

# EXAMINATION OF THE CONTENT OF THE HUMAN RESOURCES MISSION AND VISION OF BIG 500 COMPANIES IN THEIR WEBSITE<sup>1</sup>

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## ABSTRACT

This study includes a search on the human resources vision and mission statements of enterprises which are in the extent of Turkey's Top 500 Industrial Enterprises in 2006, identified by Istanbul Chamber of Industry (ISO). In the study, the same statements of different enterprises which belong to one (same) group were evaluated as one statement. In this way, at total 23 mission statements and 32 vision statements were analysed. The statements were evaluated in the basis of the determining expressions in mission and vision statements, the words which reflects the quality of candidate employees, the words which reflects the type of the aimed employee after the process of training and improvement, and analysing the other terms. The statements in the web sites were transferred to the text without any change. The search is limited with the statements in the web sites. The interesting point of work process for researchers about this paper is that, there was no any other study in this content in literature met by the researchers.

**Keywords:** Human resources mission statement, Human resources vision statement, Top 500 industrial enterprises of Turkey.

**JEL Classification:** M12, M19

## 500 BÜYÜK İŞLETMENİN WEB SİTELERİNDE YER ALAN İNSAN KAYNAKLARI MİSYON VE VİZYON İFADELERİNİN İÇERİKLERİNİN İNCELENMESİ

## ÖZET

Bu çalışmada, 2006 yılı verilerine göre İstanbul Sanayi Odası (İSO) tarafından belirlenen Türkiye'nin en büyük 500 sanayi kuruluşunun web sitelerindeki insan kaynakları misyon ve vizyon ifadeleri incelenmiştir. Buna göre; aynı sermaye grubuna ait sanayi kuruluşlarının ortak insan kaynakları misyon ve vizyon açıklamaları tek bir örnek olarak değerlendirmeye alınmıştır. Bu şekilde toplam 23 misyon açıklaması ve 32 vizyon açıklaması incelenmiştir. Değerlendirme; misyon ve vizyon açıklamalarında belirleyici olan ifadeler, çalışan adaylarında aranan nitelikleri yansıtan sözcükler, eğitim – geliştirme programlarıyla ulaşılmak istenen çalışan tipini belirten sözcükler ve diğer terimlerin incelenmesi temelinde yapılmıştır. Web sitelerindeki ifadeler değiştirilmeden metne aktarılmıştır. Araştırma web sitelerindeki ifadelerle sınırlıdır. Bu konuda daha önce yapılmış bir çalışmaya rastlanmamış olması araştırmacılar için bu çalışma ile ilgili sürecinin ilginç yönlerinden biridir.

**Anahtar Kelimeler:** İnsan kaynakları misyon açıklaması, İnsan kaynakları vizyon açıklaması, Türkiye'nin en büyük 500 endüstri kuruluşu.

**JEL Sınıflandırması :** M12, M19

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## 1. Introduction

In companies human resources mission and vision presents a base in the process of determination of business strategies related with human resources. Operations and implementations of human resources department will be based on human resources mission and vision. Personnel will find expectations from them about their qualities, their behaviours and their future in these basic strategic orientations.

Human resource strategy is a sub component of general business strategy and it integrates and supports general business strategy. Because of this human resources mission and vision represents the consistency of human resources policies to organization's overall strategy.

## 2. Mission and Vision Statement Concept in Management Literature

### 2.1. Mission Statements

Koçel (2003; 128) states that mission statement is an explanation about a firm's reason of to exist and business type. Mission statement also declares main objective and methods of its operations. Koçel (2003; 128-129) also states about the general content of a mission statement. According to this explanation a mission statement must include these characteristics : General and operational philosophy of the firm, how firm sees itself, target customer and markets, type and quality of products and services, firm's main technologies, firm's approach about growth and profitability and firm's public image. Leuthesser and Kohli (1997; 59) argues that mission statements should contain measurable goals, differentiate the firm from others, identify the firm's aspirations rather than just its present business(es), be relevant to all stakeholders, and be inspirational. Company's stated philosophy and mission are instrumental in establishing the kind of relationship it will have with employees, customers, shareholders, suppliers, government, and the public at large.

