

THE EVOLUTION OF HUMAN RESOURCE MANAGEMENT IN MANAGERIAL THINKING

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Abstract

Today, to maintain their lives and achieve sustainable competitive advantage that are their most basic goal, organizations have started to give more importance to 'human resources'. In modern day, human beings have become valuable assets located at the center of organizations and seen as the strategic partner and resource. The reasons why the man was seen as an expense item, a mere muscle power and a cog in the machine in organizations and working life in the past, and as a valuable and strategic asset today, and what are the factors effective in this change, are the main problem and curiosity of this research. In this context, the aim of this research is to examine the evolution of human resources from past to present and the factors affecting this evolution. It is thought that the conceptual examination and drawing of a portrait of the evolution from personnel management to digital human resources management will contribute to the literature and give an idea to the sector representatives and those concerned, and the study is considered important in this aspect.

Keywords

Personnel Management
Human Resources Management
Electronic Human Resources Management
Strategic Human Resources Management
Digital Human Resources Management

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YÖNETSEL DÜŞÜNCEDE İNSAN KAYNAKLARI YÖNETİMİNİN EVİRİMİ

Öz

Günümüzde örgütler, en temel amaçları olan yaşamlarını devam ettirme ve sürdürülebilir rekabet üstünlüğü elde etme adına 'insan kaynağına' daha fazla önem vermeye başlamışlardır. Zira günümüzde insan, örgütlerin merkezine konumlanan, stratejik bir ortak ve kaynak olarak görülen, değerli bir varlık haline gelmiştir. İnsanın, geçmişte örgütler ve çalışma yaşamında bir masraf kalemi, salt bir kas gücü ve makinenin bir dişlisi gibi görülmesinden, günümüzde değerli ve stratejik bir varlık olarak görülmesinin nedenleri ve bu değişimde etkili olan faktörlerin neler olduğu bu araştırmanın temel problemi ve merak konusunu oluşturmuştur. Bu bağlamda insan kaynağının geçmişten günümüze evrimini ve bu evrimi etkileyen unsurları irdelemek bu araştırmanın amacını oluşturmaktadır. Personel yönetiminden dijital insan kaynakları yönetimine evrimin kavramsal olarak incelenmesi ve bir portresinin çizilmesinin literatüre katkı sağlayacağı ve sektör temsilcileri ile ilgililere fikir vereceği düşünülmekte, çalışma bu yönü ile önemli görülmektedir.

Anahtar Kelimeler

Personel Yönetimi
İnsan Kaynakları Yönetimi
Elektronik İnsan Kaynakları Yönetimi
Stratejik İnsan Kaynakları Yönetimi
Dijital İnsan Kaynakları Yönetimi

Makale Hakkında

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INTRODUCTION

In today's changing and rapidly globalizing world, human resources have become the most important element of success, competitiveness and development for organizations. This value-creating factor is clearly differentiated from other factors of production. Human resources, which are seen as the cost element for organizations in the past, are now considered as the important component of the organization that needs to be valued, invested and retained.

