

**IN TERMS OF STRATEGIC HUMAN RESOURCES, THE  
IMPORTANCE OF INDIVIDUAL PERFORMANCE  
RELATED PAY SYSTEM**

**BİREYSEL PERFORMANSA DAYALI ÜCRET  
SİSTEMİNİN STRATEJİK İNSAN KAYNAKLARI  
AÇISINDAN ÖNEMİ**

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**ABSTRACT**

*In parallel to the current developments, the human resources management the popularity of which has been increasing, thanks to the strategies to be followed, raises the competitiveness of the business. One of the things that causes this is the performance of the employees. It is known that wage and the wage system in the businesses are the most significant stimulus for the employees themselves. Individual performance related pay that can be defined as establishing relationship with the performance of the employee is taken into account as one of the most important issue that the strategic human resources management should lay emphasis. The objective of this work is to both individual related pay system which raises the productivity of the business and strategic human resources serve for the common purposes.*

**ÖZET**

*Çağımızda yaşanan yeni gelişmelere paralel olarak işletmelerde önemi artan insan kaynakları yönetimi; uygulamayı düşündüğü stratejik planlar sayesinde, işletmenin rekabet edebilirliğini arttırabilmektedir. Bu üstünlüğü oluşturan en büyük faktörlerden biriside çalışanların performanslarıdır. Performansı yükseltmedeki en önemli teşvik araçlarından birisi de ücret ve işletme içerisinde uygulanan ücret sisteminin olduğu bilinmektedir. İşgörenin gösterdiği performans ile ücret arasında bir ilişki kurulması olarak tanımlanan bireysel performansa dayalı ücret sistemi, stratejik insan kaynaklarının, üzerinde durması gereken önemli konularından*

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*biri olarak görülmektedir. Bu çalışmanın amacı, işletmelerin verimliliğini üst düzeye çıkaran bireysel performansa dayalı ücret sisteminin, stratejik insan kaynakları ile ortak hedeflere sahip bir ücret sistemi olduğunu göstermektir.*

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Waging, Individual Performance Related Pay System, Human Resources Management, Strategic Human Resources Management  
Ücretlendirme, Bireysel Performansa Dayalı Ücretlendirme Sistemi, İnsan Kaynakları Yönetimi, Stratejik İnsan Kaynakları Yönetimi

## 1. INTRODUCTION

For the businesses, wage is defined as the price of the labour, but wage management is the intersection and the synthesis of the activities of different groups who have different expectations. The businesses have been trying to find the best wage system and create new values by applying this in their businesses, and they start to regard wage as an area that they can create as the superiority of competition rather than the perception of cost. On the other hand, the employers take the wage into account as a component that increases life standards and secure their lives.

Today, the businesses determine the suitable wage system for themselves and apply it. Some of these systems; (Acar, 2007: 150-191) performance related pay system which is frequently used, ability related pay system, and competence related pay system. The pay system applied in the businesses is to be valid in all the organizations of the businesses and it can be perceived by the employees with ease. At this point, the performance related pay system is commonly preferred because of the fact that it is comprehended both by the employers as well as employees. Performance related pay system is a comprehensive system which can be used to determine the wages of each of the departments of the businesses. Performance related pay system is defined as the system which awards the workers with money who have worked above their normal working levels (Sekizinci Beş Yıllık Kalkınma Planı, 2000: 39). What lies behind the increase of the wage in organizations applying performance related pay system is considered as the award that the workers work hard to earn rather than the right distributed equally to everyone (Barutçugil, 2004: 454).

The individual performance of the employees is the formation of the total performance of the business. For this purpose, individual performance related pay system is used so that the individual can focus on the work and can deliver an outstanding performance. The basic objective of individual performance system is to support the intended way of behaviours of employees and to raise the performance as a whole. To put in another way, performance related pay aims to improve the incentives and increase the motivations of the public employees (Marsden, 2004: 350).