According to Davies-Glaister (1997; 594) a mission statement may be single brief (one or two sentences) statement or a hierarchy of statements. Mission statements sometimes focus on aims, objectives, and targets (business strategy) other times focus on values, philosophy and ethics. In style they can be very vague or very specific. In content, mission statements can be aspirational or functional.

Eren (2002; 13-14) indicates that a mission statement benefits to firms in many ways:

- It provides manager's and employee's unity towards firm's purpose.
- It provides all organizational forces and motivates them.
- It helps firms to find realistic resources and to distribute them towards strategy.

- It helps firms to understand responsibility and helps managers to understand operational responsibility.

- It makes easier to determine organizational purposes and strategies.

Missions are common job and values which was determined to provide direction and significance for an organization and which differentiates the organization from others. A mission statement declares an organization's reason for existence, main purposes and targets. The content of mission statements includes target customer groups and markets, qualities of products, the philosophy, values, approaches of the firm and differences of the firm from other firms in same sector (Ülgen-Mirze, 2004:175).

A mission statement states an organization's future direction as a wide term. It is the most generalised statement of the organizational purposes and the declaration of organization's existence. A right mission statement defines organization's purpose, products and services, market, philosophy and main technology. Development of organizational mission is the main stage of strategic planning and strategic management. An organization which has no common vision has an uncertain future. It is impossible for an organization to determine the process it has made without a mission statement (Kemp and Dwyer, 2003: 636). A mission statement presents the values, beliefs, rules and policies about organization's work and defines the relationships between firm and stakeholders, employees, customers, shareholders, suppliers, state and society. The perception of mission is important, because it states the trust and belief for organization's activities. Mission statement gives spirit to the work, motivates people, and provides specialization on activities to reach organizational purposes. A mission statement integrates whole echelons of management, and provides a direction perception, and guides for decision making (Kemp-Dwyer, 2003:636).

An effective mission statement defines the main purpose of the firm. A important part of this description, indicates the content of firm activities and indicates how different service presentations is. Consequently, in simple strong terms, a mission statement declares corporation purpose (Ireland-Hitt, 1992:35). This statement presents purpose of the organization, determines the markets for the organization and reflects the philosophical premises. Also mission statements provides motivation, general direction, firm image and one or two sets of assumption about activities (Ireland-Hitt, 1992:35).

Once the mission statement defined, it will become a bottom which other activities based on. Only when the mission statement developed purposes and determined strategies can be formed in all firm departments (Ireland-Hitt, 1992:36).

### **2.1.1. Why is a Mission Statement Necessary?**

Mission statements gives any firm opportunity of to define work and business clearly, to state general purposes, to define uniqueness and distinctive competence. To get ahead of this, can require to define the field of firm (activity, geography) to explain the strategy. Mission statements also have an internal marketing value. Internal stakeholders, managers and other personnel needs a reference point to explain organizational purpose and philosophy. By this way they can contribute an appropriate corporate direction near bigger firms. It is suggested that in many organizations mission statements are internal tools which contributes managers to defend their leadership and motivates employees (Davies-Glaister, 1997: 595).

### **2.2. Vision Statements**

According to Eren (2002; 11) vision phase is very important for strategic management. Vision is a phase which includes manager's perception, evaluation, definition, explanation, sharing and intellectual processes and efforts about future operations and alternatives. Eren (2002; 12) explains quality of vision:

- It is original for every manager and leader.
- It requires perception and evaluation of all the future operations.
- Vision will gain value when it is shared.
- Vision is a main source for strategy and purposes.
- Vision gives knowledge about manager's and strategist's quality of creativeness, innovation, to accept a risk, to be a participator and to share in.

Ulgen-Mirze (2004; 183-184) explains importance of vision statements : An organizations mission statement consists of organizations purpose, targets and values. Image is also another component of vision statements. Mission reflects the reason for an organizations existence. Mission gives a direction and brings value to organization. Purpose presents the level or point which the organization wants to reach. Purpose must direct growth and development processes and reveal common values. In the process of determining organizational strategy before determining purposes targets must be identified. In a firm values represent the things which are important for managers and employees to reach the target. To identify individual and organizational values and to integrate them with vision will make managers and employees enable to focus target.