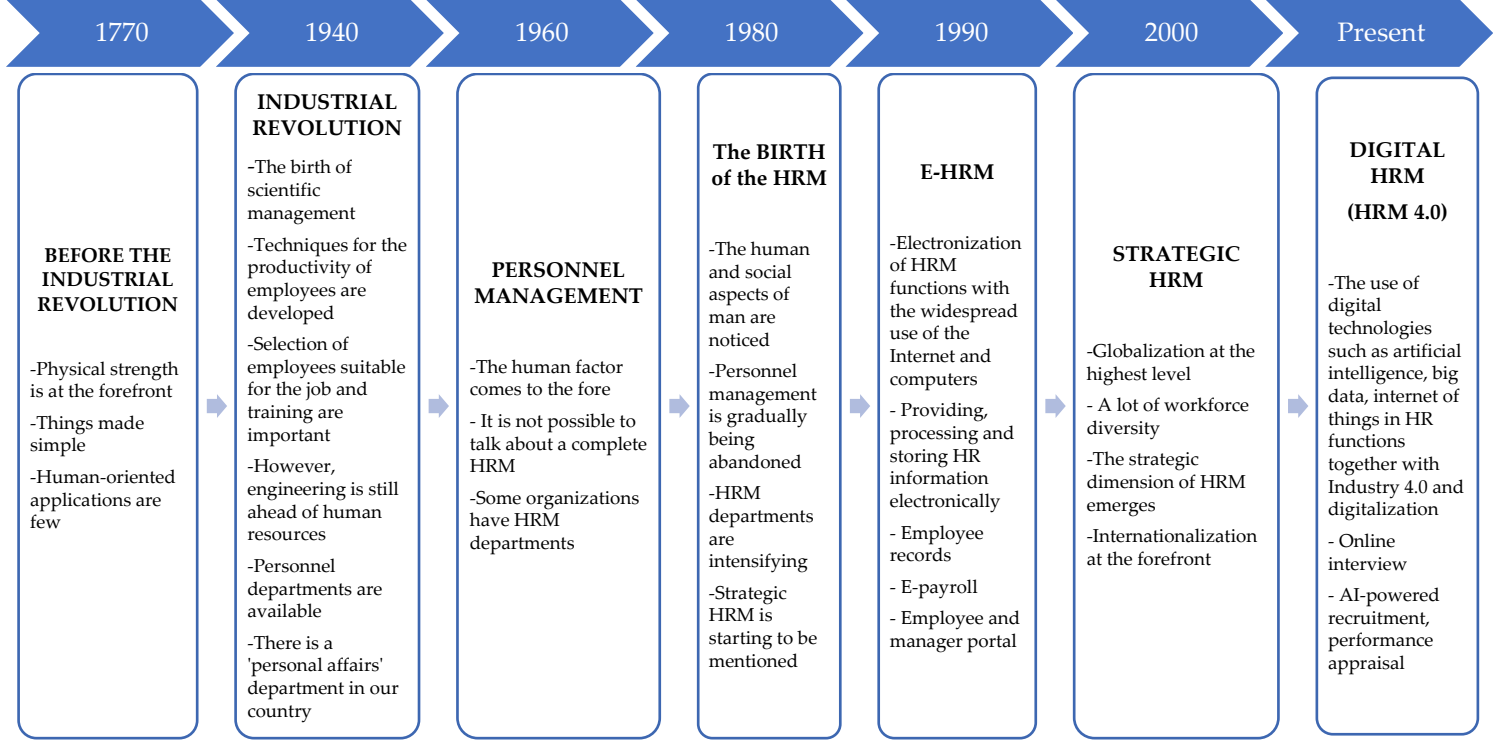
Human resources, which have been one of the most important elements of organizations since their existence, and the management of this resource have been subjected to many changes from past to present and have gone through various stages. Although human resources management (HRM) were accepted as the extension of personnel management in the past, the point reached by human resources today has exceeded personnel management, gained a strategic dimension and even went beyond this and human resources have settled at the center of the organization. Undoubtedly, there are various reasons for change in this process. Industrial revolution, globalization, competitive environment and digital transformation are seen as the most important of these reasons.

The employee-employer relationship began with a system under slavery in ancient times. By the Middle Ages, the next phase of slavery, land work (i.e., serfdom), was common. The foundation of today's employee-employer relations was laid in the 18th century (Tortop, 1999: 260). In this period, due to the fact that the economy was based on agriculture, ethics / tradesmanship or small family business, human resources practices were generally carried out by the family elders in a simple way in the form of personnel administration. Officially, the first applications emerged as a result of the Industrial Revolution (Öge, 2022: 3). Before the industrial revolution, in the 1770s, jobs based mainly on employees' physical strength, in other words, on the muscle power, underwent a significant change. Adam Smith emphasized the production process in particular, simplifying and sub-tasking the work in this process. Although this brought innovations directly related to the management of work, it also had effects on people management. Tasks that have been simplified and made more prominent have also affected human relations between people (Aydın, 2006: 18). The concept of personnel management has come to the agenda with the fact that employers put pressure on workers to provide control, use force, establish a punishment and reward system (Bingöl, 2013: 4).

