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# THE MEDIATING ROLE OF ORGANIZATION-BASED SELF-ESTEEM ON THE RELATIONSHIP OF PERCEIVED HUMAN RESOURCE MANAGEMENT SYSTEM STRENGTH AND EMPLOYEE REACTIONS TOWARD CHANGE: A RESEARCH IN THE BANKING SECTOR

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## Abstract

This research aims to uncover the effects of banking sector personnel's perceptions regarding the strength of human resources management practices on their organizational-based self-esteem and their responses to changes. The study was conducted with the participation of 182 employees working in various banks operating within Aydın Province, utilizing a survey technique. The responses provided by the survey participants were evaluated using SPSS software, and the results were analyzed. As a result of the research, it was found that the relationship between the perceived strength of the human resource management system, organizational-based self-esteem, and employees' responses to change, which are the operational variables of the research, had positive and significant effects at various levels. According to the findings, the perceived HRM system strength had a statistically significant effect on employees' reactions to change in the partial intermediary variability of the organization-based self-esteem. In this study, which was conducted for white-collar employees working in banks, it was understood that employees' perceptions of human resource system strength had positive effects on their organizational-based self-esteem and their reactions to change. Human resources activities that are aligned with the organization's goals, transparent, and implemented with consensus at the organizational level have a positive influence on employees' competence, value, and cooperative behavior. These results contribute to reinforcing positive attitudes among employees when organizational changes are implemented. In this context, it is believed that this research will fill an important gap in the field.
**Keywords:** Human Resources Management, Organization-Based Self-Esteem, Reactions toward Change, Survey

### Algılanan İnsan Kaynaklarının Gücü ve Çalışanların Değişime Tepkileri İlişkisinde Örgüt Temelli Özsaygının Aracılık Rolü: Bankacılık Sektöründe Bir Araştırma

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## Öz

Araştırmanın amacı, bankacılık sektöründe görev yapan personelin insan kaynakları yönetimi uygulamalarının gücüne ilişkin algılarının onların örgüt temelli özsaygı ve değişime tepki davranışları üzerindeki etkilerini ortaya çıkarmaktır. Bu çalışma, Aydın ili sınırları içerisinde faaliyetini devam ettiren çeşitli bankalarda görev almış olan 182 personelin katılımıyla ve anket tekniği kullanılarak gerçekleştirilmiştir. Ankete katılan personelin verdiği cevaplar SPSS yazılımıyla değerlendirilerek elde edilen sonuçlar analiz edilmiştir. Araştırma sonucunda araştırmanın operasyonel değişkenleri olan algılanan insan kaynakları yönetiminin gücü, örgüt temelli özsaygı ve çalışanların değişime tepkileri arasında farklı düzeylerde pozitif ve anlamlı ilişkiler keşfedilmiştir. Elde edilen bulgulara göre algılanan İKY sistem gücü değişkeninin örgüt temelli özsaygının kısmi aracı değişkenliğinde, çalışanların değişime tepkileri üzerinde istatistiksel olarak anlamlı bir etkiye sahip olduğu tespit edilmiştir. Bankalarda çalışan beyaz yakalılara yönelik olarak yapılan bu araştırmada çalışanların insan kaynaklarının gücü konusundaki algılamalarının, örgüt temelli özsaygı ve değişime karşı gösterdikleri tepkiler üzerinde pozitif yönde etkilere neden olduğu anlaşılmıştır. Örgütün hedefleri ile uyumlu, şeffaf ve örgüt düzeyinde fikir birliği ile uygulanan insan kaynakları faaliyetlerinin, çalışanların yetkinliği, değeri ve işbirlikçi davranışları üzerinde olumlu etkisi olduğu açıktır. Bu sonuçlar, organizasyonel değişiklikler uygulandığında çalışanlar arasında olumlu tutumların güçlendirilmesine katkıda bulunur. Bu bağlamda bu araştırmanın alanda önemli bir boşluğu dolduracağı düşünülmektedir.

**Keywords:** İnsan Kaynakları Yönetimi, Örgüt Temelli Özsaygı, Değişime Tepki, Anket.

## INTRODUCTION

It is stated that human resources management (HRM) processes, policies, and strategies are in relation to the organization's competitive strategies in the market and human resources (HR) efforts shaped at the individual level. In this context, it is stated that strategic preferences and approaches related to HR can have an impact on the vision, mission, and long-term plans of the organization. HR strategies, policies, and programs developed at the top levels of the organization are influenced by the portfolio of skills and strategies that affect the performance of the market and product on which the organization focuses. In this way, while providing organizations with tools that can easily achieve strategic visions and goals, an interaction environment that will allow them to be better understood and communicated will also be contributed (Panayotopoulou et al., 2007: 227-294).

