	28	54
<b>1985</b>	14	32	46
<b>1995</b>	41	137	178
<b>2005</b>	152	236	388
<b>Grand Total</b>	<b>233</b>	<b>433</b>	<b>666</b>

Between the years 1975-2005, we can see generally an increase concerning the advertisements' numbers. This tendency can be explained by the economic expansion and growth of Turkey between these years.

In 1975, there are 54 advertisements totally. When we compare it with the years 1995 and 2005 it seems like a very limited number. But we can explain it by the economic process in these years.

During the 1960s the macroeconomic environment was quite stable. However, mainly due to foreign exchange difficulties of the late 1960s, in 1970 Turkey introduced an IMF-based stabilization package, which involved a maxi devaluation. From 1973 to 1977, Turkey experienced an unprecedented growth in investment, led by public sector investment, mainly in manufacturing and transportation. Both public and private investment grew at an unprecedented rate, 20.4% and 8.4%, respectively, during this period.<sup>153</sup> On the other hand, when we check the data's of Turkish Statistical Institute from 1970s to 2005, we can see an increase tendency of Gross National Product (GNP) during these years. While on 1975, it is 47.452 million USD, on 1985 it is 66.891, on 1995, 170.081 and on 2005 it is 360.876 USD.<sup>154</sup> Also, per capita gross national product statistics shows us a general growth rate tendency. Despite this growth tendency isn't a sustainable growth, it indicates the increase of corporation number and tied up with this, the labor demand increases at the same time. This will explain us the increasing number of the business advertisements. Both for the business areas except HR, and for HR the business advertisement number in the newspapers increased since 1975. The increase of advertisements concerning HR can be explained also by remaining need of organizations regarding HR professionals.

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<sup>153</sup> Mustafa İsmihan, Kılıncı Metin Özcan and Aysıt Tansel, "Macroeconomic Instability, Capital Accumulation and Growth: The Case of Turkey 1963-1999", *ERC Working Papers in Economics*, November 2002, p.7.

<sup>154</sup> [http://www.tuik.gov.tr/PreIstatistikTablo.do?istab\\_id=491](http://www.tuik.gov.tr/PreIstatistikTablo.do?istab_id=491)

## **5.2. Analysis of Headings**

During this part of the study, we will try to see whether there is a dependence according to the years between the required HR professional.

### **5.2.1. Personnel/Human Resources/Others**

During this part, we will evaluate the headings of the advertisements. By supposing that headings used in the advertisements are not neutral and that there is a philosophy behind them, we will try to measure if there is a significant change of the formulation of the headings and thus if there is a change of HRM conception.

Is human resources generalist the director of the personnel or the director of human resources? Personnel or human resources? Our distinction between these two formulations is based on the models mentioned before in section two. The word “personnel” corresponds to the Taylor’s conception and to the traditional model of HRM, whereas the word “human resources” corresponds to the renewed conception of HRM.

**Table 5.2.**

**Manpower observed in headings (Personnel/Human Resources/Others)**

<b>Heading Types</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>
<b>Contains "personnel"</b>	51	36	95	117
<b>Contains "human resources"</b>	0	0	79	262
<b>Others</b>	8	12	6	18
<b>TOTAL</b>	<b>59</b>	<b>48</b>	<b>180</b>	<b>397</b>

When we check the **Table 5.2.**, we can notice that it is especially in 1995, a change appears: reduction in mention of “personnel” title and appearance of “human resources” title. In 1975, number of advertisements that contains “personnel” is 86 % of all the advertisements. In 1985 it became 75 %, in 1995 it is 53 % and in 2005 the percentage of the advertisements that contains “personnel” is only 29 % of total number. On the other hand, while there isn’t any advertisement that contains human resources in 1975 and 1985, in 1995 human resources advertisements form 44 % and in 2005 66 % of all.

Within the framework of item entitled as “Others”: In 1975, there are titles of “Training Specialist”, “Job Security Specialist”, “Administrative Manager”. In 1985, there are titles of “Training Manager”, “Labor Relations Specialist”, “Senior Payroll Specialist”, in 1995, “Recruiter”, and in 2005 “Training and Development Planning Specialist”, “Selection and Placement Consultant”, “Recruitment Consultant”, “Payroll & Accounting Specialist”, “Salary Management Specialist”, “Compensation & Benefit Specialist”.

When we return to the literature of HRM, it is possible to find explanations for this significant change. During each period, the activity is centered on various fields and current names evolve/move. Thus, it is only at the beginning of 1990s that name “Human Resources” spreads. This concept is not a recent invention since it started to be essential in USA as of the years 1960s, inspired especially from the studies of

McGregor (1960). The term was taken up again in France at the beginning of 1970s to provoke a strategic, integrated and provisioned approach of the Personnel function. It is appreciably around 1990s that name “Human Resources” was managed by professionals and by general public and in whole world, it was substituted with “Personnel”.<sup>155</sup>

Thus, we can say that there is dependence between the years and utilization of headings in the business advertisements. Organizations start to use “human resources” instead of “personnel” and usage of “personnel” decreases with time.

### **5.2.2. Specialist/Chief/Manager...?**

Is human resources professional a chief, manager, specialist, staff, vice-president, etc? The chief is a term which is reminiscent of the traditional HRM whereas manager is a term which reminds rather the renewed HRM. The title of vice-president has a symbolic meaning which represents integration of HRM to the general direction of the organization; therefore it is a term which points out the strategic management of human resources to us.

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<sup>155</sup> Jean Fombonne, *Personnel et DRH : Affirmation de la fonction personnel dans les entreprises*, Paris, Editions Vuibert, 2001, p.4.

**Table 5.3.**  
**Manpower observed in headings**  
**(Manager/Consultant/Chief/Specialist/Staff/Clerk/Assistant/Intern?)**

<b>Heading Types</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>
<b>Assistant General Manager</b>	0	0	0	2
<b>Manager</b>	10	13	65	119
<b>Assistant Manager</b>	0	1	6	2
<b>Consultant</b>	0	0	4	9
<b>Chief</b>	15	7	26	37
<b>Specialist</b>	4	5	22	100
<b>Junior Specialist</b>	1	0	1	3
<b>Staff</b>	12	7	38	109
<b>Clerk</b>	13	6	10	2
<b>Assistant</b>	0	3	9	8
<b>M/T &amp; Intern</b>	0	1	3	1
<b>TOTAL</b>	<b>55</b>	<b>43</b>	<b>184</b>	<b>392</b>

According to Table 5.3., while we can't see "Assistant General Manager" Title in 1975, 1985 or 1995, it appears in 2005. Percentage of "Manager" is 18 % in 1975, 30 % in 1985, 35 % in 1995 and 30 % in 2005. We see also appearance of "Consultant" title in 1995 and 2005. Percentage of Chiefs among the all advertisements is 27 % in 1975, 16 % in 1985, 14 % in 1995 and 9 % in 2005. Percentage of Specialist is 7 % in 1975, 12 % in 1985, 12 % in 1995 and 26 % in 2005. Also as we can see in the table, percentage of clerks decreases; assistant, intern and M/T's percentage increases among all the advertisements.

It's possible to observe that, titles change with years; according to our table, there is a systematic reduction in the use of titles "chief" and "clerk", whereas the frequency of titles "manager" and "specialist" shows an increase. According to the table, the title the most used in advertisements during four years is the "manager".

Another remark it is that there was no advertisement which mentioned about the title of vice-president” who was a title emerged in HRM literature in 1980s with the genesis of the idea of strategic human resources management. This can be explained according to Gilles Guerin and Thierry Wils by the low-level statute of experts of the function within the organization.

The titles also reflect the low-level statute of personnel department in the traditional model... Exceptionally, when the personnel department is dependent to the president, its responsible will take the title of director/manager generally, whereas all of the other subordinates that the president directs carry the title of vice-president.<sup>156</sup>

On the basis of our Manpower Table, it should be noticed also that from the literature of the HRM, we predicted that the frequency of the title “specialist” increases as the years went by, because, the specialist is a term which was adopted with the emergence of the new conception of HRM.

We can finally conclude this stage by affirming that the titles of the advertisements follow the modern tendencies and the companies prefer more and more the titles “manager”, “specialist” and less the titles “chief” and “clerk”.

### **5.3. Human Resources Professional’s Profile**

In this stage of our study, we will try to reveal Human Resources Professional’s profile and to see if there’s a change with time concerning this profile. We will examine required age level, education level, education area, experience, foreign languages and competencies in the advertisements. (The objective is to see whether the companies’ requirements ascend. If the results show us dependence between these two variables, we can thus say that the companies mention the things more and more, HRM becomes a function more specified and professionalized)

Announcements attach importance to definition of profiles, but the problem is the ambiguity of them; in several announcements the requirements aren’t well specified. For example: “sufficient experience”, “necessary education”, “education in pertinent area”...etc.

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<sup>156</sup> Guerin and Wills, *La gestion stratégique des ressources humaines : La perspective nord-américaine*, p. 40.

### 5.3.1. Age Level

The age level specified in the business announcements gives us information about the requirements of organizations.

**Table 5.4.**  
**Observed Manpower Concerning Age Level**

<b>Age</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
<b>&lt;30</b>	4	2	23	29	58
<b>&lt;35</b>	6	6	20	22	54
<b>&lt;40</b>	2	8	21	13	44
<b>&lt;45</b>	1	2	1	3	7
<b>&lt;50</b>	0	0	0	3	3
<b>TOTAL</b>	<b>13</b>	<b>18</b>	<b>65</b>	<b>70</b>	<b>166</b>

In 1975 the percentage of the required persons under 30 is 31 %, in 1985 it is 11 %, in 1995 35 % and in 2005 it is 41 %. Percentage of the age group under 35 is 46 % in 1975, 33 % in 1985, 31 % in 1995 and 31 % in 2005. Required professionals under 40 years old are 15 % in 1975, 44 % in 1985, 32 % in 1995 and 19 % in 2005. The percentage of under 45 years is 8 % in 1975, 11 % in 1985, 2 % in 1995 and 4 % in 2005. Lastly, no personnel is required in 1975, 1985 and 1995 under 50 but in 2005 this number 3 and the percentage in this year is 4 % among all 70 advertisements.

