

## SEARCHING FOR THE STRATEGIC HUMAN RESOURCES MANAGEMENT TERMS ON TURKISH LARGE FIRMS' HRM STATEMENTS

Kurtuluş Yılmaz GENÇ\*

### ABSTRACT

The basic aim of this study is to explore the strategic human resources management (HRM) implementation level of Turkish large firms which were determined by Istanbul Chamber of Commerce (ISO) for 2010, according to the terms that were presented on their human resources web pages. In this context, basic components/characteristics of strategic HRM were searched as the variables, and related hypothesis were tested. Basic terms that were given on web pages were also demonstrated in this study to reflect firms' orientations and focus with their words. Results of the empirical study which was completed with the data collected from a sample of 70 Turkish large firms of 150 top firms population, showed no relation between the level of strategic HRM reflected in the HR statements on websites and industry, size, ownership type, age and order of the firms. Many large firms have advanced strategic HRM implementation levels which are indirectly declared.

**Keywords:** strategic human resource management, Turkish large firms, websites human resources pages.

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\* Assist. Prof. Dr at Giresun University

# TÜRKİYE’NİN BÜYÜK İŞLETMELERİNİN İNSAN KAYNAKLARI AÇIKLAMALARINDA STRATEJİK İNSAN KAYNAKLARI YÖNETİMİ TERİMLERİNİN ARAŞTIRILMASI

## ÖZET

Bu çalışmanın temel amacı İstanbul Sanayi Odası (İSO) tarafından belirlenen 2010 yılına göre Türkiye’nin büyük işletmelerinin stratejik insan kaynakları uygulama düzeylerini web sitelerinde, insan kaynakları açıklamalarındaki insan kaynakları yönetimi (İKY) terimlerini araştırarak ortaya koymaktır. Bu bağlamda, stratejik İKY’nin temel bileşenleri/özellikleri değişkenler olarak araştırılmıştır ve ilişkili hipotezler test edilmiştir. İnsan kaynakları web sayfalarında verilen temel terimler, firmaların yönelimlerini ve hangi noktalara odaklandıklarını yansıtmak üzere yine bu çalışmada gösterilmiştir. 150 en büyük Türk işletmesi yığımından 70 işletmeden oluşan örneklemden elde edilen veri ile tamamlanan ampirik çalışma göstermiştir ki; işletmelerin insan kaynakları web sayfalarına yansıyan stratejik İKY’nin genel uygulanma düzeyiyle işletmelerin sektör, büyüklük, sahiplik türü, kuruluş yılı ve büyük işletme sıralamasındaki yeri arasında anlamlı istatistiksel ilişki yoktur. İşletmelerin çoğu dolaylı olarak açıklanmış, ileri düzeyde stratejik İKY uygulama düzeyine sahiptir.

**Anahtar Sözcükler:** Stratejik insan kaynakları yönetimi, Türk büyük işletmeleri, web insan kaynakları sayfaları.

## 1. Introduction

The purpose of this study is to evaluate in what scale Turkish large firms implement strategic human resources management approach, by analyzing their human resources statements on their websites. The study will be limited to only the human resources mission statements of large firms which are found on their websites.

The study will proceed in the following manner. First, the literature on strategic human resource management will be briefly reviewed. What a human resource mission statement can include in terms of strategic human resource management will be discussed and main components of strategic human resources management which were obtained from the literature will be presented. Then, the hypotheses which were developed on the level of implementation of strategic human resource management reflected in the human resources mission statements and other variables will be given. Next, what a human resources mission might include will be discussed. After this, human resources statements as the components of strategic human resources management will be searched. Then, the hypothesis will be tested with the data which were collected from large Turkish firms' human resources statements from their websites. Finally; the results and the conclusion will be presented.

## **2. Literature Review**

In the literature there is a reality that the strategic human resources management has different definitions. Wright-McMahan (1992, p.298) defined strategic human resources management as “the model of planned human resources expansions and activities that were designed for the organization to reach its purposes”. This generally accepted definition presents two main sides of strategic human resource management. First; the integration of human resources activities with organizational strategy; second, the integration of human resources activities, internally. Besides these, the basic characteristics of strategic human resources management which differentiate it from traditional human resources management are: the interest of top management in human resources subjects or issues; having a macro perspective about human resources; the consultancy of human resources department to other departments about human resources; to take human resources activities as a whole for the organization; the acceptance of other department managers of human resources as a daily component of their work; and human resources manager's participation to organizational strategy determination process (Devanne et al., 1981; Fombrun et al., 1994; Lundy and

Cowling, 1996; Mello, 2006; Miles and Snow, 1984; Truss and Gratton, 1994; Wright and McMahan, 1992).