The efficiency of the plans related to wage is in line with the policies of the human resources that the business adapted. The department of human

resources is responsible for both enabling the employees to concentrate on their works and to control the expenses of the businesses. This responsibility is carried out by strategies prepared for the business. The functions of strategic human resources are to fulfill the employees in regards to wage, to plan their career goals, to settle the cooperation to form a good sense of organization, and finally as a parallel to all these works, to bring the business in sustainable cooperation.

## 2. WAGING

Wage can be defined as both the physical and mental price of the labour paid to the employees (Sabuncuoğlu, 2000: 209). Wage is the main basis of awarding the employees. Another aspect of wage is that it has some distributive and competitive aspects which determines the direction of the wages and the commanders of it (Grier, 1925: 519). Wage, in addition to playing a role as a means of increasing the productivity and abundance, it is also a tool that binds the employees to the business. In a way, wage is something like a reason for the employee to enter to the business and at the same time, it is the ultimate reason for himself to work perpetually in that business. Also, on condition that high pay is given to the employee, his social status will increase and he will earn esteem (Ergül, 2006: 94). When the relationship is established between employee's success and the wage, wage encourages the employee to succeed, on the other hand, if that is not the case, wage remains just a factor of hygiene (Yüksel, 2003: 221). Wage which is the embodiment of effort and labour that the employee perform is also effective in maintaining his life. From the point of view of employers, wage is an area that they can provide a superiority of competition.

Waging is also important in the application of the business strategies. Under the circumstances of competition changing constantly, the success of the strategic applications depend on the employees knowledge, ability and interests. In order that the business can reach its target, it is important to establish a relationship with these targets and the individual expectations. For this, the wage systems should be in close contact with the strategic applications (Ülgen and Mirze, 2004: 386). In the waging process, it is crucial to obey some of the principles and to reach some of the objectives. The fundamental aim is to increase the motivation of the employees by means of convenient wage system which will ameliorate the performance of the organization as well.

Some of the targets to be taken into account in the waging process are like as in the following (Alitnkesen, Web-İkademi, 2006):

- To capture the attention of the qualified employees: Wages are to be on the level that can arise the most notice of the new but qualified employees. To achieve this aim, the wage capable to compete with other businesses is to be given.

- To hold the available employees: The wages should be competitive to hold the current workers in the business. Otherwise, the labour transfer and its negative consequences will go up.
- Motivation: The wages should be encouraging, motivational enough so that the behaviours can be seen again in the future. Therefore, behaviours such as good performance, experience, dependence, and taking responsibility should be fostered with effective wage plan.
- To increase the performance of the organization: Wages given and the productivity of labour are to be organized in accordance with organizational and individual performance.

There is a strategic interaction between waging and the other principles of human resources management. Wage management that has a strong effect on the principles of human resources management is the principle of strategic human resources. Strategic wage management is the result of the perception of the strategic management on the level of the principles of organizational and individual resource management and it means that wage policy, its structure, and the systems are to be designed and applied in compatible with the organizations objectives and strategies (Acar, 2007: 33-36).

### **3. INDIVIDUAL PERFORMANCE RELATED PAY SYSTEM**

Performance related pay systems, by connecting wage and performance, include wage systems. In performance related payings, generally a part of performance management systems, the premiums and the level of salary are determined with the assessment of employees' performance according to the targets ascertained well in advance. Differentiating the wage in line with the performance related with the objectives of the work is the rationale behind the performance based paying (Kestane, 2003: 135). Performance related pay increases the labour productivity owing to the fact that price rates can be used as a controlling mechanisms for the encouragement of the most gifted workers and the method can sustain the workers to use the right amount of effort (Gielen et al., 2010: 292).

Performance related pay can be defined as the system which includes the awarding of the performance above the normal level and its applications. By means of performance related pay system, it is aimed that the employees should get a share from the increase in the service/product production and productivity by providing them a motivational tool that increases their working will and efforts (Sekizinci Beş Yıllık Kalkınma Planı: 39).