According to the table, the most required age group is professional under 30 years old and least required group is under 50 years old. Time doesn't have any significant effect on the requirement of age. We can't observe any continuous increase or decrease tendency regarding the age levels.

**Table 5.5.**  
**Observed Manpower Concerning Age Level and Hierarchical Positions**

<b>Position</b>	<b>Age</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>
<b>Manager</b>	<30	0	1	0	0
	<35	2	1	6	12
	<40	1	6	12	3
	<45	0	1	2	4
	<50	0	0	0	2
<b>Chief</b>	<30	0	0	2	0
	<35	1	3	4	3
	<40	0	1	1	1
	<45	0	0	0	0
	<50	0	0	0	0
<b>Specialist</b>	<30	1	0	7	6
	<35	1	0	3	5
	<40	0	2	1	0
	<45	1	0	0	0
	<50	0	0	0	0
<b>Staff</b>	<30	2	0	1	9
	<35	1	0	5	9
	<40	0	0	0	1
	<45	0	0	0	1
	<50	0	0	0	0
<b>TOTAL</b>		<b>10</b>	<b>15</b>	<b>44</b>	<b>56</b>

In previous table, we couldn't observed any effect of time on age level, that's why we analyzed the ages within the frame of the most required hierarchical positions (Manager, Chief, Specialist, Staff) during four years.

Organizations prefer older employees as manager but they don't prefer employees under 30 years old for this position. The most required age levels are under 35 and 40 years for the same position.

On the other hand for chief, specialist and staff positions, older age levels aren't preferred by organizations. 30-35 years are generally demanded age levels. But again, time doesn't have much effect on the required age levels.

### 5.3.2. Education Level

In order to follow the evolution of requirements regarding the education level, the table below gives us information.

Does the fact of mentioning and that not to mention about the education level changes according to the years? We initially will try to see whether the education level is mentioned more and more in the advertisements.

**Table 5.6.**  
**Observed Manpower Concerning Education Level**

<b>Education Level</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
High School	16	4	17	9	<b>46</b>
University	13	30	81	264	<b>388</b>
Master	0	0	4	15	<b>19</b>
<b>TOTAL</b>	<b>29</b>	<b>34</b>	<b>102</b>	<b>288</b>	<b>453</b>

When we check the table 5.5., we can see that requirement of a high education represents a condition for the profession. The level "university" is the most frequent education level. In 1975 percentage of high school is 55 % and university is 45 %. In 1985 percentage of high school descends to 12 %, university ascends to 88 %. In 1995 organizations starts to require master education. Percentage of high school is 17 %,

university is 79 % and master is 4 %. Finally in 2005, percentage of high school is 3 %, university is 92 % and master is 5 %.

According to frequencies which we mentioned in the observed manpower table, in the advertisements, which constitute our ground of study, required education level increases. In 1975, while organizations require high school graduates more than university graduates, in 1985, 1995 and 2005 the percentage of required university graduates increases at a great speed. Organizations prefer well-qualified human resources professionals more and more. In last year, organizations give more importance to education level of HR professionals. Qualified manpower procures the development of a country and to hire qualified persons in organizations, Human Resources team has to be qualified, high educated also. As well-informed, well-educated persons increase, HR professionals' place becomes important and strategic for the organizations.

### 5.3.3. Education Area

We confirmed in previous part, organizations prefer at least university graduates for Human Resources team. But which areas are more important to be hired by organizations? Which domain they most prefer?

**Table 5.7.**  
**Observed Manpower Concerning Education Area**

<b>Education Area</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
Human Resources	0	0	2	7	<b>9</b>
Economy/Business Adm.	5	8	17	48	<b>78</b>
Management	0	0	3	0	<b>3</b>
Psychology/Sociology	0	0	1	6	<b>7</b>
Juridical Education	0	3	2	4	<b>9</b>
Social Sciences	2	0	1	3	<b>6</b>
Industrial Engineering	0	0	2	10	<b>12</b>
<b>TOTAL</b>	<b>7</b>	<b>11</b>	<b>28</b>	<b>78</b>	<b>124</b>

While in 1975, only economy and social sciences are being required, in 1985, required education areas are economy and juridical education. In 1995 and 2005 new areas like human resources, management, psychology/sociology and industrial engineering are appeared. The most demanded area is economy/business administration. In 2005, industrial engineering is a demanded area also.

In fact human resources is the subgroup of business administration for a long time. Persons who study business administration, study also sales, marketing, accounting, finance, logistics, production and human resources. But human resources as a course subject, was including rather personnel management. People who are in charge of personnel had usually accounting or psychology origin. But in 10 years there had been some changes: human resources professionals are started to be chosen through the

people who have a business administration background, sales skills, management skills, who can participate to board of managers, who can form a vision to organization and who can determine the priorities.

#### 5.3.4. Experience Year and Area

What is the demanded professional experience for taking on responsibilities in human resources management? Do organizations require longer experience and what is the nature of demanded experience? What is the most required experience by organizations are?

**Table 5.8.**  
**Observed Manpower Concerning Experience Year**

<b>Experience Year</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
0-2	3	4	18	59	<b>84</b>
3-5	9	12	49	183	<b>253</b>
6-10	3	4	21	16	<b>44</b>
>10	0	0	0	2	<b>2</b>
<b>TOTAL</b>	<b>15</b>	<b>20</b>	<b>88</b>	<b>260</b>	<b>383</b>

In 1975, percentage of 0-2 years of experience is 20 %, 3-5 years of experience is 60 % and 6-10 years' experience is 20 %.

In 1985 percentage of 0-2 years of experience is 20 %, 3-5 years of experience is 60 % and 6-10 years of experience is 20 %.

In 1995, percentage of 0-2 years of experience is 20 %, 3-5 years of experience is 56 % and 6-10 years of experience is 24 %.

Lastly, in 2005, percentage of 0-2 years of experience is 23 %, 3-5 years of experience is 70 %, 6-10 years of experience is 6 % and more than 10 years' experience is 1 %.

Consequently we can say that except for 2005, there has been no remarkable change regarding the demand of organizations concerning the total experience year. But in 2005 the percentage of 3-5 years of experience ascends and percentage of 6-10 years of experience descends. Also in 2005 organizations starts to require more than 10 years of experience. In same year, we saw in previous parts, the appearance of Assistant General Manager position for Human Resources. Thereby, more than 10 years of experience is demanded for Assistant General Manager position.

**Table 5.9.**  
**Observed Manpower Concerning Experience Year**  
**and Hierarchical Positions**

<b>Position</b>	<b>Experience</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>
<b>Manager</b>	0-2	0	0	1	4
	3-5	3	5	22	64
	6-10	0	0	5	11
	>10	0	0	0	5
<b>Chief</b>	0-2	0	0	1	1
	3-5	1	3	11	17
	6-10	2	0	0	0
	>10	0	0	0	0
<b>Specialist</b>	0-2	0	0	5	12
	3-5	0	0	3	47
	6-10	0	0	1	0
	>10	0	0	0	0
<b>Staff</b>	0-2	1	0	8	29
	3-5	2	0	7	48
	6-10	0	0	0	1
	>10	0	0	0	0
<b>TOTAL</b>		<b>9</b>	<b>8</b>	<b>64</b>	<b>239</b>

We analyzed the required experience year in the frame of the most required hierarchical positions (Manager, Chief, Specialist, Staff) in the aim of finding expressive changes in demanded experience year according to the years.

As we predicted before, more than 10 years of experience is demanded only for manager positions and only in 2005. Again, 6-10 years of experience level is required for managers mostly. Managerial positions include more responsibility and because of that reason necessitate more experience than the other positions. Also, as HRM area became more sophisticated and got a strategic position in the organizations, it necessitates more qualified, more experienced employees day by day.

Generally, average required experience year is 3-5 years for chief, specialist and staff positions. But, for staff position, 0-2 years of experience has an important percentage also. That was also predictable, because staff position is a low level position in the organizations when we compare it manager, chief and specialists. Some organizations prefer to orient and make experienced their low-experienced staff in their own structure and that's why, they hire new graduates. Another reason of this result is simple structure of this function. In many companies, staffs carry out standard and repetitive jobs which don't require much experience.

**Table 5.10.**

**Observed Manpower Concerning Experience Area**

<b>Experience Area</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
Experience in HR	0	0	20	109	<b>129</b>
Experience in Training	1	3	2	2	<b>8</b>
Experience in Personnel	23	17	47	42	<b>129</b>
Experience in Business Man.	1	1	0	0	<b>2</b>
Experience in Accounting	1	0	0	0	<b>1</b>
<b>TOTAL</b>	<b>26</b>	<b>21</b>	<b>69</b>	<b>153</b>	<b>269</b>

In 1975, the most demanded experience area is personnel (88 %). Training (4 %), business management (4 %) and accounting (4 %) are the other demanded experience areas.

In 1985, again, personnel is the most demanded area (81 %). Training (14 %) and business administration (5 %) are less demanded areas when it is compared with personnel.

In 1995 we see the appearance of human resources area (29 %) and descent of the percentage of personnel (68 %).

In 2005, percentage of human resources area is 71 %, personnel is 28 % and training is 1 %.

It is obviously seen that experience area and time is dependent each other; demanded experience area changes with years. In the years 1975, 1985 as we analyzed in literature review, human resources concept didn't enounced by organizations. But as an experience area, in 1995 it appeared in business advertisements and in 2005, we see it in many advertisements. That change predicates our literature part.

### **5.3.5. Foreign Languages**

Renovation of human resources function necessitates new knowledge for professionals. Human resources professionals have to speak foreign languages today, in a context of globalization.