Focusing on long term is one of the basic dimensions of strategic human resources management (Schuler and Walker, 1990, pp.6-7). It is essential to make human resources strategic. Assessing the long term needs of a firm, and planning to respond them is one of the basic necessities of this field, and it gives the basic characteristic to the area. Focusing on the long term will take readiness to the developments and stability together, by precaution and effective planning.

Integration of human resources activities with organizational strategy (external fit) is one of the basic characteristics of strategic human resource management (Wright and McMahan, 1992, pp. 298). The adaptation of human resources implementations to the organizational strategy is called vertical adaptation (Platonova, 2005, p.11). Wright and McMahan (1992, pp.297-298) cites Guest (1989): “human resources management is fully integrated into strategic planning; that HRM policies cohere both across policy areas and across hierarchies and that HRM practices are accepted and used by line managers as part of their everyday work ”. Wright and McMahan (1992, pp.297-298), also Schuler implies that: “all those activities affecting the behavior of individuals in their efforts to formulate and implement strategic needs of business.” Liqun (2004, p.9) cites Armstrong (2001): “The purpose of strategic HRM is integration.” Schuler (1992) defined integration as; the defragment of HR implementation with policy areas, hierarchies, and with business strategy to respond to strategic needs (Schuler, 1992, cited by; Liqun, 2004, p.11).

Human resources strategy must be a part of organizational strategy. HR strategy must integrate with organizational strategy to achieve the purposes or effectiveness. For external fit human resources managers must participate in the organizational strategy determination process, and also, top managers must pay attention to human resources activities. There must be an efficient cooperation and coordination between these two areas.

Another dimension is the integration of human resources activities (internal fit) in harmony with each other within the frame of

organizational strategy so as to organizational purposes. Internal fit implies consistency among human resource management activities; it requires simultaneous action.

Moreover, the human resources department should practice the role of consultancy for human resources activities to other departments in the firm. Human resource department as an expert on strategic human resources issues should direct other departments in the frame of strategic approach to human resource activities. This is the role takes its power from the specialized knowledge that guides the organization.

In the same way, the top management should interest in the human resources. Liqun (2004, pp.10-11) quotes from Dyer and Holder (1988): HRM and strategic HRM may differ for their focused role and organizational level. Although functional managers have a secondary, supportive role in traditional HRM, they are major actors in strategy creating. At the same time, traditional HRM function being implemented by middle-level human resources experts strategic HRM decisions are relevant with resource distribution and therefore generally formulated by top management (Quoted from Dyer and Holder, 1988, by Liqun, 2004, pp.10-11).

Top management makes strategic decisions, which carry the firm to the future. Top managers should also take the initiative for strategic human resources activities with a cooperation and expertise of human resource department. Their interest encourages functional or line managers to do their best concerning strategic human resource management activities. Strategies that were set by top management; structure the human resource management department's activities and their implementations. The coordinator role of top management is also essential for an effective human resource management and organizational strategy integration.

Equally, human resources departments should have a general macro perspective for the implementation of strategic approach. Literature on strategic HRM was entirely focused on the differences between operational and strategic levels of HRM. Scholars (e.g. Huselid et al., 1997) have viewed HRM from a macro perspective; therefore strategic HRM has been defined as; the design and realization of internal coherent policies and implementations that

provide human capital's contribution to achieve organizational purposes. In this sense strategic HRM differs from traditional HRM by focusing on organizational consequences, integrating several HR functions, and with the concern of providing a more macro perspective (Platonova, 2005, p.10). Takeuchi (2003, p.1) states that macro perspective is examining HRM implementations entirely or as a system rather than analyzing sub-functional activities separately. When HRM is examined from a micro point of view, traditional HRM focuses on individuals; with a more macro approach strategic HRM uses the organization as a level of analysis (Liqun, 2004, pp.14-15; Truss-Gratton, 1994, p.666). As a result; the concept of synergy or its complementary side became especially important (Takeuchi, 2003, p.1).

