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The New Dimensions To Job Requirements In Turkey: The Case Of Human Resources Magazines

Assist. Prof. Dr. Emel ÇETİNKAYA
Sakarya University

Assist. Prof. Dr. Yasemin ÖZDEMİR
Sakarya University

Dr. Cemal İYEM
Sakarya University

Sümeysra Alpaslan DANIŞMAN
Sakarya University

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Makale İçin İletişim/Correspondence to:

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Sakarya University

Özet:

Bu çalışma ile Türkiye'deki insan kaynakları (İK) gazetelerinden hareketle 1995 ve 2008 yılları arasında insan kaynaklarında aranan niteliklerin değişim ve gelişiminin incelenmesi amaçlanmaktadır. Bu nedenle, insan kaynakları gazetelerinde yer alan iş ilanları ve iş dünyasında ortaya çıkan iş gerekliliklerindeki değişim değerlendirilerek analiz edilmiştir. Araştırmanın örneklemini tesadüfî olarak olarak belirlenmiş ve seçilen iş ilanları içerik analizi kullanılarak incelenmiştir. Araştırmada esas itibarıyla iş gerekleri, bireysel, entellektüel, duygusal ve sosyal gereklilikler şeklinde sınıflandırılmıştır. Araştırma bulgularına göre, iş gerekleri 1995 ve 2008 arasında çok büyük bir değişim göstermemiştir. Ancak, insan kaynakları gazetelerinin geçen yıllar boyunca tüm insan kaynakları fonksiyonlarının gerçekleştirilmesi ve özellikle insan kaynakları temin ve seçimi için önemli bir platform ve aktör haline geldiği görülmüştür.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, İş Gereklileri, İK Gazeteleri, Türkiye.

Abstract:

This study aims to investigate the change and development of human resources (HR) requirements between 1995 and 2008 with respect to human resources newspapers in Turkey. Therefore, analyses were done on the assessments regarding job postings in human resources newspapers and the change in job requirements occurred in the business world. The sampling of the research was done randomly and the job postings were examined by using content analysis. As a main dimension of the research, job requirements were classified as individual, intellectual, emotional, and social. According to the findings, job requirements did not undergo majority changes between 1995 and 2008. It can be said that HR newspapers have become an important platform and roleplayer for all HR functions and especially for HR recruitment and selection during the passing years.

Keywords: Human Resource Management, Job Requirements, HR Newspapers, Turkey.

* An earlier version of this paper was presented at The 6th International Critical Management Studies Conference and was published as an abstract (13-15 July 2009, Warwick Business School, The University Of Warwick, UK).

1. Introduction

Globalization and economic, social, and cultural factors have affected organizations, work life, jobs, and therefore job requirements as well. Organizations are looking for human and client based organizations to get and maintain a competitive advantage over their rivals. The interaction between these components has changed human resources management and its functions, resulting in changes in job features, organization structure, and job requirements. The goal of the change in the organizations and so in HR functions is to gain individual and organizational effectiveness. These need integrated HR functions like training and development, career development, and organization development (McLagan's, 1989; Wasti et al., 2008). Therefore organizations require human resources who have the qualifications to contribute to these organizational goals. As a result, organizations have started to hire human resources who have different features to fulfill the job requirements, and they are using new selection sources, like consultants, web sites, and human resources newspapers. In Turkey, it is possible to see the same changes in human resource management.

In Turkey, HRM gained more conceptual importance during the 1980s. After 1990 and during the ensuing decade, it was one of the very important functions of business. This situation has affected management approaches and this function has been so important for managers and human resources. Consequently, the HR activities have changed, and of course so have the factors that have effects on HR. For instance, during the late 1990s, HR newspapers had an important impact. In this study, firstly a general conceptual frame has been structured and then comparative research has been done with respect to HR newspapers.

2. Theoretical Background

Economic, social, cultural factors, the rapid development of technology, and globalization in recent years have affected work

life and its parties, jobs, and job requirements. As a result of this change, the features of labor force, employment methods, and the ways of providing these features, methods of organizing, and understandings of administration have also changed. New professions and profession families have also arisen (Keser, 2003). As a result of the changes and technological developments in recent years, the qualifications required for applicants have increased. Nevertheless, the methods and instruments used for employee applications and selection have become varied.

HRM is a system consisted of sub-processes/functions that help the organization meet objectives. These sub-processes are job analysis, HR planning, recruitment and selection, performance appraisal, training, reward systems.