**Table 5.11.**  
**Observed Manpower Concerning Foreign Languages**

<b>Foreign Languages</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
English	8	13	72	156	<b>249</b>
French	0	0	5	3	<b>8</b>
German	1	4	7	4	<b>16</b>
Arabic	0	0	0	4	<b>4</b>
Persian	0	0	0	1	<b>1</b>
<b>TOTAL</b>	<b>9</b>	<b>17</b>	<b>84</b>	<b>168</b>	<b>278</b>

English as the most common business language in entire world, is the most demanded foreign language in Turkey too. German and French are required languages also but even the organization has French origin for example, knowledge of English can be enough according to business advertisements.

On the other hand, we counted 54 advertisements in 1975 but only 9 of them (17 %) require a foreign language. In 1985 17 of 46 advertisements (37 %), in 1995 84 of 178 (47 %) and in 2005 168 of 388 (43 %) demands a foreign language. Compared with 1975, we see an increase regarding the requirement of foreign languages; that shows us increased quality of human resources professionals and at the same time increase of international/multinational organizations, introduce of Turkish economy to global markets.

**Table 5.12.**  
**Publication Language of Business Advertisements**

<b>Publication Language</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>
English	0	5	31	32
French	0	0	0	0
German	0	0	0	0
Others	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>5</b>	<b>31</b>	<b>32</b>

In spite of in some advertisements some other languages as French, German, Arabic etc. are required, publication language of business advertisements is only English. That proves us that the most common foreign language in Turkey like in global market is English. The advertisements that published in English are usually multinational/international companies' advertisements and they are more detailed and require more qualification than the others. That's why; HR professionals especially that work in international and multinational companies are more qualified and carry out HRM functions in real meaning. We can say that, in multinational and international organizations, evolution of HRM is realized and function became more sophisticated and strategic.

### **5.3.6. Computer Skills**

The role of information technologies with all its dimensions in creating an organizational change is an important topic. Human resources management in terms of recruitment, placement, training, performance evaluation and compensation has all been influenced by the organizational change being generated by the information technologies. Today, organizational procedures and activities are supported widely by technologic solutions. Flexible and interactive changes that integrated with computer

are fatal recently. Therefore, human resources professionals have to benefit from technology as a strategic resource.

**Table 5.13**  
**Observed Manpower Concerning Computer Skills**

<b>Computer Skills</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
MS Office	0	3	51	153	<b>207</b>
SAP HR	0	0	0	5	<b>5</b>
ETA	0	0	0	4	<b>4</b>
Link	0	0	4	5	<b>9</b>
Logo	0	0	2	9	<b>11</b>
Oracle ERP	0	0	0	7	<b>7</b>
I-BIMSA	0	0	0	1	<b>1</b>
<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>57</b>	<b>184</b>	<b>244</b>

In 1975, as computers and technology weren't common in organizations, there is no requirement regarding computer skills. In 1985, we can observe it only in 3 advertisements. But in 1995, 30 % of total advertisements demand for computer skills. In 2005 this percentage ascends to 47 %. The most required computer skill is knowledge of MS Office applications (Word, Excel, Power Point, Access, and Outlook).

On the other hand, in 1995 new personnel following and personnel affair programs like Link and Logo are accrued. In 2005 more modern programs like I-BIMSA, SAP HR, Oracle ERP and ETA formed and organizations needed HR professionals who are command of these modules.

### **5.3.7. Competencies and Other Skills**

Did expectations of companies regarding HR professionals limited by the purely practical HR skills (“Technical HR Skills” which refer to the technical capabilities of HR professionals concerning specific HR field.) which makes HRM like a function isolated from whole company or companies requires also different competencies and especially competencies about the administration of organization (new approaches and techniques of management, knowledge of finance, strategy etc.), and managerial competencies (team spirit, managing capacity of working groups, etc)?

To show in a more detailed way what we understand by these three types of competencies, we can give some examples for each one of them. Technical HR competencies: administrative competencies, aptitude of legal and accountant problems of the function, practice of regulatory problems, etc; competencies about the administration of organization: capacity to identify and understand needs of the company, to be able to compose strategic stakes, etc; managerial competencies: capacity to work independently, spirit of dialogue, motivator, sense of equity, etc...

**Table 5.14.**  
**Observed Manpower Concerning Skills and Competencies**

<b>Skills &amp; Competencies</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
Managerial Skills & Initiative	1	2	8	30	<b>41</b>
Technical Skills	0	0	0	1	<b>1</b>
To think analytical	0	0	4	53	<b>57</b>
Communication	0	0	14	105	<b>119</b>
Team Work	0	0	9	64	<b>73</b>
Open to Learn & Develop	0	0	1	18	<b>19</b>
Empathy	0	0	0	3	<b>3</b>
Conflict Management & Problem Solving	0	0	0	14	<b>14</b>
Presentation & Persuasion	0	0	2	14	<b>16</b>
Creative & Innovative	0	0	8	7	<b>15</b>
Organization & Coordination & Planning	0	1	1	33	<b>35</b>
Proactive	0	0	0	5	<b>5</b>
Strategic Thinking	0	0	2	0	<b>2</b>
<b>TOTAL</b>	<b>1</b>	<b>3</b>	<b>49</b>	<b>347</b>	<b>400</b>

As Table 5.11. reflects clearly, in 1975 and 1985, when we can't mention about Human Resources conception, organizations don't require any competencies or skills. But in 1995, managerial skills, communication, team work, creativity becomes important and in 2005 we coincide competency descriptions almost in all of the advertisements (90 %).

**Table 5.15.**  
**Observed Manpower Concerning Skills & Competencies and Hierarchical**  
**Positions**

<b>Position</b>	<b>Skills &amp; Competencies</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>
<b>Manager</b>	Managerial Skills & Initiative	0	0	3	8
	To think analytical	0	0	1	20
	Communication	0	0	4	32
	Team Work	0	0	3	22
	Open to Learn & Develop	0	0	1	6
	Empathy	0	0	0	3
	Conflict Management & Problem Solving	0	0	0	1
	Presentation & Persuasion	0	0	0	6
	Creative & Innovation	0	0	2	2
Organization & Coordination & Planning	0	0	1	9	
<b>Chief</b>	Managerial Skills & Initiative	0	0	2	1
	To think analytical	0	0	0	0
	Communication	0	0	1	0
	Team Work	0	0	2	0
	Open to Learn & Develop	0	0	0	0
	Empathy	0	0	0	0
	Conflict Management & Problem Solving	0	0	0	0
	Presentation & Persuasion	0	0	0	0
	Creative & Innovation	0	0	0	0
Organization & Coordination & Planning	0	0	0	1	
<b>Specialist</b>	Managerial Skills & Initiative	0	0	0	0
	To think analytical	0	0	0	14
	Communication	0	0	1	33
	Team Work	0	0	0	19
	Open to Learn & Develop	0	0	0	6
	Empathy	0	0	0	1
	Conflict Management & Problem Solving	0	0	0	5
	Presentation & Persuasion	0	0	0	3
	Creative & Innovation	0	0	0	5
Organization & Coordination & Planning	0	0	1	7	
<b>Staff</b>	Managerial Skills & Initiative	0	0	0	0
	To think analytical	0	0	2	9
	Communication	0	0	0	25
	Team Work	0	0	1	14
	Open to Learn & Develop	0	0	0	2
	Empathy	0	0	0	0
	Conflict Management & Problem Solving	0	0	0	0
	Presentation & Persuasion	0	0	0	1
	Creative & Innovation	0	0	0	0
	Organization & Coordination & Planning	0	0	0	3
	Proactive	0	0	0	3
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>25</b>	<b>262</b>

As we analyzed in previous table, in 1975 and 1985 there is no competencies or skills that organizations require. When we compare required skills and competencies according to main hierarchical positions, we can observe that, managerial skills are demanded only for manager and chief positions. But communication, team work and analytical thinking are the most required competencies and demanded for all of the positions except for chief. We can explain this result by changing point of view in HRM area that we mentioned before in our literature review; chief position reflects traditional model of HRM and doesn't necessitates much skills or competencies.

Communication and team work are the most required competencies. Good communication skills are becoming a requirement for almost any job and organizations are realizing the importance of strong interpersonal communication skills to the performance of all employees, especially to those in human resources positions. When they hire a new employee, good communication skills help them pick the right person and make sure the person that was hired knows what the job involves. When they're training, coaching, or evaluating an employee, they need to be clear about their expectations and sensitive in dealing with problem areas. When conflicts arise, they'll need their communication skills to resolve the issues without creating more. When the department is going through changes or reorganization, they'll need special communication skills to get feedback and ideas from their staff and to give them news that's sometimes not pleasant, while keeping them motivated. Honest communication is one of the key ingredients in managing change as well as managing people.

Constant increase regarding demand of the advertisements for the skills and competencies was not an unexpected result, because, to become a strategic partner entirely means new roles for HR and to acquire new competencies and skills. HR professional need more education to carry out the tasks for example. Lately, such knowledge will allow HR to add value to executive team with confidence. Therefore, the concept of HR as a strategic partner will have a meaning in business life.

Lastly, technological developments can be imitated easily by organizations that have adequate infrastructure and technical facilities and that makes more precious the human resources that will orient them. In successful organizations, the role of human resources starts to change, it tends to added value from the activity. Because of that

reason, organizations have to quit the job oriented approaches and pass to the approaches that propped up to human management, information, skills and competencies.

#### **5.4. Activity Area of Human Resources**

To follow the evolution of the practice, it is important to know the priority activities in HRM from the longitudinal point of view. In the advertisements, the activities of HRM to be realized by the applicants were widely mentioned. Several fields of activities coexist in the same advertisement. Renewed model of HRM features the activities as well as the education, career management, relations with employees. Operational practices of HR are focused on daily, visible and short-term tasks on problem solving, whereas strategic practices of HR are focused on the long-term practices which have impacts on the businesses strategies.