At the same time, human resources departments should take human resources as an entire for the organization for a perfect implementation of strategic HRM. As Schuler and Walker (1990, pp.6-7) mentioned, when organizations implement strategic human resource management activities, they take the organization as a whole, and focus on the human resources issue.

Strategic approach of HR also requires the acceptance of human resource management activities as the component of their daily work by line managers. Hester (2005, pp.38-39) cites from Guest (1989) that: "HRM implementations should be used and accepted as a part of their daily work by line managers." Schuler and Walker (1990) point out that, in strategic HRM, human resources are identified with organizational change and integrated to entire organization; and line managers are interested in human resources (Schuler and Walker, 1990, p.7).

Finally, human resource managers should participate in human resources strategy development process. Human resource managers should participate in to the process of organizational strategy design, should present their suggestions, and views. Organizational strategy should be designed with the contribution of all of the functions of the firm for related issues, in order to reach an effective road map and a brilliant end.

### **Hypothesizes of the study**

Industry is one of the major factors that affect firms' implementations. There might be significant differences between sectors for the implementation level or expansion of strategic HRM reflected at human resources web pages. The reason for this is the conditions of sectors differ, in terms of competition, environmental complexity, environmental changeability, or stability. Different levels of stability and competition for sectors may result in different levels of strategy implementation. The integration level of functional strategies with organizational strategy may differ among sectors, so for HRM.

Hypothesis 1 (H1): There is a positive relationship between the general level of implementation of strategic human resources management reflected in the human resources statements and the industry which the firm operates in.

Age as an indication of experiences and institutionalization is an important factor for firms to implement strategic human resource management. Age or experience gives the base that allows a firm to build upon its strategies. It is a realistic approach to suggest there is a positive relationship between the age of the large firm and strategic HRM implementation. Strategic HRM implementation is also a reflection of a firm's updated agenda and its adaptation to new conditions. Age also demonstrates how firms respond to changing industrial or environmental conditions and how successfully they struggled with them, and came today.

Hypothesis 2 (H2): There is a positive relationship between the general level of implementation of strategic human resources management reflected in the human resources statements and the age of the company.

Larger firms are expected to be more advanced in strategic HRM implementation as a reflection of the requirement of their size and operations of area in terms of products and markets. Large firms' strong financial structure and resources allow them to separate a budget for any strategic action for efficiency and effectiveness; so large firms are expected to be able to implement strategic HRM for interests; and as a necessity. Therefore, it will be a realistic approach supposes a positive relationship between the sizes of the firms and

strategic HRM implementation and its reflection on web sites' HRM pages.

Hypothesis 3 (H3): There is a positive relationship between the general level of implementation of strategic human resources management reflected in the human resources statements and the size of the firm.

The order of the firms in the list of “the largest 500 firms of Turkey” was determined upon “sales from production” by Istanbul Chamber of Commerce (ISO). This rank also demonstrates how complicated/complex, sophisticated, and successful the firms are; and therefore this is also an indication of their performances. Although their position at that rank also depends on their industries, at the same time result shows how successfully managed the firms were. A successfully managed firm reflects how sophisticated the design and implementation of strategies are; and how brilliant the integration of functional strategies to the organizational strategy is. From this point of view, the hypothesis below will reflect a realistic approach:

Hypothesis 4 (H4): There is a positive relationship between the general level of implementation of strategic HRM reflected in the HR statements and the order of the firm in the list of “the largest 500 firms of Turkey”.

Ownership types affect the implementation of HRM, so the strategic HRM. State/public firms under their official structure might be ordered to use strategic HRM as a part and result of state view. Private firms might be in progress for the highly competitive environment they that they operate in. Strategic HRM implementation is essential for both group of firms but inevitably will differentiate between them, especially with a higher rate of practice for private firms. Supposing a significant positive relationship between the ownership type and environmental orientation will reflect the situation.

Hypothesis 5 (H5): The mean of implementation level of strategic HRM reflected in the HR statements on websites will differentiate for the firm's ownership type.