#### **2.2.1. Types of Vision**

An organization's vision can be separated in two as current vision and future vision. Also vision can be separate into types in terms of its extent, and its related hierarchical level. An organization can have local, national and global visions. Also

an organization can have vision statements on strategic business units and functional level which are different but interdependent (Ülgen-Mirze, 2004:181).

Current vision states the position of the firm. Future vision demonstrates the target point which the firm wants to reach. Current vision indicates from which starting point firm will change. Future vision states the target. First one is starting point second one is arrival point. In order to succeed in change management it is necessary to determine current and future vision (Ülgen-Mirze, 2004:181).

### 3. Mission and Vision Statements in Human Resources

We find no study on what human resources mission and vision must include. Because of this we can determine a definition by using general mission and vision definition.

Human resources mission must include firm's human resources department's reason for existence, purposes, human resources philosophy, and its image (Koçel, 2003:129). Also, human resources must present difference of firms's human resources approach (Ulgen ve Mirze, 2004:175).

Determination of human resources mission benefits to firm in many ways:

- With human resource mission human resources department's personnel can easily understand department's purposes and can easily integrate himself to this purpose.

- Human resources mission is effective in the process of determination of both department's and in general firm's image formation for stakeholders.

- Human resources mission gives a framework to firm and human resources department to operate.

- Human resources mission increases personnel's mission and improves personnel's participation to work teams.

- It facilitates the implementation of the strategic planning process.

- Human resources mission facilitates rational evaluation of activities about human resources (Koçel, 2003: 129).

Human resource vision must reflect an expectation or image of, in general the firm's (or human resource department's) future policies' and implementations' position or outlook about human resources (Koçel, 2003: 130-131). Human resources vision directs human strategies. Firm will focus on its targets about human resources with the help of human resources vision. With the help of vision human resources department will operate and behave in a rational way. Vision will motivate human resource department, will increase their performance and productivity (Ülgen and Mirze, 2004:180).

## **4. Methodology**

### **4.1. Purpose and Extent of the Research**

This study includes a search on the human resources vision and mission statements of enterprises which are in the extent of Turkey's Top 500 Industrial Enterprises in 2006, identified by İstanbul Chamber of Industry (ISO). In the study, the same statements of different enterprises which belong to one (same) group were evaluated as one statement. In this way, at total 23 mission statements and 32 vision statements were analysed.

The statements were evaluated in the basis of : the determining expressions in mission and vision statements, the words which reflects the quality of candidate employees, the words which reflects the type of the aimed employee after the process of training and improvement, and analysing the other terms. The statements in the web sites were transferred to the text without any change. The search is limited with the statements in the web sites.

## **5. Results**

### **5.1. Main Expressions in Mission and Vision Statements**

As presented at Table 1, main expressions in mission statements are about motivating employees and setting effective human resource systems. To motivate employees is seen as an main requirement for organizations to reach the purposes. With motivation also statements focus on other employee qualities.

Creating effective processes, especially to focus on education and improvement of employees and to make this a continuous process are other subjects presented in mission statements. To become a major choice for employees to work and to provide organizational commitment, to gain well-qualified workers, to provide employee satisfaction and to implement an effective employment policy, to develop right management approaches, to increase performance, to increase competitive power are the subjects which are focused on.

To give importance to be seen as one of the best choices to work, highlights firm image. The purpose of to gain well-qualified employees, is consistent with the approach which emphasizes importance of human resources to achieve targets.

All these statements demonstrates that Turkish firms highlights focusing on employees, setting up physical and other conditions to provide motivation and happiness to employees, and to gain qualified employees to the firms which will facilitate to reach success for company. In other words, according to Turkish firms main element is human, employee.