But before evaluating our manpower table, it's necessary to answer the question; which are the short-term and juridical-administrative tasks and those in the long-term and strategic? However, it is difficult to do it. Because, there are activities which classification between these two categories can be different according to different points of views.

Conventions and collective negotiations and labor law works are activities which take much time and the HRM cannot then think about the organizational problems and nor to work on long-term projects? Beyond the doctrinaire discussions, responsible of the function, in this socio-economic context, does not occupy truly, in practice, a strategic position. He is rather perceived like practicing an occupation largely dominated by the influence of social relations and the quantitative administration of employment. HR administration is the most traditional image of the HR function. It collects and organizes information so that the decisions taken concerning the function will be better. It provides the base data for management and regulates problems connected to the everyday life of employees: salary, recruitment, relations with the employees and their trade-union representatives. HRM is further exploiting medium

term by policies which relate with human and the social and oblige to make strategic choices and tactical choices.<sup>157</sup>

According to this approach, the application and the practice of the laws are regarded as obstacles for adaptation and for treatment of true problems of human resources. However, for another contradictory approach, negotiation with associates of industry was one of the reasons of the birth of a function including a higher responsibility. On the one hand, social affairs, from their increasing complexity and their incidence on the costs of the company, could not be regarded as subordinate, but, to negotiate with more and more informed partners necessitates knowing whole of the policy and the situation of the company perfectly to be in close and permanent contact with general direction.

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<sup>157</sup> Sekiou and others, op. cit., p. 9.

**Table 5.16.**  
**Observed Manpower Concerning Activity Area**

<b>Activity Area of HR</b>	<b>1975</b>	<b>1985</b>	<b>1995</b>	<b>2005</b>	<b>TOTAL</b>
Human Resources & Personnel Management	10	5	31	85	<b>131</b>
Training and Development	4	7	33	65	<b>109</b>
Carrier Management & Development	0	0	21	40	<b>61</b>
Recruitment & Selection	3	0	23	72	<b>98</b>
Organizational Development	0	0	3	5	<b>8</b>
Salary Management	3	0	7	32	<b>42</b>
Performance Management	0	0	19	77	<b>96</b>
Relation with Unions	3	0	0	5	<b>8</b>
Job Analysis & Evaluation	0	0	8	17	<b>25</b>
Compensation & Benefits	0	0	7	2	<b>9</b>
Labor Law & Security Regulations	17	8	32	111	<b>168</b>
Quality & ISO 9001:2000	0	0	0	12	<b>12</b>
<b>TOTAL</b>	<b>40</b>	<b>20</b>	<b>184</b>	<b>523</b>	<b>767</b>

Regarding table, there are five functions strongly required; Labor Law & Security Regulations (168), Human Resources & Personnel Management (131), Training and Development (109), Recruitment & Selection (98), Performance Management (96). But organizations preferred to use Human Resources Management or Personnel Management as a general explanation and it didn't specify which functions are included with this. On the other hand, Labor Law and Security Regulations are demanded since 1975 with a high ratio. Even personnel management or human resources management rustles in law and security area. This maybe explained by importance of Labor Law in Human Resources function and in Turkey. We can say that,

this is one of the functions that organizations can't exclude. However, some other functions like Career Management and Development, Organizational Development, Performance Management, Job Analysis & Evaluation, Compensation & Benefits and Quality are appeared in 1995 and 2005 in the same years with Human Resources Management concept. Finally, we can say that, although in 1975 and 1985, human resources position was including fewer functions which are generally Labor Law & Security and Training, in the coming years position become more sophisticated, its responsibilities increases and connected with these changes, it become more important in the organization.

## 5.5. Summary of the Results

On the basis of the review of the literature, we expected results attesting the strategic and long-term character of the function, also a change and an evolution of the approaches to human resources perspectives.

When we checked all the results of our content analysis we realized really a certain change in some areas of Human Resources. Especially titles were changed like cited in the Human Resources literature. While we couldn't see Human Resources concept in 1975 and 1985, it appears in 1995 and 2005, in same years titles change in parallel with this. Thereby, we observed a decrease in use of "chief" and "clerk" titles which reflect the traditional model of HR as we mentioned before in our literature review, but an increase of "manager", "specialist" titles which reflects the modern HRM model. Also new titles like "consultant" and "HR general manager" appears in same period.

Another important change that we observed is in the education level. Organizations require more educated employees as Human Resources professionals. Bachelor's degree is an important condition to become a member of the position. This can be explained also by the general tendency in Turkey; more and more people have a bachelor's degree today, high schools don't have any importance to work as a white collar employee anymore. Even for the jobs that don't necessitate much qualification, employers ask for the university graduate.

On the other hand, we observed a variety of the education area with 1995. While only economy and social sciences were required education area in 1975 and 1985, with Human Resources concept, we can see new education areas like management, human resources, psychology, sociology or industrial engineering. Also, in 1975 and 1985, required experience area is personnel, but after this period, experience in Human Resources becomes important for organizations. As the position's importance increase in the organization, the complexity of the position and its necessities increase at the same time. Foreign languages, computer skills, competencies and other skills are all the new requirements for HR Professionals and observed with "the new model" of Human Resources.

Lastly, HR practices change dependent to the years. Job Analysis, Career Management & Development, Performance Management, Salary Management... are the functions of Strategic Human Resources Management and we observed these functions only in 1995 and 2005. At this point also we realize a parallelism with HR literature that we mentioned in our first three part.

## **Conclusion**

Our research covers most of the disciplines of HRM (evolution of the HR professionals' profile, activities of HRM, position of the HR departments within the organization, etc). That enabled us to perceive HRM discipline and evolution of HRM approaches globally instead of to focus on a narrow subject even if it could be quite interesting. The subject of this study enabled us to understand this discipline as a whole, to see its evolution and to evaluate its current status through historical perspective, (we were sufficiently informed by HRM history), theory (we always tried to establish a connection with theoretical movements as Taylorian approach, the school of human relations, etc) and also practical (we saw the practical side of the function and fact of the inferences during coding of advertisements which represent the true needs of the companies.)

We explained in our literature review part that, in HRM literature, despite some antagonistic ideas and authors, general opinion supports the change and development of Human Resources perspectives from personnel management to HRM and then to Strategic HRM. During the last 10-15 years a growing number of sources have claimed, that the human resources are the companies' most important assets, and that management of these resources to a larger extent will contribute to the continuous competitive advantage of firms. But the reflection of these evolutions to the practice, to work life, to applications of organizations didn't explored in literature. This study will help to researchers to see the HRM practices in a thirty years period. From this content analysis of business advertisements, researchers and also professionals of the area can see the real necessity of the organizations; business advertisements reflect the real employee needs of the organizations. We can see the changes of conceptions, emergence of new conceptions, new requirements, sophistication of advertisements and increase of requirements that advertisements contain and that shows remaining need of qualified HRM practitioners. In HRM area, there isn't any other research which combines business advertisements and HRM approach's evolution; that's why we think this study will fulfill also this lack in the area.

One of the major difficulties of research in social sciences, and especially in HRM, is recognition of the factor time. Too many research, although being interesting,

provide us only one instantaneous image of what occurs at a specific time. But with this longitudinal research, we tried to understand the status and the current major problems of HRM with their causes by their connection with history of the function and major theoretical movements.

In addition, the majority of the studies about the evolution of HR function were based on perceptions of HR director, general manager...etc and in this research, we tried to retreat this subjectivity by using business advertisements which represent the real needs of companies.

We wrote that the business advertisements are representations of the real needs of the companies, but we can wonder whether we can talk about the “rhetoric of advertisements”. Descriptions of employment are often developed to allow the evaluation of employment remuneration and that they seldom describe the real and daily working tasks; they also aim to attract candidates -both internal and external- and they are even formulated often as more attractive than reality. Another example is that the status of the personal or human resources occupant is an indicator of differentiation of the two perspectives. It is probable that a personnel chief who doesn't take part in the Management Committee can exert a strategic influence on the company, but we can have a HR Director, member of the Management Committee, whose real influence is negligible on the strategic decisions. It is true that it is impossible to know what occurs daily in the companies; moreover this exceeds the objective of this study.

Human Resources is an area that has 10-15 years of history and that still develops in Turkey. Especially after 1985, Personnel Management left its place to Human Resources Management. Today, in most of the organizations whatever their function or size be, HRM practices are established rapidly.

Human Resources departments besides the classical personnel management, started to focus on strategic HR functions as performance management, training and development, compensation and benefits. When we check application field of personnel management, we see that it is rather major on daily problems and applications. But HRM comprise all of the actions which are human oriented in a business environment.

Management of Human is not an easy action. Especially, when we cast physical, emotional and mental side of human, we realize that human is the most difficult resources to manage. But, human is not a consumed resource like the others,

contrary, they produce and add value to the organization. Effective management of this resource will increase all the time the success level of the organization.

Family companies form a big part of our national economy. In these organizations, as family norms are dominants, HRM functions can't be applied perfectly. Top management usually focus on the business and production, but HR department aims to give priority to human resources and at this point there can be conflicts. Today, in Turkey, HR function has some difficulties about passing HRM from Personnel Management. Anyhow, we experience meliorations in HRM practices.

According to our research results, the titles and the profile required for HR generalists show a change with years also the activities of HRM and the character change too. We observed terminological changes of titles (HR Manager instead of personnel chief) and also a change of contents of the missions and the activities of HRM. New functions are added (Performance Management, Job Evaluation, Career Development ... etc.) to area and all these functions shows the changing role of HRM as we explained in our literature review. But one function of the job didn't change since the beginning; Labor Law & Security Regulations are still an important area for the professionals of the job. One of the probable reasons of this stable situation can be the importance that organizations give to law and regulations in Turkey as we cited before. Also in our country, Labor Law and Security Regulations can change often and that's why, organizations need HR Professionals who dominate this area. Another reason can be the instable economic atmosphere of our country. Employee has to know his rights and also employer need someone who protects the organizations rights, who will protect the organization from any of the penalty about the regulations. Today, unemployment is an important problem in Turkey, personnel has to know that there is a security system which will not defeat him; labor laws protect usually the worker. Therefore, in the aim of avoiding the sanctions, HR has to balance the relationship between the employee and the employer, that's why it has to follow all the regulations and law in the area.