The importance of the study is; whether the company has a strategic HRM approach or not, if it puts strategic approach in HR on



agenda, this will be a realistic sign for the level of strategic HRM implementation of Turkish large firms.

### **3. Methodology**

In this study, the results of a research implemented on 70 Turkish large firms' websites' human resources web pages about their strategic human resources statements will be presented. The results of a research of basic strategic human resources management terms will be given below. The research process has depended on methods from published scholarly sources which are dependable and credible for the research, conducted with the web sites data collection (e.g. Bartkus, et. al. (2004). In the research process basic strategic HRM terms which are included in the HR statements were recorded as (=1); and if were not included (=0). The IBM SPSS Statistics 19 software was used to analyze the data.

The basic aim of the research was to reveal whether there is a relationship between the "general level of implementation of strategic HRM reflected in the HR statements" and the order of the firm in the list of "the largest 500 firms of Turkey", the age, size, industry, ownership type of the firm. "The general level of implementation of strategic HRM reflected in the HR statement" was obtained as the mean of: focus on long term, integration with organizational strategy (external fit), integration of the human resources activities (internal fit), the role of human resources department as a consultant for human resources activities to other departments in the firm, the top management's interest on human resources and a general macro perspective, the acceptance of human resource management activities as the component of their daily work by line managers (daily work), human resource managers' participation to the process in which the human resources strategy is determined (participate).

The research was conducted on human resources web pages of top 150 firms of Turkey which were determined by The Istanbul Chamber of Commerce (ISO) for 2010. The HR mission, vision statements, and principles of HR web pages were searched for the variables above. Terms were not separated as if they had been intended to link with strategic HRM or not; all of the words related

with variables were taken into consideration as a data. Frequencies of each variable were calculated and presented in the text; and correlation analyses were conducted to reveal the level of supposed relationships and their significance.

#### 4. Results

During the search on Turkish 150 top firms websites about their human resources statements, it was seen that only 70 of firm's web pages includes statements about their human resources implementations, their HR policy, strategy, principles, values, targets or purposes. The other 80 firms just have forms for new applications or inadequate information. In this study, sample consists of; 17 "vision" statements, 10 "mission" statements (1 of them was basic duty), 7 "strategies" or "HR strategies", 35 "HR policies", 5 "values", 4 "principles", 1 "method", and 1 "philosophy", 1 "purpose", 3 other "HR statements". Many of the firms' HR statements include more than one type statement, so they were all evaluated in the research process.

**Table: 1 Example of Expressions on Large Firms Web Pages**

<b>Examples of Expressions on Large Firms Web Pages (Frequency, %; Mean)</b>
<b>Focus on long term - Focus (61; 87.1%; 0.87)</b>
<p>"Through the ages", "vision", "on the way", "bring to the future", "reach", "maintain", "have a horizon of being an international company", "set an order", "invest to the human", "planning", "future", "target", "purpose", "aim", "commitment", "shape the future", "improve abilities", "sign all future successes of the company together with all the employees", "to become a firm which all of it's employees feel proud of", "to be the guide of employees", "we are growing rapidly", "look ahead with sure touch", "have a vision of to be the most demanded firm to work", "strategy", "mission", "achieve the position of best firms of the world in the sector...accordance to this vision our human resources policy...", "proactive", "employees that will support firm's middle and long term purposes", "continuous</p>

improvement”, “permanence of all team”.