**Table: 1 Expressions Highlighted in Mission Statements**

Related Subject	Expressions From Mission Statements	Nr. Stm.
<b>To Provide Employees Motivation</b>	“To create value to the whole organization by increasing employee motivation and by improving employee skills.” (2) / “To increase employees motivation.”(1) / “To create an work environment which will motivate employees and help them to state their potential at the top level.”(6) / “To carry the to the forward with highly motivated family members.” (1) / “To provide high work quality, high motivation level, commitment and cooperation.” (1) / “To provide an creater, dynamic, intellectual, motivated, active and productive team’s permanence.” (1) / “To create motivated, leader employees to increase customer satisfaction” (1) / “To provide creater, intellectual, motivated, effective and productive firm team.”(1)	14
<b>To Set Up Effective Human Resources Systems</b>	“To set up an effective human resources system with coordination related units to provide employees happiness.”(4)/ “To set up an effective human resources system and provide it’s continuance (2) / “To improve labor relations and provide it’s continuance.” (1) / “To increase group’s competitive power with effective human resources.” (1) / To provide HR plans consistency with business policies and strategies.” (1). / “To make human resources processes ready to trace, implement, benefit and evaluate among stakeholders.” (1) / “To maintain HRM which provides global competitive advantage.”(1) / To develop human resources systems which creates value to all stakeholders.” (1) / “To develop and implement human resources systems by using modern tecnics.” (1) / “To become consultant to management and employees and to guide them.” (1)	14
<b>Creation of Effective Processes</b>	“To design and implement processes which will make employees and other all stakeholders and which will improve them.” (1) / “To improve employees’ skills.”(1) / “To make continuous training a policy.” (2) / “To provide improvement for employees who are in the system and increase their success for implementing rules and providing permanence.” (1). / “To create a corporate culture which gives value to employees and supports continuous development.” (3). / “To frame up work processes.” (1) / “To provide transparency in processes.” (1)	10
<b>To become a firm in which workers prefer to work with commitment</b>	“To become most popular firm in terms of preference to work for employees and candidate employees.” (4) / “To make employees to feel proud of being a member of the firm.” (1) / “To provide employees commitment.”(2) / “To integrate employees around firm purposes.” (1) / “To provide organizational commitment.” (1) / “To increase the international capacity of the firm by providing employees’ commitment to business strategy and by providing to improve themselves.” (1)	10
<b>Recruitment of well-qualified workers</b>	“To make personal development and education planning in order to recruitment of high quality workers.” (1) / “Recruitment of qualified employees.”/ “To provide their permanence.” (6)	7
<b>To Provide Employee Satisfaction</b>	“To provide employee satisfaction.” / “Equitable behaviour in the firm for the employees.” / “Human focused management” / “To use human resources in the most effective way.” (1) / “To evaluate carefully” (1)	7
<b>To implement an Effective Employment Policy</b>	“To present career opportunities by preparing a professional work environment.” (1) / “To locate personnel to suitable positions.” (1) / “To provide equal opportunity among employees.” (1) / “To implement an employment policy which can respond economic, social and sectoral developments.” (1) / “To employ the best employee for job necessities and firm values.” (1) / “To implement work in the frame of law”	6
<b>Exactness of Management Approachs</b>	“To create a participatory and learning organization.” (1) / “To accomodate change and development easily.” (1) / “To adopt Total Quality approach.”(1) / “To create a learning organization to use human resource effective and productive.” (2)	5
<b>To Improve Performance</b>	“To improve individual and team performance which will make firm achieve it’s targets.” (3) / “To prepare people for a real competitive environment.” (1)	4
<b>To Increase Competitive Ability</b>	“To increase organizational productivity by revaluation human resources who will maximize firm’s competitive power in frame of business strategy interests.	1

(Numbers in paranthesis demonstrates absolute frequency of expressions. )