In the 1980s, the concept of 'human resources management' came to the agenda with the idea that the approaches formed by the harmony between strategic planning and the strengths of people management, the organizational culture lies behind the excellent work and success, and the most important factor and creator of this culture are human resources (Baykal, 2007: 8). When the history of the development of human resource management is examined, it is seen that it emerged as an extension of personnel management. Gained a different dimension with the recognition that human being is a social creature, and giving it value, personnel management has left its place to human resources management. Later, with the reflection of the developments in the field of technology, computer and internet in the world on human resources management, the concept of electronic HRM emerged. Following this, the concept of strategic HRM gained importance with the acquisition of a strategic dimension of human resources and the concept of digital HRM has been shaped by the effects of digitalization and digital transformation on the management of organizations and therefore

on human resources management at the last stage reached today. These stages can be seen in a summary way with the help of Figure 1.

Figure 1. Historical Development of Human Resources Management



Source: Created by the author.

In this study, which aims to examine the development of the 'human resources management'; starting from the personnel department, transitioning to personnel management, evolving from personnel management to human resources management, bringing electronic human resources management to the agenda with the widespread use of computers and the internet, the strategic direction discovered with the effect of globalization, and today evolved into digital human resources management with the effects of digital transformation in organizations; respectively, the titles of personnel management, HRM, similarities and differences between personnel management and HRM, electronic HRM, strategic HRM and digital HRM were included, and the study was lasted with the conclusion and evaluation.

1. Personnel Management

The concept of personnel management was born with the tripartite structure consisting of craftsmen, foremen and apprentices. Later, the concept was shaped by the emergence of concepts such as the selection of talented apprentices, on-the-job training, subordinate-superior relationship, wage systems and working conditions. Robert Owen, who had an important place in the history of the concept of personnel management in the 1810s, took a number of measures to improve working conditions to increase productivity. While improving the physical conditions in its factories, he reduced the working hours from 14 hours to 10 hours a day and eliminated the preferred tradition of child labor due to its lower cost.

Again, in this period, a systematic approach was started to be developed in the selection of personnel, which is one of the important elements of HRM (Koçak, 2006: 62).

The rapid mechanization process, which started with the industrial revolution in the 19th century, brought along scientific management ideas and practices. This movement, developed under the leadership of F.W. Taylor, put forward new principles and techniques for employees to be more efficient in the production process (Allahverdi, 2006: 8). It is seen that Taylor also made some determinations about human resources in the Scientific Management Approach, where he formulated technical and business standards with the eyes of an engineer. With Taylor's researches, it was revealed that physiological and psychological factors such as lighting, working conditions, rest breaks, fatigue were the main factors affecting productivity along with high monetary rewards (Aydın, 2006: 24-25). In addition, the cruciality of giving importance to the selection of employees suitable for the job, recognizing the need for training and development of employees, determining their duties and responsibilities in advance and ensuring that they remain within these areas also emerged (Aydın, 2006: 20). However, after a while, it was seen that the Scientific Management Approach showed significant inadequacies in terms of human resources. For example, scientific management focused on engineering instead of the human element, considered the employee as a machine that needed to adapt to the job, considered the employee only as an element that took into account the economic aspect gained without giving importance to the social and psychological aspects, separated the physical and mental aspects of the job and transferred the mental aspect completely to the management levels and evaluated the employee only as a production tool was one of the inadequacies (Aydın, 2006: 6). At this point, the experiments carried out at the Hawthorne factory between 1927 and 1932 were the turning point of scientific management and industrial psychology studies. With Hawthorne researches, the important effects of social and psychological factors on job satisfaction and productivity were realized (Aydın, 2006: 24-25).