In this part; the job analysis and job requirements, human resource recruitment and selection will explained as related HR functions and the focus concepts of this study related with HR newspapers.

Job Analysis

Job analysis is a systematic exploration of the activities within a job. It is a technical procedure used to define the duties, responsibilities, and accountabilities of a job this analysis involves the identification and description of what is happening on the job ... accurately and precisely identifying the required tasks, the knowledge, and the skills necessary for performing them and the conditions under which they must be performed (De Cenzo & Robbins, 1999: 139). Shortly, Job analysts gather information about jobs and jobholder characteristics. The information gathered from the job analysis is transformed into job descriptions, job specifications/job requirements and job standards (Werther & Davis, 1993: 135).

In this context, the application of job analysis techniques makes the implicit assumption that information about a job as it presently exists may be used to develop

programs to recruit, select, train, and appraise people for the job as it will exist in the future (Schneider & Konz, 1989: 51-63). Therefore job analysis seems to be the main step for all HR functions especially for HR recruitment and selection.

Job Requirements

HR specialists must know what each job requires to match job applicants to openings and applicants. Recorded job information plays a crucial role because it influences most HR activities like evaluating how environmental challenges or specific job requirements affect individual jobs, workers' productivity or quality of work life, eliminating unneeded job requirements that can cause discrimination in employment, discovering job elements that help or hinder the quality of work life, planning for the future HR requirements, matching job applicants and job openings, determining training needs for new and experienced employees (Howe, 1988 from Werther & Davis, 1993: 126-127).

Work life and organizations have changeable characteristics, which can affect the role and the practices of HRM. All these results are caused by several kinds of factors, such as workforce demographics, attitudes, values, technological changes and their usage, and globalization and all the factors it affects, such as increasing competitive pressure, outsourcing, and the global workforce. All these changes have a great impact on human resources and human resource functions, like recruitment and career management (Burke & Ng, 2006). In general, business life and human resource functions are affected by the intensity of competition and changes in administration features. Not only technical knowledge but also creativity, analysis ability, use of knowledge, and effective human relations are necessary, too (Filizoz, 2008).

In the labour market during the researches about the individual qualities, in frame of needs of business market, skill society was created as a result of ability focused econo-

mical approach (Sennett (2006) from Emirgil, 2010: 228).

Technological and scientific developments bring new jobs, new career and occupations in the same time. Although the traditional occupations and jobs subsist, the number of expertise areas are increasing and the usage of the tools and methods is changing and varying. In other words, the content of the jobs is changing. Therefore this situation cause a change in the skills of the employees that the managers require to hire (www.yenimakale.com, 2010).

A survey conducted in USA revealed that the employers demand some new skills from their employees. The demand for people with higher education, to research implement and maintain new technology, has created a 'new division of labor'. Levy & Murname (2004: 3-34) describe how the increased use of computers corresponds to an increased demand for a higher skilled workforce. 'Expert thinking' is required to know a technology, a product, a process and to interpret data or situations and solve problems. Rapid technology change raises the value of verbal and quantitative literacy. However, the new technologies open doors. In this context, they require a higher skilled workforce that can bring 'expert thinking' and 'complex communication skills' to the job. A proportionately smaller and higher paid class of employee, a 'new division of labor' has been created in U.S.A.. In addition these functions have redefined many job titles, now classified as information technology job titles. From example; official automation and organizational reconstruction changed the roles of the secretaries ve they undertake new responsibilities. Many of them provide educational and orientational support for new employees and learn how to use new office technologies(Levy and Murname, 2004: 3-34).

According to a research conducted by Monster, one of the greatest e-career giants, the most important person specifications that requested by company recruiters, except

technical skills, are following: 39% communication skills, 29% practical skills, 10% tendency to team working , 10% analytical skills, 6% initiative and 1% leadership (www.bilgicagi.com, 2010).

The job requirements classified in several ways in different studies. Individual requirements are the main requirements mentioned for all jobs. But some academicians underline the importance of intellectual capacity (Nahapiet & Ghoshal, 1998), the others underline the emotional intelligence (Mayor et al., 2000) and the rest underline the importance of social qualifications (Baker, 1990) as job requirements to meet the job standards and organizational goals.

Requirements are classified as individual, intellectual, emotional, and social. This classification is done by researchers for investigating the context of job requirements with the help of content change of job requirement since 1995. Job requirements are categorized according to today's popular topics that directly affect the human resources of organizations. And also the categorization done by researchers is for proposing a new perspective for requirements characteristics.