**Table : 2 Expressions Highlighted in Vision Statements**

Related Subject	Highlighted In Vision Statements	Nmb. of St.
<b>To Become Most Populer Choice to Work</b>	“To become the best choice to work for current and potential employees.” (9). / “To become a firm which employees feel proud of being one of it’s members.” (6) / “To become a firm which people feel proud of being one of it’s shareholders.” (1)	16
<b>To Focus on Total Quality Management / To Improve Human Resources Continuosly</b>	“To apply modern human resources tactics in the frame of Total Quality concept.” (2) / “To set up, implement and improve continuously an effective human resources system which allows employees display their potential at a maximal level.” (3) / “To become a firm which creates difference in human resources processes with the principle of unconditional customer satisfaction.” (1) / “To increase employee satisfaction rates with necessary work systems.” (2) / “To improve, support and retain employees.” (1) / “In order to provide permanent competitive advantage in global competitive environment to improve human resources continuously.” (2) / “To provide human resources implementations continuance which will respond employees requirements and expectations.” (1) / “To increase current human resources’ potential, to develop harmonic and strong relations among employees, to set up human resources which have team spirit, and which is proactif and protect and carry it to future (1) / “To improve employees in the frame of business vision, support their success, motivate them and to retain competent employees inside the firm.” (1)	14
<b>Recruitment of High Quality Personnel.</b>	“To employ qualified individuals to the firm.” (7) / “To provide formation qualified workforce to provide group achieve it’s vision.” (2) / “To engage best candidates, to improve and reward them.” (1) / “To possess human resources who is well-qualified, whose carreer was planned, who was motivated, who has high-performance, creative, productive, compatible to innovations and changes, has a feeling of state of belonging to, who will provide competitive advantage. (1)	11
<b>To Set Up An Effective Organizational Structure.</b>	“To realize proper and dynamic processes which are necessary for firm purposes.” (2) / “To provide a work environment in which employees can work with productivity and creativity.” (2) / “To become a firm which is locked, equitable to it’s employees, which gives value to it’s employees, share their succses and supports them, which creates oppotunities, a safe compony.” (1) / “To become a compony in which firm values and individual values overlap.” (1)	6
<b>To Use Effective HRM Technics.</b>	“To use effective human resources tecnic.” (1). / “To apply human resource management systems according to modern requirements.” (1) / “To adopt human resource management concept in world standards in industry, to implement pioneer practices.” (3)	5
<b>Permanence</b>	“To provide permanence” (1) / “To become strategic business partner who creates competitive advantage.” (1)	2
<b>Contribution to Firm Vision.</b>	“To reach firm vision and to create solution to the global stakeholders with high performance standarts in human resources management and with human resources competence.” (1) / “To use human resources most effectively to realise firm vision.”	2
<b>Career Facilities</b>	“To create career facilities to employees who has high commitment to firm, who creates value, who takes the initiative, and whose motivation is high.”	1
<b>Specialization</b>	“To transform al the employees to expert on human resources management in order to push firm to a level in which it can direct itself without assistance of human resource department.”	1

(Numbers in paranthesis demonstrates absolute frequency of expressions.)

Expressions which takes place in vision statements was shown in Table: 2. Statements on web sites were transferred to the text without any change. In respect of Table: 2; the most sticked out expression in vision statements is “To become a firm which takes the maximal preference to work and in which employees employees feel proud of being a member of it.” The second expression



which complement this expression is “To adopt Total Quality concept and to improve human resource continuously.” The third expression in vision statements which was most-widely cited is “to take on and hire well-qualified workers in to the firm.” By setting up effective human resources management processes, and creating high level physical and social conditions firm can engage well-qualified workers and this circumstance provides a higher quality level of business processes and provides employees’ to feel proud of being a firm member. The other topics that stuck out in vision statements are these: to set up an effective organizational structure, to provide permanence, to provide assistance to reach business vision, to create appropriate career facilities to right personnel, and to provide specialization.

We can say that topics in vision statements presents that firms leans organizational success’s human side to engage well-qualified workers, and to improve them continuously and to provide employees’ satisfaction, to set up an effective organizational structure and to set up effective human resources management systems.