Personnel management departments, which were officially part of organizations in the 1940s, were initially seen as departments that carried out record-keeping activities about employees. Personnel departments, which undertook to keep records such as wages, leaves, absenteeism, and the number of days they were late (Drucker, 1999: 195; Deringöl, 2010: 3), included three dimensions of personnel management as technical, managerial and behavioral scope. The technical scope is seen as related to the techniques to be used in the management of manpower in the organization. The administrative scope is responsible for issues such as managerial scope, keeping records related to employees, personnel affairs, office management and filing, and organizing statistics. In the behavioral scope, surveillance functions are at the forefront (Deringöl, 2010: 3).

The meaning of personnel management is linked to some principles. These principles are called impartiality, career, qualification, classification, fair-adequate pay and security principles. The principle of impartiality is included in the principles of personnel management with more than one dimension. This principle is divided into two as impartiality in recruitment and impartiality in the working process (Yiğitbaş, 2008: 6-7). In addition to not observing any difference in recruitment, it also includes the attitudes of managers towards employees within the organization. The career principle is the principle that includes the job-

oriented and person-oriented career systems. With the job-oriented career system, the goal is to adapt the person to a job or task. In the personalized career system, the person is not required to specialize in the position of the person sought, and it is thought that the person will specialize in that field over time (Erdoğan, 2013: 26). The principle of competence refers to the fact that there is a structure in which the skills and success required by the job are taken into consideration regardless of race, religion, language, gender and marital status in entering and rising within the organization (Yüksel, 1997: 21). At this point, the aim is to have the rules that allow the establishment of an effective and efficient personnel system within the organization (Can et al., 2001: 16). The principle of competence is also included in the literature as the 'principle of merit'. The principle of classification is a principle that allows the functionality of the principle of competence and ensures the rational realization of employee transactions. Through the principle of classification, a balance is established between the services to be provided and the tasks to be performed (Yiğitbaş, 2008: 10-11). In the principle of fair and sufficient wages, equal wages should be paid to those who do equal work, the wage should be paid according to the work done, and there should be an equivalence between the work done by the employee and the amount of wages. With the principle of fair and sufficient wages, employees will also be relieved psychologically (Deringöl, 2010: 8). The security principle can be expressed as the fact that the employee is not dismissed or forced to leave unless a justifiable reason is stated. The organization should provide its employees with a peaceful and safe working environment away from stress and anxiety, and give them both social and economic confidence (Erdoğan, 2013: 26).

Although many studies were carried out in the period up to the 1960s that reveal the psychological aspect of the employee, the personnel department, which is the only department dealing with the human factor in organizations, has still not gone beyond undertaking basic tasks such as payroll and personnel transactions. Even in this period, there was no personnel department in some organizations and all personnel transactions were carried out by an accounting employee (Koçak, 2006: 65). As a result of human-oriented approaches, the understanding of personnel management has been abandoned since the 1960s and the transition to human resources management has begun. Accordingly, the employee started to be accepted not as 'personnel' but as 'human resources' and was considered as a capital item rather than a mere cost element (Bingöl, 2013: 5-6).

2. Human Resources Management

In the 1960s, thanks to the change in the employee profile with industrialization, the emergence of knowledge workers, learning organizations and the total quality management approach that advocate the spread of quality from the highest to the lowest level, the human factor began to come to the forefront in organizations. Personnel departments gradually changed their names to human resources departments (Koçak, 2006: 68). However, it should be emphasized that it was too early to talk about HRM applications in today's sense.