On the other hand, according to HR literature, not only an evolution from personnel management to HRM approach, but also to Strategic HRM is discussed today. To be a strategic partner, to have a consultant role, to be innovative, proactive, to contribute organizational performance are the part of this strategic point of view. Also, HR Professionals have to be a member of Board of Directors / Management Committee,

in the aim of participate strategic decision making process. When we evaluated the business advertisements, we couldn't see any hint about the role of HR in strategic decision making process. We examined the advertisements in the frame of top management activities and dependence of HR, but the content of advertisements wasn't include these kind of explanations and we couldn't get any expressive result from these criterions. But we should consider that, organizations may not hire employees who will execute top management activities by business advertisements; they will offer job to these people by themselves. That's why, we can't conclude that HRM doesn't have any strategic role in the organization. Maybe, in another research, top management activities of HRM which will show us the strategic practices of HR Directors can be analyzed.

As we mentioned in our literature review, in the organizations, HRM has a negative image; top management has suspects about the necessity of HR department; line managers can realize the activities of HR, so why to increase costs by forming an HR Division? Today, the debate is highly influenced by both the role of HRM in transforming itself and the organization and by adding value to organizational performance. Not fulfilling these criteria, HRM will have to face the consequences like other organizational units. In other words, HRM may risk to be viewed as a cost function and, at the same time, HRM is confronted with the opportunity to demonstrate its key position in the organization's strive for increased performance and change. Thus, there is a growing demand and concern for HRM to prove its utility in improving organizational efficiency and effectiveness and it is in this light the function is to develop a more strategic role. But, we can say that, we got certain hints which will support the concepts of strategy in HR; as required competencies and skills, to be creative, innovative, to be proactive, to think strategically supports in practice the new tasks and missions of HR Professionals that we explained in our literature review. Also, HR Professionals to contribute organization's performance realize some activities; sophisticated staffing and job design methods help to increase productivity and reduce costs, training and development programs improve the performance of employees, compensation systems helps to increase productivity and performance of employees.

But, when we analyze the articles concerning HRM approaches' evolution, besides the most of the articles that supports our findings, also there are some others which defend that the change that we observe in the area is just a visually change. In

Turkey, Human Resources departments are formed at a great rate. But HR became like a trend, a mode today, an organization which don't have an HR department is perceived like its less-development, existence of an HRM division is perceived like development and institutionalization of the company. That's why; "Personnel" sign put down and "Human Resources" sign took its place. At this point we can be agree with these authors. But although HR experienced a visual change before, we think, this change is being internalized by organizations day by day. Like in many other studies, we believe that HRM practices shape the skills, attitudes, and behaviors of an organization's workforce, and in turn those skills, attitudes, and behaviors influence organizational performance and that's why, HR practices can have a direct impact on firm performance by creating structural and operational efficiencies.

In previous parts we mentioned that in literature, strategic HR is argued out as a solution to develop the negative image of HR professionals.

In recent years, competition increases day by day between organizations and in these conditions, HR will have a major role. Organizations have to use human factor beside financial and technologic capital to survive. We discussed the importance of adaptation to change in previous parts. Human is the essence variable for forming a change culture. In organizations, a change culture has to be designed by giving the priority to human factor. Thereby, employees will make more contribution to organization's success.

HR developed in last years very fast. Technologic changes, increasing international competition, change of production techniques influenced HR and its activities. Therefore, organizations in the aim of adaptation to change, have to restructure HR and its activities. Firstly, for selection and recruitment process, criterias like adaptation to change, analytical thinking, to be open to learn and development, application of the new learned knowledge may be one of the criterias. Innovation and adaptation to innovation may be evaluated too, during the performance appraisal procedure. Also, renovation has to be one of the training subjects when HR plans the training and development activities of the organization.

On the other hand, HR will be an area where new technologies are used incoming years through the effect of new trends and increasing necessities. Recruitment and selection procedures are managed through the internet more and more. Since last 2-

3 years, most of the organizations use web-based recruitment sites more and more. In the future, not only business advertisements, but interviews also, will be realized on-line. Technology is used widely during the training and development activities also. E-learning and self-study is a good solution to get over the problems like time and distance in this area.

Outsourcing is also an important change for HR. In last years, besides personnel affairs like preparation of payrolls, activities like recruitment (consultancy firms in this sector play an important role in these days) and training are outsourced too. In the future, demographic changes (increase of old population and decrease of young population), the laws for accordance to European Union will be important changes for Turkey. Also, HR has to use technology as a strategic source that expedites its functions.

Finally, strategic role of HR will be determining at all of these points. HR has to analysis all these changes and new trends in the aim of adapt them easily; forasmuch as to be an agent of change is one of the new missions for strategic HR professionals of the future.

## APPENDIX

I In our appendix, even if we couldn't index all of the business advertisements, we tried to cite some of them which appeared to us most interesting for each of four years in order to provide an exemplary to reader.

### 1975

1-

**TANINMIŞ VE BÜYÜK BİR ŞİRKETLER TOPLULUĞU  
PERSONEL UZMANI ARIYOR**

**GÖREV :** Büro personeli alımının tek elden yürütülmesi, eğitim faaliyetlerinin koordinasyonu, idari prosedürlerin hazırlanması ve toplu sözleşme tatbikatı konusunda Personel Müdürüne yardımcı olmak.

**ARANAN VASIFLAR :** 28 - 32 yaşlarında hukuk mezunu ve yukarıda belirtilen konularda tecrübeli olmak. İşletme İktisadi Enstitüsü mezunu veya basında çalışmış olması tercih sebebidir.

İlgilenen adayların detaylı özgeçmişlerini bir adet fotoğrafla "PERSONEL" rumuzuna P.K. 27 LEVENT yazmaları rica olunur.

Müracaatlar gizli tutulacaktır.

2-

**★ PERSONEL ŞEFİ**

- En az 5 yıl tecrübeli
- İlgili branşta yüksek tahsili
- Azami 40 yaşında

Holdingsimize bağlı, Pendik'te sinai yağlar ve gliserin üreten büyük bir kimya fabrikasının 150 kişilik kadrosunun personel işlerini hassasiyet ve dinamizmle yürütebilecek yetekte olmasını diliyoruz.

3-

**ALARKO**

**PERSONEL ŞEFİ ARIYOR**

İş Kanunu, S.S.K. Kanunu, ücret tahakkuk ve puantaj konularına vakıf askerliğini yapmış, tecrübeli personellerin, Kore Şehitleri Cad. No. 50 Zincirlikuyu adresine şahsen müracaatları rica olunur.

4-

**ELEMAN ARIYOR**

**- PERSONEL MEMURU**  
Maaş tahakkukundan ve SSK Kanunu mevzuatından anlayan

5-

**PROFTAS**  
PROFİL SANAYİ VE TİCARET A.Ş.

**ELEMAN ARIYOR**

TUZLA' da kurulu Fabrikamızda çalıştırılmak üzere, nitelikleri aşağıda yazılı elemanlara ihtiyaç vardır.

**1 MAMUL ARAŞTIRMA VE GELİŞTİRME İÇİN:**

- Makina yüksek mühendisi olmak.
- Askerliğini yapmış olmak,
- Çok iyi derecede Almanca ve iyi derecede İngilizce bilmek,
- Azami 30 yaşında olmak ve seyahate mâni bir halî bulunmamak.

**2 MUHASEBE YARDIMCILIĞI İÇİN:**

- İktisat Fakültesi veya İ.T.İ.A.'nin muhasebe ile ilgili bölümünden mezun olmak,
- Askerliğini yapmış olmak (Erkekler için),
- Konusu ile ilgili asgarî 1 yıl iş tecrübesi bulunmak.

**3 PERSONEL MEMURLUĞU İÇİN:**

- Asgarî lise mezunu olmak,
- Personel muamelâtı ve tahakkuk konusunda asgarî 1 yıllık iş tecrübesi bulunmak,
- Askerliğini yapmış olmak.

**4 BAKIMCI USTASI:**

- Sanat Enstitüsü Motor veya Tesviye Bölümü mezunu.
- Asgarî bir yıllık iş tecrübesi,
- 30 yaşını geçmemiş,
- Askerliğini yapmış...

İsteklilerin özgeçmişlerini bildirir yazılı müracaatlarını bir resimle birlikte 10 Mart 1975 tarihine kadar P.K-5 Tuzla adresine göndermeleri rica olunur.

6-

**SSS** SÖĞÜT | SERAMİK  
SANAYİİ | A.Ş.

**ELEMANLAR ARIYOR**

Bilecik İlimizin Söğüt İlçesinde Şirketimizin kurmakta olduğu 10.000 ton/yıl kapasiteli Karofayans tesisinde istihdam edilmek üzere aşağıda vasıfları belirtilen elemanlara acele ihtiyaç vardır.