Individual requirements include all of a candidate's personnel information. It is a crucial category that can be evaluated according to different aspects. Age, a driver's license, experience, inexperience, military service, residence, gender, and traveling are included in individual requirements.

Intellectual requirements form the second cluster, which emphasizes the importance of the intellectual capital concept. Knowledge is one of the key resources examined by economists. Intellectual capital is about the knowledge and knowing capability of a social collectivity, such an organization (Nahapiet & Ghoshal, 1998). It is based on knowledge, particularly regarding skills and capabilities. In consequence of this concept, education degrees, foreign languages, analytic thought and analysis ability, researching, information technology, discipline, objectivity, a desire to learn, problem-solving, fo-

cus on results, and timing ability are in the cluster of intellectual requirements.

The third cluster is about emotional requirements. This category reflects the increasing importance of emotional intelligence. Mayor, Salovey & Caruso (2000) define emotional intelligence as the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others. The emotional requirement cluster includes being adaptive, devoted to business, strategic, creative, reformist, and dynamic, as well as demonstrating entrepreneurship, a vision, initiative and responsibility, leadership, motivation, and an interest in art, sports, etc.

The fourth cluster focuses on social requirements, which reflect the importance of the social capital concept. Social capital is related with the development of human resources on organizational performance (Baker, 1990). The metaphor of social capital means the people who do better are better connected. Certain people or groups are connected to certain others, trusting, supporting and being dependent on exchange with certain others (Burt, 2000). Social capital has increasing importance, and it includes skills about relationships, networks and groups. For this reason, communication and persuasive skills, diction, focus on customers, human relations, being presentable, and team work are in the social requirements' cluster.

Recruitment and Selection

Recruitment is the process of finding and attracting capable applicants for employment. It is important to find the best and most experienced applicant and preparation and selection are crucial because an organization can be no better than the people it hires (Werther & Davis, 1993: 202). The recruiters identify the job openings through HR planning or requests by managers. After identifying openings, the recruiter learns what each job requires by reviewing the job analysis information, particularly the job descriptions and job specifications in other

Table 1
Recruitment Sources

Method	1995	2000	2005
Internal sources	53	53	51
Consulting firms	22	22	17
Advertisements in national newspapers	18	18	15
Personal advices	15	5	6

words the job requirements . This information tells the recruiter the characteristics of both the jobs and fullfill them (Werther & Davis, 1993: 195).

Organizatons use several sources to find the suitable applicants and advertisements are one of the principal sources of recruiting employees (De Cenzo & Robbins, 1999: 161).

According to Cranfield International Strategic HRM Survey, organizations in Turkey use the following sources (Uyargil et al., 2006):

As it is seen in the table, advertisements in national newspapers is the third important HR recruitment source.

The companies have also started to use new methods, such as HR newspapers and HR web sites, in order to find new candidates. In Turkey, job adverts first started to be published in the "yellow pages". Recently newspapers with high circulation rates have started to publish special attachments named "human resource supplement" that are only about work life and HR adverts. Organizations prefer using newspapers and the internet for recruitment and selection of HR because of low costs and the ability to reach many candidates at once. Also nowadays newspaper adverts are still very important because of the internet's low usage rate in Turkey (Basim et al., 2008: 37-38). HR newspapers first published in the mid-'90s have been reflecting these alternations and changes very well. HR newspapers are extremely important in terms of following the emerging sectors and the companies that are new and enhancing their investments in the markets. In connection to this, it is also sig-

nificant for following career opportunities. Changeable identifications of advertisements and articles concerning business life that have taken part in HR newspapers demonstrate the importance of human resources.

On the other hand, the companies putting adverts in the HR newspapers introduce themselves in their adverts. These companies are acting with an awareness of the importance of finding the right candidate in the new economy for efficiency and continuity. Above all, the companies are aware of the fact that they are also subjected to selection (Hurriyet, 2002). In the overall survey that "Yenibiris.com" and "CRC" did in 2006, it has been seen that the most common method of job-searching and candidate-finding is printed media. HR sites are the second most common method, and seeking a job through a contact is the third. Those getting a job through printed media comprised 16 percent of the people surveyed; those through an HR site, 14 percent; those through HR consultancy companies, 4 percent; and those who applied through the company's own website, 3 percent (Hurriyet, 2007).

The results of these surveys show that HR newspapers have an active role in HRM in Turkey, therefore in this study HR newspapers are the one of the main area to see the new dimensions of the job requirements.