**Integration of human resources activities with organizational strategy – External Fit**

**(47; 67.1%; 0.67 )**

“Develop human resources management strategies accordance with firm strategy”, “in accordance with the firm philosophy”, “the quality of firm and the quality of products and services is closely related with the quality of the employees”, “reach higher positions”, “reach higher levels together with the employees”, “reach purposes together”, “benefit in the best way from human resources in the process of becoming a strong, successful firm”, “use human resources productively”, “keep our firm’s excellent position in business we must improve our employees’ abilities”, “improve permanently”, “our the most important resource is our employees”, “our most important resource for a profitable and sustainable growth”, “we provide the same opportunity to all employees without paying attention to his gender, race, language, religion”, “our companies’ human resources strategy’s supports our groups business strategy”, “provide human resources accordance with our firms’ strategic plans and target...”, “work priorities...”, “provide all the employees focus on organizational strategy”, “establish HR, to retain and to take to the future”, “consolidation of knowledge about employees...”, “our the most valuable capital is the human resources”, “accordance with the firm vision, mission, work ethic, excellence, and social responsibility policies, our HRM and labor relations vision...”, “join happiness of our employees with the targets of our firm...”, “...undertake a strategic role”, “human resources policies coherent with organizational culture”, “through firm purposes”, “structuring HRM for needs”, “reaching common purposes”, “integration of personal and firm’s purposes”, “dynamic organization through strategic plan”, “HR vision integrated organizational strategy”, “the most important resource for strategic priorities”, “HR is the basic resource for competitive advantage”, HR through firm mission and vision”.

**Integration of human resources activities – Internal Fit**

**(47; 67.1%; 0.67)**

“Focus on different issues of HRM”, “focus on selection,...improvement, performance assessment...,general salary

level”, “identify the needs of training, performance management”, “career planning, the health of the employees, training, improvement”, “processing”, “international career, flexible training, rewarding systems”, “competitive compensation, permanent training for high performance employee culture, permanent improvement”, “employ the bright personnel and to improve them permanently”, “employee improvement,..., compensation,..., career observing,..., employees are supported for being innovative, quality and consumer focused”, “respect to the traditions and the values of society,..., reliability and honesty,..., teamwork and solidarity,...,permanent improvement,..., self-confidence”, “job analysis project”, “...,organizational structuring,...,training planning, job assessment, career management, performance management, selection-employment, employee planning”, “preparing employees through firm’s strategies”, “to set up HR policies and purposes to reach firm’s purposes”, “consistent HR implementations”.

**The role human resources department as a consultant for human resources activities to other departments in the firm – Consultant (35; 50%; 0.50)**

“Consult management and employees on the subject of human resources management”, “everyone is a human resources management expert”, “HR is the group of processes which are required to move the firm to a better future”, “employee improvement is one of the priorities of our human resources managers”, “all the employees...”, “provide all the employees’ focus on organizational targets, ...”, “provide cooperation among the departments, ...”, “provide equity in the organization”, “human resources department undertakes a strategic role in the firm, it is effective/active in the strategic decisions of the firm”, “consultancy and guidance for top management and employees”, “integrating departments for synergy”, “provide efficient and effective usage of HR”, “lead contribution to HR”.

**The top management’s interest on the human resources – Interest (31; 44.3%; 0.43)**

“Invest to human”, “firm’s support to employees”, “firm’s or management’s support to employees for their work and daily life”, “we, as firm’s management”, “become a firm which the employees

proud of”, “...we are growing rapidly... we employ people...we pay attention to employee diversity”, “the implementation of the decisions of management board in sensitivity”, “performance criteria let our firm to assess the management policies”, “our target as the firm...our human resources policy...”, “our/firm’s founder states that...respect to human, job and nature...”, “our firm excepts the human resources as the most important thing in the activities...”, “human resources is the most important capital”, “HR as the basic source of competitive advantage”, “management’s approach”, “respect to human”.

**To have a general macro perspective – Macro Perspective  
(67; 95.7%; 0.88)**

“Support firm’s management and employees about HR issues”, “dedication”, “focus on quality”, “focus on consumer satisfaction”, “leadership”, “transparency”, “modesty”, “cooperative activities”, “cooperation”, “firm’s presence and well-being”, “charge someone in planning, selection, employment, improvement, services units”, “the power and success of the firm”, the creativity of employees”, “employ the best personnel”, “improve employees permanently”, “set systems that will encourage success and productivity”, “corporation culture”, “corporation senses”, “support employees for the quality of work life”, “work permanently to sustain the excellent position of the firm”, “permanent improvement for the vision of profitable and sustainable growth”, “focus internal and external consumer satisfaction”, “solidarity”, “sensitivity to the traditions and values of the society”, “benefit from human resources in the most productive way and sustain this”, “create a value creating organization to the humanity...”, “make employees reach highest productivity”, “the basic target of our human resource policy is to benefit from human resources in the most productive and effective way...”, “...the quality firm’s products and services depends on the quality of the employees”, “provide efficient and effective usage of HR”, “all of the employees”, “the firm as a whole”, “management and the employees”, “a firm which all of its employees proud of”, “improve every employee as HR expert”, “our employees”, “our human resources”, “our personnel”, “corporation culture”, “HR is the group of processes to move the firm a better position”, “selection of the personnel for the needs of the job”, “...refusing discrimination among employees”, “we proud of the

diversity about our employees”, “equality of opportunity”, “quality service depends on human...”, “by creating synergy with qualified individuals we will find creative opportunities...”, “create an ambitious and decisive human resources”, “...provide synergy among the departments,...”, “consciousness of a family (to be as a family with the employees)”.