## 5.2. Characteristics of Candidate Employees in Vision Statements

**Table: 3 Characteristics of Candidate Employees in Mission Statements**

Characteristics	Nr. of Chr.	Characteristics	Nr. of Chr.
Well-qualified	3	Person, who is hospitable to new ideas and innovation and education.	1
Person, who applies continuous improvement as a life style	2	Person, who can use his education and knowledge.	1
Person, who can understand and evaluate the developments in it’s industry	1	Person, who has commitment to his core values.	1
Well educated	1	Person, who can state his potential.	1
Person, who monitors the world	1	Of high quality.	1
Person, who harmonized global professionalism principles and humanity values in his personality	1	The most appropriate human resources for work requirements and business values.	1
Person, who creates added value with his productivity.	1	Person, who has a target of self improvement and work improvement.	1

The characteristics which are in request from candidate employees in mission statements are to be well-qualified person, to have a ability of improve themselves continuously, to be well-educated and a ability of use this ability, to have ability of pursue the change. In a more comprehensive way we identified the characteristics which firms want their candidate employees, as presented at Table 3: person; “who can understand and evaluate the developments in it’s industry”. “who monitors the

world”, “who harmonized global professionalism principles and humanity values in his personality”, “who is hospitable to new ideas and innovation and education”, “who can use his education and knowledge”, “who has commitment to his core values”, “who can state his potential”, “of high quality”, “who has a target of self improvement and work improvement”; and also firms want “the most appropriate human resources for work requirements and business values”.

**Table: 4 Characteristics of Candidate Employees in Vision Statements**

Characteristics	Nr. of Chr.	Characteristics	Nr. of Chr.
Person, who accommodates to change.	3	Of high quality.	1
Person, who improves himself and his environment continuously.	3	Competent	1
To be a man of parts.	3	Well educated	1
Well-qualified (2) / Qualified (1)	3	Person, who has potential.	1
Clever (1) / Brilliant (1)	2	Person, who will carry firm to the future.	1
Creative	2	Person, who can respond global stakeholders expectations.	1
Quick (1) / Dynamic (1)	2	Intellectual - informed	1
Participator	2	“Best candidate”	1
Person, who has a global perspective	2	Young	1
Lyrical(1) / Emotional (1)	2	Proactive	
Person, who has a personality and education background to share company values (1) / Person, who can adapt himself to firm culture (1).	2	Reconciled with himself and his environment. (To be in tune with one’s surroundings.)	1
Specialist	1	Person, with high motivation.	1
Person, who has team spirit.	1	Curious	1

Table 4 includes the characteristics of candidate employees in vision statements. In a comprehensive way, these are: Person; “who accommodates to change”, “who improves himself and his environment continuously”, “who has a global perspective”, “who has a personality and education background to share company values”, “who can adapt himself to firm culture”, “who has potential”, “who has team spirit”, “who can respond global stakeholders expectations”, “who will carry firm to the future”. Firms also want candidate employees to be: “a man of parts”, “creative”, “well-qualified”, “specialist”, “in tune with one’s surroundings”,

“lyrical”, “emotional”, “curious”, “intellectual-informed”, “clever”, “competent”, “of high quality”, “well educated”, “young”, “dynamic”, “quick”, “brilliant”, “proactive”, “qualified”, “best candidate”.

These characteristics represent the general qualities of an ideal employee.

### 5.3. Characteristics of Target Employee Types for Education – Development Programmes in Mission and Vision Statements

**Table: 5 Characteristics of Target Employee Types for Education – Development Programmes in Mission Statements**

Characteristics	Nr. of Chr.	Characteristics	Nr. of Chr.
Motivated (6) / Highly motivated (2)	8	Intellectual	2
Person; who has commitment to firm (2) / To the firm values (2) / Person who feels proud of being a member of the firm (2)	6	Person, who takes all types of responsibility about his work (1) / Person, who knows physical, mental and social responsibilities (1)	2
Happy (3) / Satisfied (1)	4	Productive (1) / Efficient (1)	2
Person; who has improved skills (1) / Who improved himself (1) / Who does his work with high quality (1) / Advanced (1)	4	Person, who is susceptible to team work (1) / Person, who is susceptible to collaboration (1)	2
Dynamic (2) / Active (2)	4	Entrepreneur	1
Creative	3	Person, who can use modern knowledge in his work.	1
Person; who has improved performance (1) / Who reached excellent performance (1) / Who is in the optimal performance level (1)	3	Person, whose collective competencies are improved.	1
		Person, who knows physical, mental and social responsibilities.	1
Person, who has an increasing success (1) / Person, who is successful (1) / Person, who focus on success (1).	3	Person, who will increase firm's competitive force to the top level.	1
		Reliable	1
Person, who is a member of people united across firm purposes (1) / Person, who adapts firm strategies (1)	2	Person, who can use all his competencies and skills.	1
		Leader	1