By making a distinguishment between those who work much and less, the aim of establishing a relationship between performance and wage is to develop a system that will provide a justice in wages. Only via this, the productivity of the individuals, groups, and the corporation can be activated

(Eren: 2006: 143). The relationship between wage and performance is to be clear, understandable, and indirect. What's more, this relationship founded between wage and performance ought to be comprehended by the workers accurately (Ünal, 2000: 7).

Performance related pay system is the system that contacts period and result of performance of employees for work and the employees' wage. Contrary to other wage systems, here, the performance given is regarded as the basis in the work for which the person responsible. The business, while assessing the performance of the employees and waging the outstanding performance, will not come across any difficulty and also it will carry out a judicious waging. This system contributes to the development of the employees' will to work with an outstanding performance for the business.

The organizations that want to establish a relationship between performance and wage apply various systems. These applications can be analyzed within three categories as in the following (Sekizinci Beş Yıllık Kalkınma Planı: 39);

- The relationship between performance and wage should be regarded according to the individual, group and organizational performance.
- In compatible with the way used to scale the performance, the use of scales considering the sale, profitability, cost and so forth and also subjective value judgement.
- As a reward for the successful workers, the wage is to be increased in the period of wage increase under the name of premium and bonus. For performance related pay system focuses on employees, the businesses' payroll distribution depends primarily on measuring individual performance effectively.

Individual based performance wage system is the increases in the basic salary depending upon individual performance. In this system, individual's increase of wage is determined according to the previous performance of him. However, while determining this, the future performances of individuals are also aimed to increase. Individual performance related pay system assumes that there will be a total increase in the performance of the business if individuals' working performance is increased one by one (Kestane, 2003: 135). Another objective of individual performance related pay system is to help getting the unit cost and in this context contribute to the business's profit (Bingöl, 2006: 428).

The increase in the wages' of employees, as it is done according to the competence of them, makes the employees focus on the work and internalize the values of the institution with ease.

According to Sriyan the applicability and the efficiency of the Competence related pay system which increases in line with the individual performance and which is a general method used in the increases of wages is based on the presence of the suitable performance assessment system. The objectives of the Competence related pay systems is to make some certain

changes without devastating the wage system in the wage group of those individuals (Şahin, 2010: 153).

In order that the wage management is to be applied both human resources management and the managers of the other functions should work in coordination with one another. The human efficiencies in the businesses are effective in the period of performance and they are significant in terms of the contributions to the development to the suitable decision making tools (Ünsar, 2009: 53).

Individual performance related pay system is the best system for the businesses and it is frequently used. The most important reason behind this is to ascertain fair and objective wage, to develop the relationship between employees and employers positively and to facilitate the social justice (Güldamla, 2009:27). The reasons why that wage system is used commonly are explained as in the following (Kestane, 2003: 134), (Şahin, 2010: 148), (Marsden and French, 1998: 1):

- By means of performance assessment system in businesses, the working speeds of the employees increase and they become the experts of their works. This is invaluable for the business especially in this period of sustainable competition.
- According to Randal Schule the individuals improves the team performance. Being appreciated is an important motivational tool for workers. The reward with extra wage to those who think that they work harder than their colleges will strenghten the motivation in the businesses. According to the researches conducted on this issue, it was found out that the performance was 30 % percent higher in the systems which applies performance related pay plans than those that do not use. Through this wage system, the business is aware of the qualified workers and keep them. At the same time, this system can enable the employees focus on the success.
- This system promootes the change of management culture and contemplating on the objectives and the constraints of the organization. It also motivates the employees better as a stimulus dependent on performance rather than the lenght of the service.
- The employees who do display performance sufficiently in the group or in the organization is determined and via this the working plans and costs are kept under control.
- Performance based wage, as it is done after the performance rating, during the rating process, the area research is done to motivate the employees and the ways are found to increase the expectations of the employees and their low levels of performance.
- The system, as a whole, provides warning criteria to the employees who display low performance.
- Rise of fulfillment of the employees on their works decreases complaints and absenteeism.