3. Research Methodology

Aim of Research

This study aims to reveal the new dimensions of the job requirements by analyzing job advertisements published in HR news-

papers during the period of 1995-2008. In this context, analysis will be conducted on the assessments regarding job postings in human resources newspapers and the change in HR in the business world. The context of the research is determined by casual sampling and the job postings are examined by using content analysis.

Method of Research

In this research, secondary data from HR newspapers are used (Altunisik et al.,2005: 64). Through the views of researchers with casual sampling, the journal first put on the market with the highest circulation between the HR newspapers in Turkey has been preferred (Altunisik et al.,2005: 132). In this research, content analysis, which is a type of qualitative method, is used (Yildirim & Simsek, 1999). According to this study's aim and to the characteristics of the datas, the content analysis seems to be the most suitable method. In particular, the presence of a linguistic perspective is the reason of the preference of the analyzing method. The content analysis identified in technical context is used on secondary data in HR appendices (Phillips & Hardy, 2002; Holsti, 1969; Luborsky, 1994).

Content of Research

Regarding the evolution of human resources, the discourses of the researchers are in the content of the research. HR Newspaper X, published since 1995, forms the sampling of the research because it was the first journal in Turkey in this market, and it is one of the leading newspapers regarding the number of editions. The editions between 1995 and 2008 are evaluated regarding reflection method of the evolution of HR.

Constraints of Research

Two constraints can be mentioned in this research. First, since the content of the research is broad and the continuum of the design and analysis of the work are short, there is a time constraint. Second, a human resources appendix will be analyzed by Delibe-

rate Sampling. The reason for using the appendix of HR Newspaper X is its being the best in this field.

Findings

In total, 400 job advertisements (200 from 1995 and 200 from 2008) have been investigated so far during the research. The first obvious change was that in 1995, all applications were for Personnel Management, but in 2008, the applications were for HR management. In addition, there were some company introductions in the advertisements in 2008. This has an important effect on the processes of providing and choosing employees. This effect can be seen easily in the chart below (Table 2).

An analysis of the newspapers' advertisements revealed the four main groups of requirements that candidates should have:

- 1- Individual requirements
- 2- Intellectual requirements
- 3- Emotional requirements
- 4- Social requirements

The most important findings about the requirements are described below:

Individual requirements: Experience was the most important qualification in both 1995 (72%) and in 2008 (77.5%). The importance of military duty and age has decreased between 1995 and 2008. Some requirements, like gender, residence, and inexperience, are only mentioned in the advertisements in the appendices of 2008.

Intellectual requirements: Education was mentioned with a rate of 96.5% in 1995 and 83% in 2008. Foreign language was mentioned with a rate of 85% in 1995 and 96% in 2008. As seen in the table above, education and a foreign language are two qualifications that were mentioned more often in 2008 than in 1995. Technological knowledge is also sought more in the advertisements from 2008. The advertisements which have been given importance to the analytical thinking grew 6 times more than 1995 in 2008. Some requirements were only mentioned in

Table 2
The Frequency of Job Requirements between 1995 and 2008

Job Requirements	1995		2008	
	n (*)	% (**)	n	%
Individual Requirements				
Experience	144	72	155	77.5
Traveling	55	27.5	45	22.5
Military Service	94	47	41	20.5
Driver's License	13	6.5	23	11.5
Age	45	22.5	6	3
Gender	-	-	5	2.5
Residence	-	-	4	2
Inexperience	-	-	4	2
Intellectual Requirements				
Foreign Language	170	85	192	96
Education	193	96.5	166	83
Information technology	39	19.5	65	32.5
Analytic thought and analysis ability	5	2.5	29	14.5
Researcher	-	-	10	5
Focus on results	-	-	9	4.5
Desire for learning	-	-	8	4
Objective	-	-	7	3.5
Problem-solving abilities	-	-	6	3
Disciplined	-	-	3	1.5
Timing ability	-	-	3	1.5
Emotional Requirements				
Dynamic	50	25	24	12
Having initiative and responsibility	11	5.5	16	8
Creative	13	6.5	6	3
Entrepreneurship	7	3.5	5	2.5
Devoted to business	4	2	4	2
Leadership	-	-	15	7.5
Being strategic	-	-	5	2.5
Motivation	-	-	5	2.5
Self-confidence	-	-	4	2
Having a vision	-	-	4	2
Interested in art, sports, etc.	-	-	4	2
Reformist	-	-	3	1.5
Adaptive	-	-	2	1
Social Requirements				
Team work	15	7.5	43	21.5
Communication skills and persuasiveness	22	11	32	16
Presentable	34	17	8	4
Human Relations	-	-	22	11
Diction	-	-	13	6.5
Focus on customers	-	-	9	4.5

*how many times the requirement is mentioned in the advertisements

**the rate of the requirement mentioned in 200 advertisement (n/200)

the advertisements in the appendices of year 2008. These included being a researcher, disciplined, objective, having a desire for learning, problem-solving abilities, focusing on results, and timing ability.