HRM, which did not attract the necessary attention from the 1960s to the mid-1980s, began to gain attention in the mid-1980s and became an indispensable function of organizations in the 1990s. Considering that globalization noticeably increased its impact in this period, it can be said that HRM gained importance with globalization (Koçak, 2006: 69). As a result of globalization, several reasons arose that require organizations to transition from

personnel management to human resources management. These reasons can be examined in four groups as economic, technological, managerial reasons and socio-cultural developments. Organizations that want to survive by providing quality and efficiency in the competitive environment should display themselves in areas such as employing the right person in the right place, establishing performance evaluation systems, and career planning. At this point, organizations need HRM applications for economic reasons. Technological developments increased the need for qualified employees. HRM is seen as an important element in terms of selecting and keeping employees who can keep up with technological developments. In addition to technological developments, social changes are among the reasons that require the transition from personnel management to human resources management. As social classes differentiated, needs and expectations changed, personnel management became inadequate and the need for HRM practices increased. And in parallel with this change, organizational structures had to be renewed, and at this point, HRM practices emerged (Dessler, 1997: 11-16).

The main HRM practices are undertaken by the HRM department as human resource planning, job analysis and creation of definitions, finding and selecting employees, training and career development of employees, performance evaluation, job evaluation and remuneration, ensuring occupational safety and employee health, and dealing with personnel records (Allahverdi, 2006: 13). Human resources management covers many applications from determining the need for employees, preparing advertisements for human resources supply and selection and selecting appropriate employees and accustoming them to the organizational culture, motivation of employees, evaluation of performance, resolution of conflicts, ensuring relations and communication between individuals and groups, restructuring, formation of a healthy organizational climate, development of the sense of 'we', training and development of employees (Fındıkçı, 2000: 13).

Human resources management contributes to the adoption of the organizational culture of the employees within the organization as well as the development of loyalty between themselves and other employees. This discipline, which considers human beings as the center, is related to the tensions, conflicts and expectations that arise as a result of the division of labor in the organization and deals with human relations as a whole. The main purpose of human resources management is to evaluate human resources most efficiently in line with the objectives of the organization while responding to employee needs (Baksu, 2009: 10). It can be said that human resources management is an element that focuses on people, handles employee relations in an integrated structure, develops employee policies in accordance with the organizational culture and has important functions in the organization with these aspects (Fındıkçı, 2000: 14). In addition, since the success of human resources is directly proportional to the efficient achievement of organizational goals, the solution of problems such as resistance to change, dissatisfaction and personal development of employees are among the responsibilities of HRM (Saruhan and Yıldız, 2012: 109).

Human resources department in organizations also undertakes roles to aim increasing the quality of business life by using existing human resources most effectively, determining human resources policies, carrying out and supervising the studies related to the goals, objectives and policies of the organization, organizing and keeping all information about employees, planning, employee selection, placement, orientation, training, performance

evaluation, reducing the workload of other managers by performing routine, yet vital, human resources-related tasks such as compensation, career planning, and setting up and overseeing organizational succession systems (Optur, 2005: 77). At this point, although many HRM applications are used in organizations, it is necessary to emphasize that the important point here is to include practices that can make a difference in competition with other organizations and bring success. Thus, the organization will be able to attract and retain human resources that will provide competitive advantage to the organization (Akın and Erdost Çolak, 2012: 91).

Human resources, which are considered as the input with human resources management, have started to gain a strategic dimension with globalization and therefore internationalization. These developments have further increased the importance of human resources and made it necessary for human resources managers to play a role in determining organizational strategies and integrating human resources practices with the strategies of the organization (Bingöl, 2013: 6). This necessity has brought about the evolution of human resources management into strategic human resources management.

3. Similarities and Differences Between Personnel Management and Human Resources Management

Before going into the details of electronic human resources, strategic human resources and digital HRM, it is necessary to mention the similarities and differences between personnel management and HRM. First of all, the similarities between personnel management and HRM can be listed as follows (Deringöl, 2010: 12-13):

- The strategy of both is due to the strategy of the organization.
- Both agree that activist unit managers are responsible for the management of personnel, while the personnel function provides advice and support services for managers in fulfilling their responsibilities.
- Employing everyone in their field of professional knowledge and expertise are the common goal of both.
- Employee selection, evaluation, training, management development and wage management techniques are followed in both.
- Like the flexible definition of human resource management, personnel management attaches importance to the processes of communication and participation in the system of labor relations.