- In the system of performance related pay system, as the successful employees are awarded and distinguished from the others working less and take different wages, the view occurs among employees that the business applies fair wage policy.
- The system, since it evaluates the people according to their contributions, is taken into account as a fair application.

#### **4. HUMAN RESOURCES MANAGEMENT**

Human resources management can be defined as the management of activities so that the businesses can reach their predetermined goals and targets, as well as the satisfaction of the workers, their developments, motivations, and the permanency of their high performance can be provided (Dolgun, 2007: 2). The topic of human resources management is the management and the direction of the individuals in an organization (Bek, 2007: 108). Human resources, are the processes of the employment with adequate number of people, their educations, improvements, motivations, and assessments in order that the businesses can reach their targets. In other words, human resources management is a discipline which includes the activities of the supply of the necessary human resources, their employment and policy making for their development, planning, organization, direction, supervision in order to found a competitive superiority in the organization (Yüksel, 2003: 7).

What's more, human resources management contributes to a better perception of the human resource decisions by means of the sustainability of organizational performance and competitive advantage (Becker and Gerhart, 1996: 779). Today, human resources management, by keeping away being an independent function, is specialized in a limited area, and turned into a comprehensive organizational efficiency which was developed cooperatively to serve for the service of the main business and which was used to gain a competitive superiority (Barutçugil, 2004: 44). It is used to increase the employees dependence of the organizations and plays a very crucial role in the formation of organizational culture to provide this (İnce, 2005: 328).

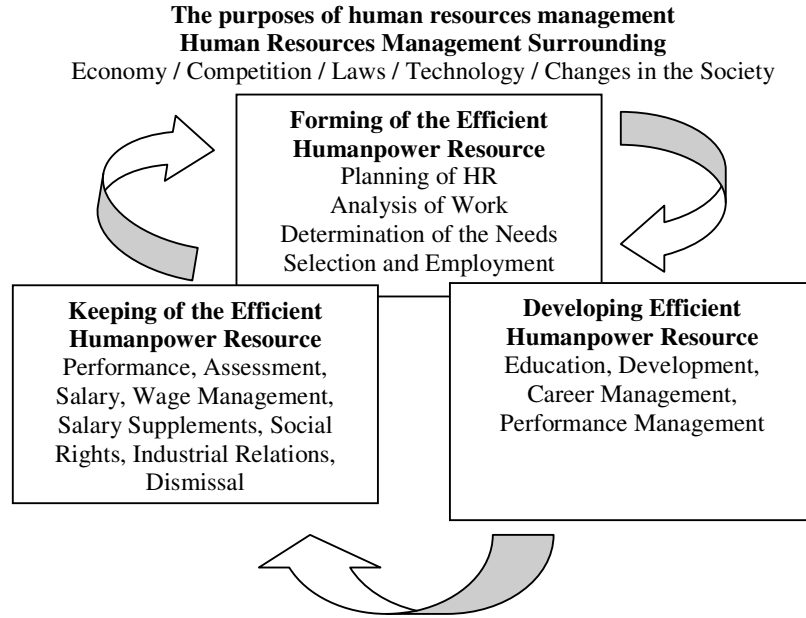


Figure 1.1: The Purposes of Human Resources Management

Source: İsmet Barutçugil, **Stratejik İnsan Kaynakları Yönetimi**, Kariyer Yayıncılık, İstanbul, Mart 2004.s.38.

Developing in the aftermath of long evolving period, in the basis of human resources management, there are two things. The first one is, from the perspective of personnel management, human resources management includes the supply of the employees and their selections, and ways, policies, and applications on the employees' getting into a job convenient for their abilities and getting promotions. The second dimension of the term is to form plans including strategic studies, the policies and applications related to human resources, plans, the relationships between employees and employers, education and improvement, and also the plans regulating the attitudes of personal against environmental and organizational developments (Bingöl, 2006: 6). Management is for the results that the institution and personnels will get. The management should start its work by considering all these results and organize the sources of the institutions to obtain these results (Drucker, 2000: 49). The institution as a social organization should be in consistence with the structure, technology, environment and human resource (Fındıkçı, 2003: 41).