**The acceptance of human resource management activities as the component of their daily work by other department managers – Daily Work**

**(12; 17.1%; 0.17)**

“Improve every employee as a human resources expert”, “employee improvement is one of the priorities of our line managers”, “quality circles”, “let employees solve their problems themselves”, “consciousness of a family”, “coordination among line managers”, “All of the managers should act as the owner of the firm”.

**Human resource managers’ participation to the process in which the human resources strategy is determined – Participation**

**(16; 22.9%; 0.22)**

“Guide and consult firms’ management and employees”, “our companies’ human resources strategy’s supports our groups business strategy”, “...in the firm human resources undertakes a strategic role, with its proactive and innovative approach, it is active/effective on firm’s strategic decisions...”, “sharing experiences in the frame of organizational culture”, “human resources systems with firm vision”, “reaching excellency as a firm image”, “set up HR policies to support firm purposes”, “setting up a organizational culture that has a view of: HR as a strategic resource dominates reaching firm’s purposes”.

In the research process the human resources management statements for any words or sentences related with the variables were searched, and calculated. These words or sentences also reflect the approach of firms’ to human resources activities. So, the words or sentences about the variables below were found. Some of these are related with multiple variables, analyzed these kinds of words or sentences under different variables search was analyzed.

Focus on long term; integration of human resources activities with organizational strategy (external fit); integration of human resources activities (internal fit); the role human resources department as a consultant for human resources activities to other departments in the firm (consultant); the top management's interest on the human resources (interest); to have a general macro perspective (macro pers.); to take human resources as a entire for the organization (entire organization); the acceptance of human resource management activities as the component of their daily work by other department managers (daily work); human resource managers' participation to the process in which the human resources strategy is determined (participate).

As it can be seen on the frequency table (Table 1); strategic human resource management terms generally are in the context of Turkish top firms' human resource management statements. In a sample of 70 human resource management statements which are top 150 largest Turkish firms; 87.1% of firms, focus on long term about their human resources. 67.1% of firms pay attention to integration of human resources activities, policies or strategy with organizational strategy. 67.1% of 70 firms focus on internal integration of human resources activities, and state that they are trying to use various human resources management activities. Also 50% of firms' statements include the word or sentence about the human resources management department's role as a consultant for human resources activities to other departments or the management of the firm. Although firms take human resources as a whole for the organization (95.7%); in their human resources management statements they express this in a low rate. Firms have general macro perspective about their human resources. A complicated, related with other activities, related with other departments and output oriented human resource approach of firms can be widely reached on their websites. This high percent to have a macro perspective on human resources reflects how firms take HR issues so serious. This result is a sign that there isn't an official strategic approach of these firms expressed in their human resources statement on their website. Another result is about top managements' interest on the human resources. There are only 44.3% of firms HR statements include a word or sentence special to this. This is also

another evidence to reach the result that many of the firms don't have an official strategic approach expressed on their website. Only 17.1% of firms' HR statements include "the acceptance of human resource management activities as the component of their daily work by other department managers". This result presents another absence of strategic human resources approach term. Also this result strengthens research indication about the absence of a general strategic approach about human resources presented on the web sites. Last of all; as a result that also strengthens the previous results, only 22.9% of firm's HR statements includes a word or sentence related with "human resource managers' participation to the process in which the human resources strategy is determined".