The differences between personnel management and HRM can be listed as follows (Öge, 2022: 24-25; Bingöl, 2013: 5-6; Özçelik et al., 2013: 4):

- Unlike personnel management, human resources management aims to fully utilize the human resources potential of the organization and adopts a more comprehensive approach.
- While human resources management tries to ensure the success of the organization by making it ready for the future by addressing business problems and human relations issues, personnel management deals with much more daily problems and practices.

- While human resources management has a developmentalist and cooperative structure in terms of working principles, personnel management has an oppositional attitude.
- While human resources management applies an effective and organization-oriented orientation to employees, personnel management applies a reactive and fragmentary orientation.
- Human resource management is located at the top management level, while personnel management is subordinate to the accounting department, often under top management.
- While human resources management directly contributes to the competitiveness of the organization, personnel management aims to meet the needs of the organization in personnel-related activities.
- While employees in human resources management are seen as business owners and have a say in decisions, management in personnel management has an order-command approach.
- While human resources management covers all management and employee levels, personnel management is more aimed at employees.

4. Electronic Human Resources Management

Technology has now become an integral part of most business operations. In fact, it is difficult to talk about the existence of any modern organization without technological infrastructure (Marler and Fisher, 2013: 20). In the 1980s, human resources function began to use information technologies for managerial processes, primarily payroll processing, and later organizations expanded the scope of human resource practices such as talent acquisition, performance, and compensation management. Today, there is a more complex structure (Esen and Erdoğan, 2014: 9). In addition, developments in the global market environment accelerate the process of adaptation of organizations to information and communication technologies. It is seen that the letter 'e', which represents the word electronics, is added to many concepts such as e-commerce, e-government, e-learning day by day (Güler, 2006: 19). One of these concepts is human resource management.

Ruël et al. (2004) first defined E-HRM as a way to implement HRM strategies, policies and practices in organizations through the conscious and directed support of this technology with the introduction of full use of web technology. Strohmeier (2007), on the other hand, expanding this definition in a technological and organizational context, defines e-HRM as the use of information technology applications to support both networking and interaction in the joint realization of human resources activities of at least two individual or collective actors. In a shorter definition, E-HRM is a method used to implement human resources strategies and functions using technology-based channels (Myllymäki, 2021: 2566; Al-Alwan et al., 2022: 703).

E-HRM provides strategic benefits for organizations. These benefits are directly related to the organization as well as affecting the human resources working within the organization. The strategic benefits of e-human resources for organizations include (Strohmeier, 2007: 24; Güler, 2006: 20):

- Providing efficient and advanced human resources services to the internal customers of the organizations and conveying all kinds of information about the organization,
- Creating favorable time for human resources professionals to focus on strategic human resources services and practices,
- Increasing the accuracy of the results and the quality of human resources activities by alleviating the administrative burden,
- Providing motivation for human resources working within the organization and developing their skills,
- Reducing costs and administrative processes within the organization,
- Creating an environment open to human resources in communication within the organization.

Behind a successful E-HRM application is the attitude of the employees, the culture and characteristics of the organization and their human resources function and the process of cooperation with information technologies. In addition, the human resources roles of the strategic partner and the employee are closely related to E-HRM. In fact, E-HRM for managers has become an important organizational structure with the availability of user support (Esen and Erdoğan, 2014: 9).

In addition to the strategic benefits offered by e-HRM in terms of organizations, it also brings along several problems in practice. First of all, the fact that the recycling of human resources and management practices requires a long-term and patient understanding is an important problem for countries experiencing economic instability and facing constant economic crises. Claiming that this management approach is valid for all societies can give misleading results. Rather than applying management approaches to the labor force of countries with different social, economic and cultural structures, it is thought that management approaches to be formed by taking into account the economic and social structure of the countries and the characteristics of the labor force in accordance with the organization will provide success (Güler, 2006: 21).