● **MUHASEBECİ :**  
Maliyet muhasebesi konusunda en az 10 yıl tecrübeli, tercihan Seramik Sanayiinde veya İktisadi Devlet Teşekkülleri Müessesese ve Fabrika larında Maliyet Muhasebesi şefliği yapmış,

● **MUHASEBECİ :**  
Genel muhasebe konusunda en az 10 yıl tecrübeli tercihan yüksek tahsilli, Seramik Sanayiinde veya İktisadi Devlet Teşekkülleri Müessesese ve Fabrika larında Genel Muhasebe Şefliği yapmış,

● **PERSONEL ŞEFİ**  
En az 10 yıl tecrübeli, Sosyal Sigortalar ve Toplu Sözleşme Mevzuatına hakim, ücret sistem leri hakkında bilgili, tercihan sınıai tesis lerde Personel Şefliği yapmış,

● **UMUM MÜDÜRLÜK SEKRETERİ :**  
Asgari Orta Okul tahsilli, dosyalama ve ser: daktilo bilen, tercihan İngilizce bilir,

İsteklilerin özgeçmişlerini, daha önceki iş tecrübelerini ve talep ettikleri ücreti belirtir bir mektupla

SÖĞÜT SERAMİK SANAYİİ A.Ş.  
Genel Müdürlüğü  
SÖĞÜT - BİLECİK  
adresine müracaatları rica olunur.

7-

**elemanlar aranıyor**

Sınai mamullerin yurt içinde ve yurt dışında satışı ile istigal eden büyük bir Anonim Şirketin muhasebe ve finansman servislerinde çalıştırılmak üzere, aşağıda nitelikleri yazılı elemanlar aranıyor.

**TİCARİ MUHASEBE ŞEFİ**  
İ.T.İ. Akademisi mezunu, konu ile ilgili mes'ul mevkilerde 3-5 yıl tecrübeli.

**FINANSMAN ŞEFİ**  
İ.T.İ. Akademisi veya iktisad fakültesi mezun ticari ve sınai işletmelerde veya bankacılık hizmetlerinde, konu ile ilgili mes'ul mevkilerde 3-4 yıl tecrübeli, tercihan İngilizce bilen.

**MUHASEBE ve FINANSMAN MEMURLARI**  
Ticaret Lisesi veya İ.T.İ. Akademisi mezunu, konu ile ilgili 1-2 yıl tecrübeli.

**PERSONEL ve İDARI İŞLER MEMURU**  
Asgari Lise mezunu, personel, tahakkuk ve idari işlerde asgari 3 yıl tecrübeli.

Askerlik hizmetini ifa etmiş isteklilerin, geniş hal tercümeleri ve talep ettikleri ücretleri havi mektupla "muhasebe" rumuzu ile posta kutusu 161 Beşiktaş/İstanbul, adresine müracaatları rica olunur.

8-

**PERSONEL MEMURU  
ARANIYOR**

Bir fabrikanın personel işlerini müstakilen yönetebilecek yetenekte, tecrübeli bir eleman aranmaktadır. Askerlikle ilişkisi olmayan ilgililerin aşağıdaki adrese şahsen müracaatları rica olunur.

**POLİMER Cumhuriyet Cad. No: 49 Kat. 3 Taksim**  
Milliyet: 10759

1985

1-

**Önduline**  
YAPI MALZEMELERİ A.Ş.

**ELEMANLAR ARIYOR**

**MALİ İŞLER MÜDÜRÜ**

- 5 yıl müdür seviyesinde tecrübeli
- Yüksek okul mezunu

**MUHASEBE MEMURLARI**

- Ticaret Lisesi ve yüksek okul mezunu
- 1-2 yıl tecrübeli

**PERSONEL MEMURLARI**

- Ticaret Lisesi ve yüksek okul mezunu
- 1-2 yıl tecrübeli

2-

**ETB** bisküileri  
TAM GIDA SANAYİ ve TİC. A.Ş.

**elemanlar arıyor**

Eskişehir'deki Şirket Merkezimizde istihdam edilmek üzere:

**MUHASEBE ŞEFİ**

- Yüksek öğrenim görmüş
- Muhasebe, finansman ve bilgisayar konusunda deneyimli
- Askerlik görevini tamamlamış
- 30 yaşını aşmamış
- Tercihan lisan bilen

**PERSONEL ŞEFİ**

- Yüksek öğrenim görmüş
- SSK ve vergi mevzuatında deneyimli
- Askerlik görevini tamamlamış
- 35 yaşını aşmamış

Elemanlar alınacaktır. Yukarıda belirtilen şartlara uyan isteklilerin özgeçmişlerini belirten başvurularını birer fotoğrafla

**TAM GIDA SANAYİ ve TİCARET A.Ş.**  
Organize Sanayi Bölgesi - ESKİŞEHİR

adresine 7.Ekim.1985 tarihine kadar göndermeleri duyurulur.  
Not: Başvurular kesinlikle gizli tutulacaktır.

3-

**SÖZLEŞMELİ PERSONEL ALINACAKTIR**  
Sözleşmeli personel statüsünde istihdam edilmek üzere, imtihanla aşağıdaki niteliklere haiz personel alınacaktır.

**PERSONEL ÖZLÜK İŞLERİ MEMURU:**  
-Konusuyla ilgili üniversite ve yüksekokul mezunu,  
-35 yaşını doldurmamış,  
-Askerlik görevini ita etmiş,  
-İş ve SSK mevzuatı ile uygulamaları konusunda en az iki yıl deneyimli.

**ÜCRET TAHAKKUK MEMURU**  
-İktisadi ve Ticari İlimler Fakültesi mezunu,  
-30 yaşını doldurmamış,  
-Askerlik görevini ita etmiş,  
-Muhasebe ve ücret tahakkuk işlemlerinde 3-4 yıl deneyimli, erkek adayların.

**TELEKS OPERATÖRÜ**  
-Asarı ortaokul mezunu,  
-30 yaşını doldurmamış,  
-Askerlik görevini ita etmiş,  
-On parmakla daktilo ve teleks yazabilen,  
-Konusunda en az bir yıl deneyimli, erkek adayların. (Sertifikalı olanlar tercih edilir.) Aşağıda yazılı adrese şahsen müracaatları rica olunur.

**DİTAŞ Deniz İşletmeciliği ve Tankerciliği A.Ş.**  
Kasap Sok. Özden Konak İş Hanı: Kat: 9 Esentepe/İSTANBUL  
Tel: 172 38 00/03  
Basın: 27230

5-

**ELEMAN ARANIYOR**

Personel servisinde çalışacak Ticaret Lisesi veya liseden yeni mezun eleman alınacaktır. Mektupla müracaat: P.K.1 İstinye/İst.

4-

sim. Tel. ...

**BEKOTEKNİK SANAYİ A.Ş.**

Burroughs serisi sistemlerle ON-LINE çalışma yapabilecek, İngilizce lisanına vakıf, BASIC/COBOL dillerini bilen

**PROGRAMCI / SİSTEM-ANALİST**

En az beş yıl tecrübeli, 35 yaşını aşmamış yüksek tahsilli

**PERSONEL ŞEFİ**

Askerlik yapmış, 30 yaşını aşmamış konusunda yüksek tahsilli

**MUHASEBE ELEMANI** aranmaktadır.

6-

**PERSONNEL ASSISTANT REQUIRED**

A major Middle East Bank affiliated with an International Bank is presently looking for a personnel assistant for their branch expansion in Turkey.

Candidates (male or female) should possess the following qualifications:

- University graduate
- Age up to 35
- Related work experience of at least 3 years
- Full knowledge of relevant local regulations and reporting requirements
- Excellent command of written and spoken English/Turkish languages
- Completed military service

Applications written in English should be sent to the following address not later than May 30, 1985.

Regional Personnel Officer  
P.O. Box 49, Levent - Istanbul

İSTANBUL SU VE KANALİZASYON İDARESİ

1995

1-

Our European based multinational client is a world leader in a certain service industry that facilitates and expedites communications. It reflects a corporate culture exalting people and investing in technology. As management development consultants to its wholly owned subsidiary in Turkey, we need applications for the following task positions as defined and qualified below:

**HUMAN RESOURCES DIRECTOR (HRD)**  
Reporting directly to the expatriate Managing Director and leading a compact team of highly qualified professionals, the HRD will provide human resources and training services for the company with a mind to foster a work environment that will support the corporate business plan and inspire the employees to match and exceed their targets. Recruitment, induction, training, deployment planning and performance appraisal will constitute the core functions of the HRD who, ideally

- ✓ is between 27-37 and holds at least a BA/BS degree in a relevant discipline
- ✓ demonstrates high powered communication skills both in Turkish and English
- ✓ comes with at least 6 years of experience in an international firm of outstanding repute
- ✓ is PC literate in an IBM compatible environment
- ✓ is able and willing to travel extensively in Turkey and abroad

**QUALITY DEVELOPMENT MANAGER (QDM)**  
Reporting to the Business Processing Director and acting as a sole operator, the QDM will help with formulating, codifying and establishing quality norms within the company with a mind to breed a work environment characterized by and sustaining total quality. The QDM (who will be put through a two month retraining in Istanbul and about 2-3 months of retraining in Europe) ideally

- ✓ is 27-32 and holds a degree in industrial engineering
- ✓ comes with a hands-on experience in quality development and quality management issues preferably in an international company with pervasive total quality applications
- ✓ demonstrates high powered communication skills both in Turkish and in English
- ✓ is PC literate in an IBM compatible environment

**CUSTOMER SERVICES MANAGER (CSM)**  
Reporting to the Services Director and leading a 28-staff team of ardent workers who interface with more than 3000 customers around the clock, the CSM will develop and provide directions for a highly effective and standardized customer services function whilst creating a work environment enhancing exceptional service quality. The CSM (amongst whose primary functions will be to train and motivate his/her staff) ideally

- ✓ is 27-35 and holds at least a BS/BA degree in business related or engineering fields
- ✓ demonstrates high powered communication skills in Turkish, English and preferably in another European language
- ✓ displays an achievement directed personality characterized by team leadership
- ✓ exhibits service orientation targeted to customer satisfaction
- ✓ comes with at least 6 years of experience in direct or telesales administration
- ✓ is PC literate in an IBM compatible environment.

Applications specifying position must include a detailed resume, a recent photograph and a telephone number for quick and discreet access. Confidentiality will be strictly observed and each qualified applicant will be personally reached. To be considered, however, applications need be faxed or mailed to reach us no later than March 30, 1995 Thursday.