It is seen that the environment in which organizations compete is constantly changing, and organizations in the face of fierce competition are in search of being able to show superiority against their competitors by responding better to customer requests. In this context, it is necessary for organizations to better respond to customer requests and to implement new competitive models by developing organizational capacities that will allow them to be distinguished from their competitors. It is stated that throughout all these implementation stages, the policies and programs of organizations for HR are diverse and efforts should be made to implement them in line with the requirements of the organizations' strategy architectures (Chênevert and Tremblay, 2009: 738-770).

It is stated that HRM has a strategic role in organizations. In particular, encouraging higher performance by employees in organizations is shown as one of the distinguishing features of HRM (Aldamoe et al., 2012: 75-88). While the behaviors and attitudes of the employees of the organization are affected by the HR practices and the relations between them and the organizational performance, they also allow the efficiency at the operational level to increase together with the HR productivity (Boselie et al., 2005: 67-94). It has been revealed that the relations between the HRM practices perceived by the employees in the organization and the reactions of the employees are shaped by the strength of the human resource system and are realized at the lowest level. Thus, it has been understood that the HRM system strength in the organization and perceived by the employees is a very important factor (Katou et al., 2014: 527-544).

Determining the ideas and perceptions of employees about policies, plans, and processes related to HRM is an inclusive approach to clarifying the contribution of HRM to the organization and its future performance. The strength of the HRM system will manifest itself in its ability to send clear, distinct, and intelligible messages to employees about the organization's long-term goals, plans, strategies, and resource potential. Three features related to the strength of the HRM system in organizations; distinctiveness, consistency, and consensus. For HRM activities to be effective, more focus should be placed on how HRM systems should be designed and managed (Bowen and Ostroff, 2004: 203-221).

Organization-based self-esteem is the level of belief that employees have about how valuable it is to contribute to and support the organization. From this point of view, organizational-based self-esteem is the ability of the employees to fulfill the tasks given by the manager in line with their approaches, individual thoughts, and ideas. Employees in a performance environment, where self-sacrifice and contribution to the organization are shaped as a strong belief, focus more on goals and objectives, considering that being in such an organization makes them more important (Pierce and Gardner, 2004: 307-322).

It is stated that organizational self-esteem, which is the complex self-dimension of individuals, has a shaping effect on their general selves. It has been determined that there are positive relations between the general self of the individual and the organization-based self-esteem. It has been understood that organization-based self-esteem has an important role and effect on the performance environment of the individual (Jex and Elacqua, 1999: 71-81). At the same time, it has been stated that organization-based self-esteem has a valid level of effect in predicting the job satisfaction of employees from the perspective of self-esteem. Therefore, organizational-based self-esteem emerges as an effective concept in employee psychology research and practice (Kanning and Hill, 2012: 13-21). The digital technological revolution taking place in today's business world requires employees to adopt new ways of doing their jobs. In this context, dramatic revisions are put into practice on how to fulfill the job responsibilities defined for employees in organizations. In line with the efficiency and effectiveness of the organization, technological developments create positive effects on the job performance of the employees of the organization, while these developments can be achieved in return for the retention of important employees and the job satisfaction they obtain (Gilmore et al., 1997: 174-189).

Within the scope of the literature and academic motivation mentioned so far, this research, which focuses on the finance sector, consists of a model that covers the strength of perceived HR, organizational-based self-esteem, and employees' reactions to change. Within the scope of the research, considering the relationships between these three concepts, which are of critical importance in transforming the HR potential of organizations into customer value perceived above the average in a fiercely competitive environment;

**a)** What effect does perceived HRM system strength have on organizational self-esteem?

**b)** Does the level of perception regarding the HRM system have a shaping effect on the employees' reactions toward change,

**c)** While perceived HRM system strength affects employees' reactions toward change, can there be a meaningful relationship regarding the assumed mediating role of organization-based self-esteem in the model? questions will be tried to be answered.

Within the scope of the purpose of the research and the research questions determined, in the design of the research, firstly, the studies in which the variables that make up the conceptual model are discussed at the level of the finance sector are discussed. Then, within the framework of the literature on the research, the research model was put forward and hypotheses were designed. Later, it is focused

on the method used, the analysis at the application level, and the research findings. In the last section, the scientific and practical contributions achieved through research have been emphasized and suggestions for future research have developed.

