

HRM in Turkey: Principles and Dimensions

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Research topic of study is discussing model of HRM (Human Resource Management) in Turkey. It has three dimensions: climate, context, and practices. Research method is based on qualitative research, which contains in-depth literature review. In addition, this study mentions theory and professionals. Theory building may be important for career success of professionals. Major conclusion is that firms may apply policies improving organizational climate in organizational structure to strengthen HRM.

Keywords: HRM, Turkey, model, context, performance, theory

Introduction

Schneider (1987) discusses place and person leadership in personnel psychology. Accordingly, personnel psychology is related with workplace. Personnel psychology affects mood of employees. Personnel psychology is related with social relations and workplace. It impresses attitude of employees. According to Bissen and Priya (2010), industrial psychology is related with place of work and attitudes of employees. Personnel psychology is subject of industrial psychology. It is related with the improvement of the workplace. For example, work-family balance, job-life balance, or telecommuting is associated with personnel or industrial psychology. Further, the most negative impact of scientific management on employee is fatigue. Therefore, fatigue is workplace issue and related with personnel psychology.

Importance of study is to clarify principle and dimension of Turkish type of HRM. This study addresses model and context of HRM in Turkey. Firstly, study mentions its context and model; then it discusses importance of theory in professional life of employees.

Literature Review

HRM in Turkey: Its Model and Organizational Climate

Case study method is used in the study (Arnold, 1991). Three cases are adopted from Tınaz (2009) study. And future implications determine policy of firms in HRM. Organizational climate appears on workplace through social relations. Schneider (1987) relates organizational climate with people's job attitudes. Model of this study:

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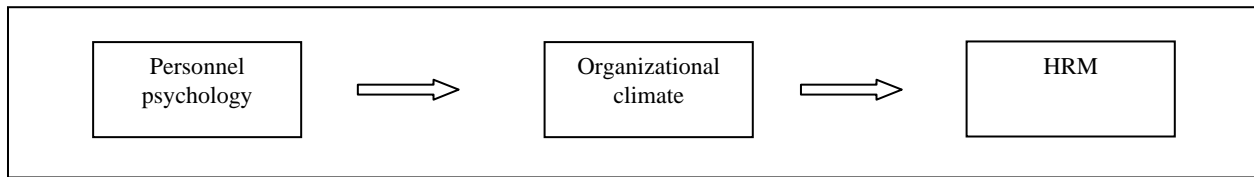


Figure 1. Organizational climate-related HRM model.

In this model, HRM invests in personnel psychology to develop positive organizational climate. For example, democratic leadership and participative management styles may affect positive mood in employees. Furthermore, HRM in Turkey adopts contextual principles, and firms apply American-based HRM practices. Specification of Turkish HRM is organizational climate. Attitudes of employees may shape organizational climate in organizations, and it (attitude) may impress personnel psychology, which was very important in early Industrial Revolution and Taylor's era. Firms in Turkey use European contextual variables in management of HR such as job security and health, trade unions, and other legal obligations. Therefore, HRM in Turkey is:

$$\text{HRM} = \text{Organizational climate} + \text{Context} + \text{Practices}$$

Figure 2. Model of Turkish HRM.

Research Methods

Research methods are qualitative-type research and literature review. Turkish HRM is reviewed through academic journals.

Research Results

Study explores model of Turkish HRM, which may be includes three dimensions: organizational climate, European context, American HRM practices. Higher education and subsidiaries of MNCs (Multinational Corporations) impact on spread of HRM worldwide, and European context impacts firms in Turkey.

Analysis or Discussion

In modern economy, employees are human capital. In Industrial age workers (labors) were human capital. However, for modern era professionals of company become human capital. This study discusses who's HR in a company. It seems professionals are human resources of company. On the other hand, actual HR of company might be managers. Managers are HR of company. Because they manage the departments. Organs of organizations are departments, and managers manage those departments. Managers are human resources, and professionals are human capital. Professionals are candidates of managerial positions. Departments might be cells and organs of company.

Therefore, professionals possess theoretical knowledge in their field. For example, if professional is accounting expert, he/she possesses accounting-related knowledge to become effective, or if he/she is HR professional, possessing HR-related knowledge. Because, becoming expert or theoretical knowledge may increase their individual performance. This part of paper may explore how a company may increase performance of manager for department. What method a company may pursue? HR may play a role in corporate governance by expert, performance, and theoretical knowledge.

Conclusion

There are four perspectives in human resources management (Rynes, Gerhart, & Parks, 2005; Betty & Schneier, 1977): contextual, configurational, universalistic, and contingency. HRM in USA tends to configurational and universalistic perspectives. European HRM has contextual, and Chinese HRM is contingency perspective. What is Industry 4.0? It may be figured with digital, technology, and human capital. Why do firms implement digital and Industry 4.0? It already existed before. Because firms aim to differentiate itself from rivals. and human capital and human resources differentiate firm in market, most prominent quality of Industry 4.0 is maybe human capital variable or human resources.

To conclude, firms in Turkey may pursue policy of organizational climate to improve human relations and impact of HRM on firm organization. In addition, for European HRM and HRM in Europe argument, European HRM might handle for firm performance orientation, which is set by Wright and McMahan (1992).

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