OBREY YÖNETİM DANIŞMANLIK A.Ş.  
OBREY MANAGEMENT CONSULTANTS INCORPORATED  
Selçuklar Sokak 51/3 Levent 80630 İstanbul Fax 279 2475  
"OBREY... forerunners in management consultancy"

2-

A leading company is looking for the candidates for the below mentioned positions

**HUMAN RESOURCES SPECIALISTS**

(Ref.: HR)

Responsible for developing and implementing a broad range of activities in the personnel function; alternatively, may be a specialist in one of these activities:

- ★ recruitment & selection
- ★ compensation & benefits
- ★ training & development
- ★ carrier & succession planning

3-

**BILPA**

A leading Information Technology (IT) Implementation and Support Company is seeking:

**HUMAN RESOURCE DEVELOPMENT ASSISTANT**

The holder of this position will have the responsibility to

- assist HR manager in defining IT specific roles and skills,
- participate in establishing target skill levels and skill gap analysis,
- define skill track for IT personnel,
- identify general skill improvement program,
- define individual curricula planning,
- supervise training plan definition.

**Requirements:**

- Graduate degree from Social Sciences (sociology or psychology) or in Industrial Engineering,
- Graduation from BÜ, Bilkent or equivalent foreign university,
- Fluency in oral and written English,
- Familiarity with PC based productivity tools,
- No military service obligation for male candidates.

If you believe you are a dynamic, self-motivated, hard working person who can cope with the requirements of the company, please send your C.V. indicating reference with an attached photograph to the address below of fax to 0 212 270 38 41 until April 17, 1995.

**All applications will be treated confidentially.**  
Bilpa A.Ş. Human Resources & Administration Department  
P.K. 47 (80620) 1. Levent - İstanbul

4-

**FOUR SEASONS HOTEL**  
*Istanbul*  
A FOUR SEASONS • REGENT HOTEL

**Director of Human Resources**

We are looking for an enthusiastic individual who would like to join our pre-opening Team for the luxurious Four Seasons Hotel.

Applicant must be fluent in Turkish and English and have at least 5 years experience in similar position.

Good skill in training, very knowledgeable with Labor Law, human relations and benefits.

Flexible, friendly and enjoy the hospitality business.

All applications will be kept strictly confidential.

**Please send your resume to:**  
Four Seasons Hotel İstanbul  
Sultanahmet Turizm Otel Şantiyesi İshakpaşa Caddesi No:2  
34490 Sultanahmet - İstanbul

5-

Below mentioned positions are already existing and being supported by a group of specialists in the departments. These dynamic and professional candidates are expected to develop and implement long term strategies as well as managing their teams effectively to meet the ever changing needs of our internal and external customer needs.

This senior position will directly report to Managing Director and will be located in our G.M. building at Esentepe.

### HUMAN RESOURCES & TRAINING DIRECTOR

- ◆ Excellent command of English both written and oral
- ◆ Relevant university degree combined with minimum of 5 years Human Resources and Training management experience in a multinational organization
- ◆ Proven track record particularly with recruitment strategies, performance development programs, career planning and sophisticated HR systems
- ◆ Able to develop long term HR and training strategies and provide consultancy to line management
- ◆ Capable of managing a team of professionals and develop existing skills further
- ◆ Aged between 30 - 35


This senior position will directly report to Commercial Director and will be located in our G.M. building at Esentepe.

### MARKETING MANAGER

- ◆ Excellent command of English both written and oral
- ◆ Relevant university degree combined with minimum of 3 years Marketing management experience in multinational company
- ◆ Fully equipped with recent market research and analysis, public relations, direct and shadow marketing techniques
- ◆ Able to lead and direct a group of professionals and develop their skills further
- ◆ Capable of managing a professional relationship with external suppliers (PR and advertising agencies, media etc.) and make sure company gets maximum benefit out of those partnerships
- ◆ Aged between 30 - 35

**These positions will receive a competitive remuneration package that will include private health coverage and job status company car.**

If you have the skills and background to match these demanding requirements, please apply with recent photo to: **Mehmet Bilgiç, DHL Worldwide Express, Kasap Sokak, Santa İş Merkezi, 17/B Esentepe-İSTANBUL** no later than Friday, August 4, 1995 or call (212) 275 9000 for an appointment.



6-

Coopers & Lybrand Executive Resourcing

We are looking for a qualified

## Human Resources Consultant

to join our growing team.

The successful candidate will be directly involved in managing recruitment and general human resources assignments for example salary surveys and organization studies. Previous experience of at least 3-4 years in the human resources field, strong interpersonal skills and a good track record as an interviewer are required. Applicants able to handle projects on his/her own with little supervision and use initiative are preferred.

Please send a detailed CV together with a recent photograph and a daytime telephone number to the attention of Oya Akşel in our Human Resources Department.

Büyükdere Caddesi No: 111/4  
Gayrettepe 80300 İstanbul

Solutions  
for Business

7-

## İNSAN KAYNAKLARI UZMANI

- Üniversitelerin ilgili fakültelerinden mezun,
- İnsan kaynaklarının verimli ve etkin yönlendirilmesi konusunda yetiştirme arzusunda olan,
- İş değerlendirmesi, performans değerlendirmesi, kariyer planlaması konularında en az 2 yıl deneyimli,
- İyi derecede İngilizce bilen,
- 30 yaşını aşmamış.

8-

**Lojistik sektörünün  
önde gelen firması**

**İnsan Kaynakları Uzman Yardımcısı**  
(İKUY) İstanbul

- ① Üniversitelerin mühendislik bölümlerinden
- ① Seçme yerleştirme konusunda 1- 2 yıl tecrübeli
- ① Tercihen danışmanlık şirketlerinde çalışmış
- ① Microsoft Office programlarına hakim
- ① Çok iyi derecede İngilizce bilen
- ① Takım çalışmasına yatkın
- ① Seyahat engeli bulunmayan
- ① Yaratici
- ① Erkek adaylar için  
askerlik görevini tamamlamış

10-

**OBEY**

Our European based multinational client is a leading group in specialty chemicals. As management consultants to its wholly owned subsidiary in Turkey, we need applications for the position of

**HUMAN RESOURCES MANAGER (HRM)**

Reporting directly to an expatriate General Manager, the HRM will provide human resources services for the company with a mind to foster a work environment that will support the corporate plan and motivate the employees to match their business targets. Recruitment, personnel policy, performance appraisal systems, remuneration packages, payroll administration, health related programs and public relations will constitute the core functions of the HRM who, ideally

- ✓ is between 34±6 years old
- ✓ holds a pertinent university degree
- ✓ comes with at least 2 years of experience in a comparable position
- ✓ is PC friendly (under Windows)
- ✓ demonstrates high powered communication skills both in Turkish and English.

Applications **specifying position** must include a detailed resume, a recent photograph and a telephone number for quick and discreet access. Confidentiality will be strictly observed and each **qualified** applicant will be personally reached. To be considered, however, applications need be faxed or mailed to reach us no later than 7 June 1995 Wednesday.

OBEY YÖNETİM DANIŞMANLIK A.Ş.  
OBEY MANAGEMENT CONSULTANTS INCORPORATED  
Selçuklar Sokak 51/3 Levent 80630 İstanbul Fax 279 2475  
"OBEY... forerunners in management consultancy"

9-

**HUMAN RESOURCES CONSULTANT**

CODE: 1063

to join our highly motivated team of professionals servicing the temporary and permanent staff needs of our corporate clients in Turkey.

If you are

- Able to communicate with people at all levels
- Results oriented • A team player • Hard worker


Have a university degree, a service work culture, and have fulfilled military obligations (male candidates only) .

**ECCO** Big enough to cope  
Small enough to care  
HİZMET VE DANIŞMANLIK A.Ş.

Then send us your CV with a recent photo prior to April 24, 1995.  
Halaskargazi Cad. No:366 Kat:1, 80220 Şişli-İstanbul  
Tel: (0-212) 296 19 60 Fax: (0-212) 296 19 62

2005

1-



**FLOKSER**  
SATIŞ & PAZARLAMA

Yönetim Felsefesine inanmış, yenilikçi ve dinamik bir yapısı olan **Döşemelik, Giyimlik ve Ayakkabılık** ürünleri satış ve pazarlamasını yapan şirketimize belirtilen niteliklerde eleman arıyoruz...

## İNSAN KAYNAKLARI YÖNETİCİSİ

- Üniversite/Yüksek Lisans mezunu ( İşletme, İletişim, Psikoloji, İnsan Kaynakları v.b. bölümlerinden mezun),
- Sektörde İnsan Kaynaklarının tüm fonksiyonlarında en az 5 yıl tecrübeli,
- İngilizce bilen (ikinci lisan tercih nedenidir),
- MS-Office Programlarına üst düzeyde hakim,
- İstanbul Avrupa yakasında ikamet eden,
- Seyahat engeli olmayan (Yoğun olarak şirketimize bağlı mağazalarda görev yapacak),
- Sürücü ehliyeti (B) ve araç kullanım pratiği olan,
- Empati yetkinliği yüksek ve Analitik düşünce yapısına sahip,
- Sürekli gelişmeyi ve geliştirmeyi ilke edinmiş ve ekip çalışmasına yatkın,
- Askerliğini tamamlamış erkek adaylar aranmaktadır.

Adayların özgeçmişlerini İnsan Kaynakları Departmanı dikkatine (0212) 771 32 37 numaralı faksya veya [hr@flokser.com.tr](mailto:hr@flokser.com.tr) e-mail adresine göndermeleri rica olunur.

2-



Moda ve Konfeksiyon alanında dünyanın en tanınan markalarından biri olan **HUGO BOSS**, İZMİR Konfeksiyon Fabrikalarında 1200 kişilik üretim tesisinin İnsan Kaynakları sorumluluğunu üstlenebilecek, Genel Müdür Yardımcısına bağlı olarak çalışmak üzere aşağıda nitelikleri belirtilen takım arkadaşı aramaktadır.