**Table 2: Correlations – I**

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>1. Focus</b>	1							
<b>2. External</b>	.549* * .000	1						
<b>3. Internal</b>	.276* .021	.352* * .003	1					
<b>4. Consultant</b>	.299* .012	.517* * .000	.335* * .005	1				
<b>5. Interest</b>	.085 .486	-.050 .682	.134 .269	-.086 .478	1			
<b>6. Macro</b>	.551* * .000	.302* .011	.302* .011	.212 .079	.18 9 .11 8	1		
<b>7. Daily</b>	.175 .148	.318* * .007	.076 .531	.303* .011	.12 9 .28 9	.09 6 .42 8	1	



<b>8. Participatio n</b>	.209 .082	.236* .049	.091 .453	.476* * .000	.13 1 .27 9	.11 5 .34 2	.384* *	1
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\* Correlation is significant at 0.05 level (2-tailed).

\*\* Correlation is significant at 0.01 level (2-tailed), N=70.

As it can be seen from the table (Table 2) above; there is statistically significant relationships among strategic HRM dimensions. Harmony and consistency among strategic HRM dimension also indicates the power of general approach. This result also reveals significant evidence for the existence of strategic approach in human resources management systems. Unity among various dimensions of strategic HRM increases the power of the approach as a management tool and makes it more effective. Internal integration of HRM activities that completes organizational strategy for human resources focus with long term orientation can be expected to lead a successful organization responding environmental changes in the needed way.

### **Examples for strategic HRM statements**

These are the examples of Turkish large firms' human resources statements which were taken from their websites:

There is an entire example of human resources statements of one of the largest firms of Turkish business (Firm A): "To develop world-class policies, systems and processes, compliant with human resources polices of" main group.

"In coordination with regional and local human resources departments, to design and manage development programs aimed for different levels (skill programs, management candidate programs, upper management development programs), to support corporate growth goals,

To prepare and implement organization backup plans in global level to provide sustainable success,

To create different experience opportunities, in global level in line with the expectations of the employees and the company and to provide the development of best professionals in each level.”

This example of strategic human resources implementation reflects many basic characteristics of approach. Statement on website of that firm also implies that: Issues, related to HR applications and policies, are discussed and approved by Human Resources Committee, consisting of Chairman of the Board of Directors, Holding HR Group Chairman, CEO and HR Director, which convenes on quarterly basis.

There is an example of human resources vision: Bringing the firm “to the state of a company using its labor sources on the way to become Global Visional and preferential company” (Firm B). Another example of HR vision: “To lead contributions for education/training, development, and change of human wherever he lives” (Firm C).

An example for human resources mission statement: “To determine individual and institutional personnel needs, analyze them and to create original and contingency solutions to respond these requirements” (Firm D).

These examples all demonstrate Turkish large firms’ view of human resources as a strategic asset and how seriously they focus on the topic.

### **Results of the hypothesizes**

The results of the hypothesis are given below:

H1: There is a positive relationship between the general level of implementation of strategic human resources management reflected in the human resources statements and the industry which the firm operates in.

The first hypothesis was about strategic HRM implementation and industry relationship, and this hypothesis was not supported. The result about correlation between the general levels of implementation of strategic HRM reflected on websites and the industry (Table 3) demonstrates that; Turkish large firms implement strategic HRM regardless of industry. These activities became a part of general operations of Turkish large firms to reach their purposes and act more effectively. The top 150 large firms of Turkey, as the bases of their

success and performance, should have been integrated functional strategies to the organizational strategy, including also the HR strategy. The harmony among strategic HR strategies and their effective adoption to organizational strategy leads to superior competitiveness, efficiency and increases income from sales, providing, a general progress in firms ranking, with the contribution of other factors.

**Table 3: Correlations – II**

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>1. Strategic HRM</b>	1					
<b>2. Size of the firm</b>	-.089 .469	1				
<b>3. Age of the firm</b>	.107 .381	-.208 .086	1			
<b>4. Ownership</b>	-.021 .863	-.128 .293	-.008 .946	1		
<b>5. Industry of the firm</b>	.152 .211	-.236 .051	-.100 .413	.074 .545	1	
<b>6. Order of the firm</b>	.152 .213	-.390* .001	-.048 .694	.198 .102	.803* .000	1

\* Correlation is significant at 0.01 level (2-tailed).

H2: There is a positive relationship between the general level of implementation of strategic human resources management reflected in the human resources statements on websites and the age of the company.