5. Strategic Human Resources Management

The strategic approach to human resources management was put forward by Fombrun in the early 1980s. Fombrun's book *Strategic Human Resource Management* was published in 1984 (Miller, 2006: 99). However, the practical acceptance of the concept of strategic HRM corresponds to the year 2000 and beyond. Strategic HRM is the integration of HRM activities with strategic goals and objectives to develop the organizational structure that strengthens flexibility and innovation and thus increases the performance of the organization (Saruhan and Yıldız, 2012: 114). Strategic HRM refers to the establishment of a relationship between the human resources structure of an organization and the performance of the organization (Becker and Huselid, 2006: 899). In addition, strategic HRM attaches importance to integration and harmonization and the following points are emphasized (Ayyıldız Ünnü and Keçecioglu, 2009: 1175):

- The strategic needs of the HRM and the overall strategy of the organization should be integrated,
- Human resources should be harmonized with policies and mutual consistency should be ensured in the hierarchical order,
- HRM practices should be adopted by all managers and employees, and if necessary, regulated and implemented.

It is possible to list the reasons that are effective in the emergence of strategic HRM as globalization, technological developments, changes in the nature of work and workforce diversity. The escalation of the competitive environment with globalization has necessitated a strategic perspective on human resources management. Technology has changed the nature of human resources practices. The removal of pre-existing borders with state regulations is also a necessity for strategic structuring in human resources management. Similarly, internationalization and the accompanying diversity of labor force require strategic HRM practices in order to make the most effective use of human resources (Dessler, 1997: 10, 17-18).

On the other hand, there are some models that form the basis of strategic human resources management. These are resource-based approach, transaction cost and proxy theories, behavioral approach, resource dependency and corporate approach. While the resource-based approach mainly focuses on the relationships between human resources practices, strategy and human resources capital; the behavioral approach questions the nature of the interrelationships between strategy, human resource practices and behaviors. Transaction cost and proxy theories; in addition to the relationships between human resources practices, strategy and human resources capital, it also examines behaviors and differs from the resource-based approach. Finally, resource-based and institutional theories focus on the human resource applications of political and institutional factors (Schuler and Jackson, 1987: 54).

6. Digital Human Resources Management

Concepts such as digitization, digitalization, digital transformation or the digital age are currently included in the literature as popular concepts. These concepts refer to the ever-increasing use of technology and the significant changes in various areas of business and society (Strohmeier, 2020: 346). At this point, related concepts have reshaped many social phenomena from health to energy, from transportation to agriculture, while also affecting organizational dynamics. One of them is human resources management.

Digitalization and digital transformation have affected all human resource management functions, from human resource planning, procurement and selection, from training and development to performance evaluation. At this point, a comprehensive transformation from traditional to digital has been inevitable in terms of policies and strategies related to human resources and the way practices are carried out. Accordingly, digital HRM basically manages all HRM activities through technologies, applications and the internet. On the other hand, in today's digital age, innovations should be brought to human resources practices in order to attract, reward and evaluate employees (Halid et al., 2020: 97). In this sense, digital HRM is an innovative approach that shortens operational processes in

organizations, accelerates change and offers development opportunities that will make it easier for employees to reach their goals and dreams (Asiltürk, 2018: 537).

Schwab (2016), in his Fourth Industrial Revolution, argues that digital technologies are radically changing the lives, working styles, and jobs of individuals and societies, and therefore considers it necessary to implement digitalization in the organization's human resource management, especially in order to survive in this era. For example, traditional recruitment and selection methods cannot reach a wide geography of millions of people at once. But technology is making recruitment more efficient and effective to make information more appealing.