Emotional requirements: Advertisement from both 1995 and 2008 are looking for the candidates to devote themselves to their jobs. The demand for creativity and dynamism decreased from 1995 to 2008. Taking self-responsibility did not show a great increase during the from 1995 to 2008. The requirements like leadership, being strategic, motivation, self-confidence, having vision, interested in art etc., reformist, and adaptive are only mentioned in the advertisements in appendices of 2008.

Social requirements: Looking at the advertisements, it is clear that employers are increasingly looking for candidates who have successful communication skills. Being presentable has shown a substantial decrease from 17% in 1995 to just 4% in 2008. "Being a member of a team" has been nominated 2 times more in the advertisements from 2008. Some requirements, like human relations, diction, and focus on customers, are only mentioned in the advertisements in the appendices of 2008.

As a result of all the changes, we can expect that requirements have to change into increasing level either. However, especially in intellectual, emotional and social requirements mentioned skills did not increase, even some decreased during the passing years. As can be seen on the chart of results, some requirements were desired less in 2008, such as creativity, and entrepreneurship, and being dynamic. This may be because these skills are now being seen as indispensable for an ordinary employee. But, we can easily see that many specialties have been nominated in 2008 but not in 1995.

These are:

- Intellectual requirements: researcher, disciplined, objective, eager to learn, problem-solving abilities, focusing on results, good timing skills.

- Emotional requirements: adaptiveness; being strategic; having a vision; interest in sports, art, etc.; leadership; motivation; self-confidence; and being reformist.
- Social requirements: diction and client focusing.

When the HR newspapers are being sought with more global view, it can obviously be seen that more importantly than advertisements, they have become the actors of business world. We can say that with the education programs for the candidates and evaluations about the business world, these newspapers are really an important platform.

4. Conclusion

It has been believed that the process in which the evolution of the changing areas reflected from the perspectives of workers happened in HRM has been changing lately. In this sense, the importance of the HR newspapers has been increasing regarding both being a resource of ensuring and selection and career planning. The discourse changes regarding the practice, the featured dynamics, and the change of emphasis from 1995 until present are determined.

This study focused on changes in human resource features. Although the changes can be evaluated by various methods and criteria, this paper focused on job requirements as indicators of change. Job requirements were investigated by examining human resource newspapers. With the help of HR newspapers, it has been analyzed on a current source that is presented by important actors of business life such as managers, consultants and academicians.

According to the findings, individual requirements have not changed in any revolutionary way. Similar requirements are valid and effective for both 1995 and 2008. In addition, inexperience, residence and gender are effective in 2008. It shows that not only experienced people are sought, but also inexperienced people as well. Firms want to educate new graduates in training systems

and developmental programs of organizations. According to the intellectual requirements, being a researcher, disciplined, objective, desire for learning, problem-solving, focusing on results, and timing ability are popular in 2008 compared to 1995. Intellectual abilities and competence are becoming more important day by day.

According to the emotional requirements, being adaptive and strategic, having vision, interest in art and sports, leadership, motivation, being reformist, self-confidence are some of the current requirements. It is the evidence of more detailed features is priorities for organizations about emotional competence. Also emotional features are evaluated as more important than intellectual capacities. Because firms provide training programs for personal intellectual improvement but emotional improvements cannot be provided by external programs because they are completely related with internal abilities.

In the end, social requirements looked similar, but the year 2008 saw the additional requirements of diction, a focus on customers, and human relations. These features are related with social intelligence, popularly known as intelligent quotient (IQ) and emotional quotient (EQ). It can be thought that HR managers will use intellectual, emotional and social quotients. Therefore, requirements will undergo a change according to the internal and external dimensions of organizations.

This study was researched in a short time with some restrictions. But it has the capacity to contribute to further research in many aspects of HR newspapers and job requirements. For instance, not only 1995 and 2008 years could be analyzed, but also all the years between 1995 and 2008 could be analyzed in order to show various trends of change. This study was based on content analysis, and it can also be based on discourse, metaphor, and meaning analysis. This study can be developed with new dimensions and effective factors.

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