The focus of the human resources management is employees who are skillful, ambitious, and productive. Human resources management should be open to changes and improvements only by means of which the business will be successful.



The linear transformation process turning into the perception of human resources management from the perception of employees' management, in the global competition, the businesses' efforts for the existence by using the resources in a best way makes this system reasonable and accelerates this transformation process. Businesses, not only regards the human resources management as a value that provides advantage for competition, but also, by placing their employees into the center, tries to find what kind of transformation processes they will be exposed to against the rapid changes of labour force. At this point, human resources management unlike from the classical employee management, plans not only for business but also for employees. Planning of human resources is to estimate the needs of the employees in an organization and to cascade the activities to meet these needs (Sabuncuoğlu, 2000: 28). The planning in the human resource management shortly is the process which means estimating the labour force needs of the business and regulating the necessary works gradually in order to meet all these needs (Budak et al., 2004: 42).

The case in parallel with the developments of organizations, the strategic human resources management is to be combined with the topic of strategic management and planning, and the process of comprehensive analysis is needed. In this context, human resources management should set and apply long lasting strategic plans rather than temporary ones.

## **5. STRATEGIC HUMAN RESOURCES MANAGEMENT**

Strategy is the accumulation of decisions which is determined to reach the goals by analyzing the activities of the rivals, which aims the ultimate result, as well as which is long lasting (Ülgen ve Mirze, 2004: 33). strategic human resources management is crucial in terms of engaging in the selection process, strengthens the security of the employment, provides sufficient development and training, reduces status differences, connects compensation directly to performance and it is the integration of the human resources management (Mayer, 2008: 1). The concept that makes a business opportunist in line with its goals is strategy (Drucker, 2000: 80). Strategy should serve for using the available resources and for benefiting from those resources in a best way.

It is a must in modern organizations that the topics related to human resources should be approached strategically. Changing environmental factors both internally and externally, the comprehensive and complicating problems, and the new perception of management and organization necessitates giving a strategic importance to human who is the the most prominent sign of competitive superiority (Barutçugil, 2004: 56-57).

Human resources management applications being free from organizational strategy are based upon valid formulas that have an impact on the organizational performance (Sayılar, 2008: 230).

The economic and social changes and technological improvements coming with globalization make the firms more dependent on human resources so as to pursue their goals. (Bayat, 2000: 84). The human resources management are of great significance in terms of overcoming the threats of global competition, getting superiority of competition, retaliating the attacks of the rivals, forming organizations that can adapt to flexible and global conditions (Bingöl, 2006: 16).

As important business policies come to the agenda, being loyal to the organization becomes more important. This perception compels human resources management to make long lasting plans for its employees and to suggest career opportunities in addition to wage satisfaction.

Dependence to the organization is the behaviours and attitudes of the individuals towards work in regards to interest, loyalty, and the belief on the values of the organizations (Yüksel, 2003: 176). Human resources management, in order to be benefited bestly from the inclinations of the employees towards the business lays a great emphasis on the strategic and career planning. Besides, strategic management helps realizing and solving the problems of organizations in an effective way.

On the other hand, society's pressure on the business from the point of view of social responsibilities increases the value of strategic planning. The main objective of human resources is to act morally and with the perception of social responsibility and to meet the needs of the that particular society by diminishing its negative impacts of the wills and pressures on the organization (Bingöl, 2006: 14).

The rise of human resources management becomes the most necessary department of the business founded not only to adapt to the external environmental conditions but also to meet the demands of the employees. Today, businesses are strongly in need of strategic planning so that they can maintain their economic presences and the human resources department in the businesses play an active role in both the decision making process of these plans and their applications.

Strategic plans should be centered on a core strategy and also a concrete construction forming with values (Fitz-Enz, 1999: 51). The plans should serve for all the activities of the businesses and should be in coordination with the aims of the each department.