In the digital age, HRM is changing in the way to keep pace with the competitive and dynamic world. This change includes the transformation from traditional human resource management to digital human resources. The presence of a number of elements is necessary for the digital transformation of human resources management (Halid et al., 2020: 97):

- Digital workforce: Today's recent graduates and digital natives are now recognized as the digital workforce. This generation, having internet-connected devices and can always access web-based applications and services in their daily lives, has the ability to easily adapt to the digital human resources practices of organizations.
- Digital work and task: With the use of technology in business activities and management levels, the content of the work is becoming digital. It is now a necessity for organizations to integrate digital elements into their business processes and to digitalize routine and repetitive tasks. In addition, digital tools and media are essential to connect and communicate with employees. In today's organizations, work and tasks now need to be organized digitally.
- Digital support management: Payroll processing includes the planning, implementation and use of digital technologies to support human resource management activities such as reward and compensation, performance management, training and development, etc.
- Updated human resources technology: A tremendous transformation is taking place from traditional human resources software to modern systems such as cloud-based systems. Recently, human resources applications have moved to mobile devices and it is even thought that they may move to mobile platforms in the future. It eliminates the differences between the decisions that enable analytics, the mobile applications that measure and predict employee performance, the real-time employee and the management of the employee across borders and remote geographies.

In short, with digital HRM, traditional human resources functions have undergone changes and transformations at many points, and organizations have now become able to use the advantages of digital technologies to benefit from human resources the most efficiently and effectively to keep up with digital transformation and remain competitive. In this direction, to be able to make accurate, objective and fast decisions about human resources functions, policies and practices by taking advantage of many digital technologies such as artificial intelligence, big data, cloud technologies, blockchain technology, virtual and augmented reality in many areas from the planning stage of human resources to business analysis and evaluation, from the supply, selection and orientation of human resources to

training and development, from performance appraisal to career management, they provide benefits from reducing costs and increasing efficiency and success.

CONCLUSION AND EVALUATION

Human labor, which was seen as muscle power and an important cost element in the post-industrial revolution industrialization period, and which gained the value it deserves as mind power with the information age, is now seen as a strategic partner and valuable asset in today's digital age. This situation has enabled human being to be placed at the center of organizations. The development of human resources management, until this process, has evolved from personnel management to human resources management, from human resources management to e-HRM with the increase in the use of computers and internet in working life, from this point to strategic HRM with the acceptance of human being as a strategic and valuable asset, and today, to digital HRM with the rapid progress of information communication technologies and digital technologies. In each change and transformation, different perspectives have developed rather than sharp breaks that will consider the previous periods as absent or ineffective, and the perspective of human being specific to that period, cyclical changes, the competitive environment and conditions of organizations and the level of influence of other environmental factors have played a decisive role in this. Especially industrial revolutions and changing competitive conditions have played a catalytic role in the perspective of human being. The value that human being sees in each period has progressed in a continuous development and promotion course in achieving organizational success by making the most effective use of their mental and physical capacity.

At the last point, the main elements that played a role in the mention of digital HRM are the digital technologies and developments that shaped organizational life along with industry 4.0. In this direction, especially artificial intelligence, intelligent robots and automation systems have carried human resources management to a different dimension. These developments have brought about the re-evaluation of many functions from the selection of human resources to training and performance appraisal and have changed human resources policies. On the other hand, these technologies have become a threat to the existence and future of some workers and professions. However, although robotics, artificial intelligence, intelligent automation systems pose relatively more threats to the unskilled, unqualified workforce, there will be qualified human resources with digital competencies that build and sustain the systems. In this sense, organizations need to plan and manage human resources effectively to keep up with digital transformation and to lead environmental changes. Therefore, digital HRM, which is based on digital transformation in all elements of human resources management from planning of today's and future human resources to business analysis, from determining labor needs to procurement and selection, from job valuation to remuneration, from training development to performance appraisal and career management, should be an element that should be emphasized at the point of organizational success and sustainability.

In conclusion, the main limitation of this study, which conceptually examines the evolution of human resources management in managerial thinking, is that it has a descriptive research design. In this context, especially in well-established companies that have experienced all stages of the evolution in question, further research of the subject with

qualitative or quantitative research will enrich the literature and contribute to a more holistic understanding of human resources evolution.

Research and Publication Ethics Statement

I confirm that this work is original and has not been published elsewhere nor is it currently under consideration for publication elsewhere.

Contribution Rates of Authors to the Article

This article was prepared by a single author.

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