## 1. LITERATURE REVIEW

Within the scope of the research, we focused on the literature in which the variables were the subject of previous studies, since the relationship between perceived human resources system strength, organizational-based self-esteem, and employees' reactions to change in the banking sector. When the existing literature is reviewed in terms of examining the relationships between research variables, it has been determined that the studies on organization-based self-esteem are more than the studies on perceived human resource system strength. Also, it has been determined that the studies on employees' reactions toward change have been done more than the organizational-based self-esteem and perceived human resource system strength. In the studies where the research variables were handled, it was seen that the concepts associated with the mentioned variables were organizational uncertainty, proactive personality, job insecurity, performance, and job characteristics. Based on the literature review, the research variables are generally considered within the scope of the internal environment of the organization where employees do their work and the focus is on keywords closely related to the perceived human resource system strength variable.

It has been determined that studies to measure the strength of perceived human resources among the variables within the scope of the research are quite rare. (Li et al., 2011: 1825-1842; Delmotte et al., 2012: 1481-1506). Looking closely at research on the strength of human resources, Sanders et al. (2008) revealed that there is a positive relationship between the dimensions of distinctiveness and consistency and the emotional commitment of employees. It has been concluded that consensus on human resources is a necessary component for reinforcing perceived human resource system strength (Ostroff and Bowen, 2016: 196-214).

In studies on HR system strength, the relationship between organizational climate and employee attitudes has been tried to be revealed (Li et al., 2011: 1825-1842; Sanders et al., 2008: 412-425). In the context of studies on HR system strength, stakeholder expectations (Delmotte et al., 2012: 1481-1506), reaching the human resources goal (Sanders et al., 2021: 4463-4490), and cultural determinants of human resources (Farndale and Sanders, 2016: 1-17) have focused on revealing the relationships between them. It has been argued by Bowen and Ostroff (2004) that strong and high-potential human resource systems are an element that supports the common interests of the organization and employees. It has been determined that the effective management of communications in the process of expressing the ideas of the employees and bringing the practices that improve communication with them to the agenda act as a strategic lever in the improvement of organizational performance and employee well-being. Delmotte et al. (2012) tried to reveal perceptions about HRM system strength.

It is seen that there is strong literature on the self-esteem behavior of organizational employees (Bowling et al., 2010: 601-626). From the beginning, it is understood that studies on self-esteem have focused on dealing with elements such as work itself, with studies that include general self-esteem (Brockner, 1988: 642-656) and domain-specific components (Epstein, 1979: 1097-1126; Tharenou, 1979: 316-346), respectively. Subsequently, studies were conducted to reveal the concept of organization-based self-esteem, which is considered as the value of the work done and the organizational environment for the employees and the evaluation of their perceptions about it (Pierce et al., 1989: 622-648). Organization-based self-esteem is a psychological construct and has been the subject of different studies (Pierce and Gardner, 2004: 307-322).

It has been revealed that self-esteem has a positive relationship between employees' intrinsic motivation, organizational performance, job satisfaction, organizational identification, and commitment to the organization (Gardner and Pierce, 1998: 48-70). Employees' high organizational-based self-esteem also allows them to display a strong career orientation. Such employees are interested in doing their jobs better and performing higher (Carson et al., 1997: 139-155). It has been stated that organizational-based self-esteem in the workplace is shaped as an important buffer in the conditions in which employees live. In a study in which the dependent variables in the research model were shown as the job performance and job satisfaction of the participants, it was revealed that employees with high self-esteem in the organizational-based dimension faced higher social support from their colleagues and superiors, were not exposed to overwork, and avoided role conflict (Pierce et al., 1993: 271-288). Therefore, positive self-esteem is a shield for the employee in the workplace, and employees with high self-esteem are affected to the lowest degree by the negative evaluations of the managers and the effects of the negative working environment (Brockner and Guare, 1983: 642-656)

Studies have shown that organizational employees are the main determinants of initiating or resisting change (Judge et al., 1999: 107-122). In addition, it has been determined that organizational-level managerial support and communication features in the environment can shape the way employees anticipate and react to comprehensive changes (Wanberg and Banas, 2000: 132-142). It was determined by Armenakis and Bedeian (1992) that members of the organization produce emotional reactions to the change processes. In this direction, the attitudes of employees such as acceptance, preparation, openness, resistance, cynicism, and commitment in case of change were discussed by the researchers. Wanberg and Banas (2000) found that employees' satisfaction with their jobs is positively related to accepting change and having positive emotions. Schweiger and DeNisi (1991) found that negative attitudes in the changing environment are associated with low job satisfaction. It has been revealed that the change operations carried out in the organization lead to effective results such as improvements in efficiency and quality (Armenakis and Bedeian, 1999: 293-315).