The combination of human resources with strategic planning enables management gain a different approach and makes strategic human resource management more comprehensive.

Strategic management is a management type that aims to provide the survival and competitive superiority of the business in the long run (Ülgen, 2004: 34). Strategic management includes decisions and activities which help in developing effective strategies, applications, and controlling by assessing the results (Dinçer, 2003: 17). In the management of strategic human resource, all the human resource activities are rendered to be coherent with one another, and also they are provided to be connected with strategic needs of the work (Bingöl, 2006: 12).

While carrying out the management activities, the business replies to the opportunities and threats with its strategies. For this purpose, strategic human resource management is the processes that associates and reconciles the available studies and the anticipations of human resources with the strategic tendencies of organizations.

The businesses use the association of wage and performance increase as a strategic tool so that the organization can reach its goals. Strategic human resources compares the expected and the real performances of employees with the studies of success and performance assessment. Employees are rewarded based upon these differences or if any deficiencies exist, necessary precautions are taken (Fındıkçı, 2003: 69). Strategic human resource depicts the organizational fit and flexibility (Wright and Snell, 1997: 7).

## 6. CONCLUSION

Strategic approach, instead of being a department serving in expertizing and support in a limited area, makes the department of human resources a powerful center which integrates it with the organization, carries its vision, mission, and objectives to the whole departments and individuals. Strategic human resources management aims to coordinate the strategic aims of the business and the productivity of the workers. The strategic approach towards human resources, in addition to considering the investments to the human resource, emphasizes to what extent the human capital is important for the businesses. The businesses use mainly performance related pay policy so that they can stick employees to work. They can get the highest working efficiency on account of the fact that individual performance related pay system is compatible with the policies of strategic human resources management and serve for the same purposes. These are;

- By exposing the employees to education, strategic human resources makes its employees qualified, able, and renewing himself, but individual performance related pay system reflects the wage of the employees depending upon the level of the efficiency that this employee gain during that education. Individual performance related pay system supports the education process that the human resources give and emphasizes the importance of the education in terms of employee.
- As individual performance related pay system satisfies the employees in terms of wage, it makes the employee more dependent on the business. One of the objectives of strategic human resources is to decrease the speed of employees' take-over and to keep the strike and abstenteeism at a minimum level. With the wage system, this is succeeded, the employees know that he will be rewarded in return to his work.
- In these two systems applied, the cost is calculated by taking the sustainable competition and the superiority of the competition into account. In the individual performance related paypolicy, the average

employee is exposed to traditional wage system by means of which he is not a burden for the business. In the strategic human resources, the costs are decreased by finding solutions to the problems in the processes of cost increase and the working process itself. With the decrease in the costs, the costs of the product and the service also decreases, the business increases its market share.

- While strategic human resources strive hard to get benefit from the available capacity, the individual performance related pay policy wishes that the employees ought to work as hard as possible. If the topic is productivity, the wage policy applied by the strategic human resources is supposed to be based upon individual performance.
- Strategic human resources and individual performance related pay system will make the employee focus on the work, and they are in collaboration with each other in the job security, duty and risk sharing, and the other issues that increase motivation.
- The business determines its policies depending upon the reactions of external environment, also it applies performance related pay system by considering the works of unions.
- The assessment of performance, one of the problems of strategic human resources, is carried out more effectively in the businesses which adapts the performance related pay systems and the feedback of the assessment is easier owing to the fact that the applied wage policy and the criteria of performance are determined with ease.
- In both of these systems, the main character for the business is the employee himself and the way of the foundation is from subunits to the other ones. In the process, starting with the objectives of the employees who are in the subunits to the other senior ones, the methods to be applied are ascertained.

As deduced from the items above, individual performance related pay policy serves for the objectives in the plans of the strategic human resources and facilitates the processes of the methods used. All these things pave the way that in the human resources department that takes the most active role in businesses, the system to be applied is performance related pay system.

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