This hypothesis (H2) was not supported by correlation analyses. Although it is a realistic approach to accept significant correlation strategic HRM implementations reflected on websites and the age of the company, this prediction was not responded by the results. Age, in terms of institutionalization is very important, and it is a reflection of success, appropriate decisions, and implementations or effective management. Process of founding a firm and developing is very important in terms of setting up essential bases of the firm,

therefore it is a justifiable approach to think it was realized and reflected.

H3: There is a positive relationship between the general level of implementation of strategic human resources management reflected in the human resources statements and the size of the firm.

The third hypothesis (H3) was not supported indicating that there is not a statistically significant positive relationship between the general level of implementation of strategic HRM reflected in the website HR statements and the size of the firm. Size affects all the operations, so the HR activities in a firm as the most important organizational action. The absence of significant statistical support for that hypothesis might be the reflection of the homogeneity of the practices among the firms which have very different numbers of employees.

H4: There is a positive relationship between the general level of implementation of strategic HRM reflected in the HR statements and the order of the firm in the list of “the largest 500 firms of Turkey”.

This hypothesis (H4) was not supported by the results of the correlation analyses. This finding might reveal that; although it is a realistic view to expect that top firms use more strategic approach at their human management systems; the implementation of strategic HRM is a common or general operation among top Turkish 150 large firms. Strategic HRM implementation is not related with the order; any firm as large, successful, efficient, and profitable might use strategic HRM as a management tool and reflect it on its website. The statements present a relatively homogeneous landscape among firms of the sample.

H5: The mean of implementation level of strategic HRM reflected in the HR statements on websites will differentiate for the firm’s ownership type.

Hypothesis 4 (H4) was not supported. Although ownership type was expected to affect the level of strategic HRM implementations of Turkish top large firms, the results of correlation analyses did not support this. Private firms are more sensitive to the changing business environmental conditions, so they should have more strategic approach to respond all the complexity or turmoil.

They should provide harmony among HR activities, between functional HR activities and strategies, and finally betwixt functional strategies and organizational strategy for effectiveness. On the other hand, state or public firms always feel and live the support of state behind them. States always provide support for their debts or a bailout plan as well; therefore a strategic behavior is not very essential for this type of firms to survive, but it is needed for their efficiency and profitability. Although state firms should have a strategic approach for competitiveness they might ignore this. The reason for the result that demonstrates no relation between the level of strategic HRM reflected in the HR statements on websites and firm's ownership types might be the absence of adequate numbers of state firms in the sample.

### **Conclusion**

The results of the search indicates that almost half of the top 150 Turkish large firms don't have human resources management statements that were presented on their websites, in terms of vision, mission, strategy, principle, method or value. Almost half of the firms don't present their general principles about their human resources management activities; these firms just present forms for new job applications. This circumstance might indicate that many large firms don't want to share their human resource management principles or activities, which can be a firm policy.

Human resources statements of Turkish 150 top large firms reveal homogeneity in terms of mentioning strategic HRM terms on their websites for a sample 70 firms. Reflection of terms doesn't differentiate for the age, size, order, and types of industry or ownership.

Another indication of the results is; although large firms have a general strategic approach revealed on their web pages, many of the firms don't have strategic approaches in terms of adequate basic components presented on their webpages. The reason for this can be that they don't want to share these strategies with outside world. Another reason can be that; firms did not develop strategies for human resources. This last reason cannot be real, because for the success of a firm a general strategy for all of the activities is needed. For a business success all of the units, departments must be a part of general firm

strategy and this general strategy must be also used to link the departments for a common purpose.

Neither of the hypotheses was supported. Several reasons can also be given for this result: the main reason is that; firms generally don't present their human resources strategies on their website. So there is not adequate data that is needed to support the hypothesis accordance to the idea that Turkish top firms have an official strategic human resources management implementations presented on their websites. Sample, in terms of number of statements that were analyzed can cause a result like this.

Firms must declare their human resources strategies to influence all the employees of the firm. It will facilitate the unity of a firm in today's competitive business world, as all of the departments and activities of a firm must be a part of the firm strategy and integration of all departments and activities around this strategy is vital especially for the large firms. Moreover declaration of these strategies, as missions, visions or targets is essential for any firm to influence or motivate their employees.

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