In mission statements the characteristics target employee type for the process of education and development programmes are these: Generally expressions focus on the motivation of the employees. The target employee is the person; who has commitment to company and company values, who is happy – satisfied, improved himself, who makes his work with high quality, who has improved performance – who has reached optimal performance level, who is creative, successful, dynamic, active, informed – intellectual, and appropriate to firm strategies.

As presented in Table 6; firms' education and development programs are being implemented to reach that type of employee who has these characteristics : person; "who will provide competitive advantage", "who is highly committed", "who is highly committed", "who is hospitable to new ideas, innovation and changes", "who planned career", who has competence", "who has high performance", "who adapted himself to the business culture", "who adapt himself to change", "who uses right initiative", "who creates value", "who has a high commitment to firm", and also firms look for; "creative", "efficient", "qualified", "experienced", "informed-intellectual", "happy-pleased" employees.

**Table 6 : Characteristics of Target Employee Type For Education and Development Programmes.**

Characteristics	Nr. of Chr.	Characterisitcs	Nr. of Chr.
Creative	5	Person, who has high performance.	2
Efficient	4	Person, who adapted himself to the business culture.	1
Highly motivated (2) / Motivated (2)	4	Experienced	1
Qualified	3	Informed - intellectual	1
Person, who will provide competitive advantage.	2	Person, who adapt himself to the change.	1
Person, who is highly committed	2	Happy – pleased.	1
Person, who is hospitable to new ideas, innovation and changes.	2	Person, who uses right initiative.	1
Person, who planned career	2	Person, who creates value.	1
Person who has competence.	2	Person, who has a high commitment to the firm.	1

In this analysis we can see that; the characteristics of target employee type for education and development programmes in mission and vision statements are consistent with the characteristics of candidate employees the firms look for.

### 6. Conclusion

In this study, we found that only a few of Turkish top 500 firms have human resources mission and vision statements. Nine of human resources mission statements belongs to top 100 firms, six of them belongs to firms between 101 and 200 in terms of size, four of them belongs to firms between 201 and 300, one of them belongs to firms between 301 and 400, and three of them belongs to between 401 and 500 in terms of size. We can say that generally the greater firms have human resources mission and vision statements.

Most of Turkish top firms set up their human resources principles, philosophy and general HR view on their web sites but only a few of them set up their HR mission and vision. With a simple look, this result may be a sign of the thought that firms dont have a strategic view about human resources, because

mission and vision statements are the basic components of the strategic approach. But a strategic view on human resources function depends on the implementations, so it requires deeper research on HR implementations to reach this view; so this perspective cant be true exactly. In terms of another reason for his result we can think that some of the firms didn't presented their statements on their web sites. This is may be the weakness of our study to limit the research only with web sites. So further research on this topic must use several methods including e-mail, phone calling, mailing, etc. to obtain knowledge about firm's HR mission and vision statements.

Another important finding is the similarity of human resource mission and vision statements in terms of content and chosen words. We reached a parallel finding from a previous research which was on the content analysis of SMS's mission and vision statements. So; this similarity, generally depends on the wrong use of mission and vision terms or absence of competency on these terms. Many firms couldn't form their human resources mission and vision statements that fits to the literature.

For us, one of the critical points of this research process was that; we couldn't reach a previous study just on human resources mission and vision statements. Because of this we have only benefited the from the sources on general mission and vision statements (Bartkus et al., 2002; 2004; Karabulut, 2007; Noy, 1998).

Last of all as a proposition for the firms we can say; defining human resources mission and vision will benefit firms in several ways: human resource mission and vision statements will provide the integration of human resources strategy with organizational strategy. As a result of this human resources department employees and all employees of the firm will be motivated more easily. Human resources department's mission; will determine the framework for the activities, will integrate these activities and will affect current and potential employees' opinion about firm in the opposite direction.

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