## İNSAN KAYNAKLARI YÖNETİCİSİ

(Ref: HRL0501)

- Üniversitelerin ilgili bölümlerinden mezun,
- Endüstriyel üretim ortamında en az beş yıl yöneticilik deneyimi olan,
- İnsan kaynakları süreçlerinde beş yılın üzerinde tecrübeli,
- İyi derecede İngilizce bilen,
- Personel ve özlük işlerinde bilgi sahibi,
- Yasal mevzuata hakim,
- Dinamik, insan ilişkileri kuvvetli, takım çalışmasına yatkın.

HUGO BOSS İlyakata bağlı, tatminkar imkanlar sunmakta ve uluslararası eğitim fırsatı tanımaktadır.

İlgilenen adayların en geç 7 Mart 2005 tarihine kadar, referans numarasını da belirterek fotoğraflı özgeçmişlerini aşağıdaki adreslere göndermeleri gerekmektedir.

HUGO BOSS (İnsan Kaynakları) Ege Serbest Bölgesi, Boss Sk. 35410 Gaziemir / İZMİR  
E-mail: [hrizmir@hugoboss.com](mailto:hrizmir@hugoboss.com)  
Hugo Boss'ta tüm başvurular gizli tutulur.

3-

 **imteks**

Dünyaca ünlü markalar için konfeksiyon üretim ve ihracatı yapan şirketimizde, aşağıdaki pozisyonlar için bizlerle çalışacak ekip arkadaşları arıyoruz.

**İnsan Kaynakları Uzmanı** (Ref: İKU)

4 yıllık üniversite mezunu, insan kaynakları ve kalite sistemlerinde 4 yıl ve üzerinde deneyim sahibi, işe alma ve yerleştirme, performans değerlendirme, iş değerlendirme, ücret analizi, eğitim planlaması alanlarında, kalite sistemlerinin kurulmasında ve uygulamasında aktif olarak çalışmış, bu konularda proje geliştirebilecek düzeyde bilgili ve deneyimli, analitik düşünme, takım çalışmasına yatkınlık, iletişim becerisi, koordinasyon ve organizasyon yeteneği olan, araştırmacı, sistematik düşünen, yaratıcı ve yenilikçi kişilik özellikleri taşıyan ve bu özellikleri şirket çalışanlarına yansıtabilecek derecede iletişim becerisine sahip olan, çok iyi derecede İngilizce bilen, 28-35 yaş aralığında ve İstanbul'da ikamet eden adaylar aranmaktadır.

4-

**İnsan Kaynakları Uzmanı**  
(Ref: İKUZM)

- İnsan Kaynakları Bölümü'nün Geliştirme Süreçleri, Performans Yönetim Sistemi, Yetkinlik Analizi, Potansiyel Belirleme, Eğitim Geliştirme ve Kariyer Planlama, Oryantasyon sistemlerinin uygulanmasına ve geliştirilmesine destek olacak
- İlgili geliştirme süreçlerinin planlanma, bütçeleme, gerçekleştirme, raporlama ve takibini yapacak
- Tüm şirketi ilgilendiren proje gruplarında İnsan Kaynakları Bölümü adına görev alarak şirket ve İnsan Kaynakları Bölümü hedeflerinin gerçekleşmesine katkıda bulunmadan sorumlu olacak
- Tercihen Eğitim Yönetimi, Performans Yönetimi, Yetkinlik Yönetimi ve Kariyer Yönetimi konularında olmak üzere insan kaynakları alanında 2-3 yıl deneyimli
- Üniversitelerin ilgili bölümlerinden mezun
- MS Office uygulamalarını etkin kullanabilen, tercihen SAP İK modülü kullanımı konusunda bilgili

**Her iki pozisyon için adaylarımızın**

- Müşteri odaklı düşünen, değişime açık, çok kültürlü ortamlara uyumlu ve takım çalışmasına inanan, sorumluluk sahibi
- Çok iyi derecede İngilizce tercihen ek olarak iyi düzeyde Almanca bilgisine sahip
- Erkek adayların askerlik görevlerini tamamlamış olması gerekmektedir

5-

**HEAD OF HUMAN RESOURCES**

- 8-10 years of proven experience in setting up HR system and processes, which includes Recruitment, Training & Development, Performance Appraisal Programmes, Designing Compensation Policies and other welfare programmes in a reputable **manufacturing** organization.
- Graduation from BU, METU, Bilkent or Koç University. MBA degree will be preferred.
- Excellent oral and written communication skills in both English & Turkish.
- Residence in **Çorlu/Çerkezköy/Tekirdağ/Büyükçekmece/Beylikdüzü** is a must

6-

**İnsan Kaynakları Uzmanı**

Grubumuz İnsan Kaynakları Birimi'nin yeniden yapılandırma çalışmaları çerçevesinde işe alım süreç ve yöntemleri başta olmak üzere tüm İnsan Kaynakları fonksiyonlarını şekillendirmek ve uygulamak üzere:

- En az 4 yıllık İnsan Kaynakları deneyimine sahip, bunun en az 2 yıllık süresini işe alma süreçleriyle ilgilenecek geçirmiş,
- Farklı tipteki iş görüşme modellerini ve yan araçlarını uygulamış,
- Diğer İnsan Kaynakları fonksiyonları olan organizasyonel yapılandırma, iş analizleri, ücretlendirme, eğitim, performans, kariyer yönetimi, özlük ve bordro işlemleri konularında bilgili ve deneyimli bir iş arkadaşı arıyoruz.

**Aday'ın ayrıca;**

- Üniversite mezunu (tercihen Psikoloji, İşletme, Çalışma Ekonomisi bölümleri) ve/veya Endüstri Psikolojisi konusunda yüksek lisans yapmış olması,
- 33 yaşını aşmamış,
- Askerlik hizmetini tamamlamış (erkek adaylar için),
- İyi düzeyde İngilizce bilen,
- MS Office uygulamalarına hakim,
- İfade ve organizasyonel ilişki yönetimi konularında beceri sahibi,
- Analiz ve karar verme yönü güçlü olması önemli gerekliliklerin başında gelmektedir.

7-

We are seeking an experienced Human Resources Specialist for our Newspaper's HR Department who will be responsible for the development and implementation of mainly Performance Management System, Succession Plans and Career Management.


## HUMAN RESOURCES SPECIALIST

(Ref: IK-02)

The candidates will have the following qualifications:

- Industrial Engineering or University degree from HR related faculties
- Preferably with relevant MBA or master degree
- Knowledge and experience about Performance and Competency Management
- Good command of English
- Good knowledge of MS Office programs (Especially Excel and Powerpoint)
- Innovative and open to learn
- Analytical thinking and team oriented
- Strong communication skills
- No military service obligation for male candidates

The appropriate candidates must apply the related advertisement until 31 July 2005 at [www.mydmg.com](http://www.mydmg.com) or [www.yenibir.com](http://www.yenibir.com)

 All applications will be treated on strictly confidential basis and all will be answered.

8-

## İNŞAN KAYNAKLARI GENEL MÜDÜR YARDIMCISI

(Ref:IK-GMY)

Şirketimizde İnsan Kaynakları Genel Müdür Yardımcısı pozisyonunda görevlendirilmek üzere Genel Müdür'e bağlı olarak çalışacak;

- Üniversitelerin ilgili bölümlerinden mezun, tercihen alanında yüksek lisans yapmış,
- İK planlama ve organizasyonel gelişim alanında bilgi ve deneyime sahip,
- İnsan Kaynakları prosedürlerinin oluşturulması ve geliştirilmesi, iş analizi, kariyer planlaması, ücret yönetimi, bütçeleme, performans değerlendirmesi, işe alım kriterleri, norm kadro, eğitim vb. insan kaynakları uygulamalarını yürütebilecek,
- İş Kanunu ve SSK Mevzuatına hakim,
- 38 yaşını aşmamış, Avrupa Yakası'nda ikamet eden, Erkek adaylar için askerlik hizmetini tamamlamış,
- Tercihen bayan üst düzey yönetici alınacaktır.

9-


**Human Resources Manager (HR-1)**  
To manage the human resources function of all our logistics operations

**Responsibilities**  
Setting-up the Human Resources Management System > Managing the Company's Corporate Governance Projects and related activities > Setting-up and managing the Performance Appraisal System > Managing and coordinating the Staff Selection Process and related activities

**Requirements**  
At least 5 years of HR experience with a minimum 2 years in a managerial position > A master or a PhD degree will be preferred for this position > Hands on experience with the Labor Law (No:4857)

**General Requirements**  
Graduated with BA, BSc or equivalent degrees > Excellent written and verbal communication skills both in Turkish and in English > Good team builder with leadership and motivational skills, ability to take initiative > Good knowledge of MS Office applications

10-

**PRICEWATERHOUSECOOPERS**   
Human Resource Services

Our client is a global leader in providing innovative systems in the retail industry through manufacturing and providing technology for retail products. As a part of their focus on adding value for their customers in everything they do, they wish to recruit a member of the Executive Team.

**Human Resources Director**

The role will mainly be responsible to direct human resources and personnel management through determination of company policy regarding employment, remuneration and work relationships. Establishment of remuneration and performance evaluation systems, industrial relations management are key operating areas. Previous experience in working with unions and collective bargaining agreements in a manufacturing environment is highly desirable.

High degree of theoretical and practical background in human resources systems and personnel administration, management role experience in the multinational company, preferably in the production organization, fluency in English are all the requirements of the job.

Strong interpersonal and persuasiveness skills, innovation and result-orientation with the confidence and decisiveness are required competencies.

Please visit our web-site [www.ikportal.com](http://www.ikportal.com) for details and apply for the position. All applications will be handled in the strictest confidence. We thank all the applicants for their interest; however only those candidates under consideration will be contacted.

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