Novelli et al. (1995) noted that the positive feelings that employees develop about change are related to their increased commitment to this process. It has been shown that the perceived positivity of change greatly affects both change commitment and organizational commitment (Fedor et al., 2006: 1-

29). Positive attitudes of employees in perceiving change also affect their feelings of support for change and commitment to the organization. A consistent performance behavior in the change process occurs together with the motivation to direct the change by showing a positive reaction (Judge et al., 1999: 107-122). It has been understood that the commitment of employees to change plans and practices in organizations is related to the emotional and behavioral support that emerges over time (Herscovitch and Meyer, 2002: 474-487). It has been pointed out that the leadership of the manager throughout the change is an effective factor in perceiving and coping with change by providing information and counseling to employees who are experiencing the pain of change (Rafferty and Griffin, 2006: 1154-1162). It is stated that the self-efficacy of the employees of the organization is effective in the preparation and acceptance of change. It has also been demonstrated that self-efficacy has positive contributions to coping with the effects of comprehensive change operations (Cunningham et al., 2002: 377-392).

When the studies carried out so far are considered as a whole within the framework of the concepts of perceived HR system strength, organizational-based self-esteem, and employees' reactions to change, which are the operational variables of the research, it can be stated that there can be positive and significant relationships between these concepts. From this perspective, a functional research model will be discussed below, which will focus on the purpose and basic questions of the research to consider the concepts in question in a comprehensive framework and to reveal the significance levels of the potential relationships between them.

## 2. RESEARCH MODEL AND HYPOTHESES

### 2.1. The Relationship between Perceived Human Resource System Strength and Organization-Based Self-Esteem

To determine the impact of the connection between performance and HRM within the organization, it is essential to gauge the extent to which employees perceive these practices. From this perspective, HRM system strength is defined as the capacity to convey clear, measurable, and meaningful signals to employees about the goals, objectives, policies, and processes, aligning their reactions with the organization's mission. There is a widespread consensus that the three key attributes effective in recognizing HR system strength within an organization are consistency, consensus, and distinctiveness. (Bowen and Ostroff, 2004: 203-221).

It is stated that HRM systems with strong potential and performance convey clear signals and behavioral expectations to the organization. The distinctiveness dimension of the HRM system guides in shaping the highly event-effect relationship and conveying explanatory messages to the employees. Consistency dimension appears as another feature and it means that HRM explanations clearly express expected employee behaviors with high validity and consistency at different levels of hierarchical structure. Consensus about the event-effect process is seen to emerge when a strong consensus is formed among department managers, HRM leadership, and organizational employees (Cooper and Withey, 2009: 62-72).

The HRM system strength can be measured more effectively by the following indicators (Ostroff and Bowen, 2000: 211-266):

a) **Visibility:** Employees' knowledge of HRM goals, objectives, and processes.

b) **Openness:** Employees can easily access the information they need.

c) **Acceptability:** Employees' direct access to the HRM system.

d) **Consistency of the management:** It is the managers' making consistent statements and actions in practices and processes.

e) **Validity and effectiveness of management practice:** It is the implementation of managerial activities and plans by the design.

f) **Internal consistency:** It is the horizontal compatibility of HR practices, programs, and policies.

g) **Intensity:** It is the calculation and budgeting of time and effort expenditures during the implementation of the project, plan, purpose, and targets.

It has been revealed that these indicators, listed by Lepak et al. (2006: 217-271), shape the employees' perceptions of the HR system strength, and also determine the HR functional performance. According to the authors, clearly expressing and directing the expectations of the organization about performance behavior and reactions from employees is considered a critical effect of HRM practices.

Therefore, organizational-based self-esteem is the self-esteem perception of employees who perform certain tasks within the organization. It is the perception of competence and performance that employees perceive during their activities in the organization. Self-esteem appears as the belief that this perceived level of competence and potential performance can be transformed into productive actions as a determinant of business success. It is stated that employees with high organizational-based self-esteem have strong perceptions that they are trusted in the performance environment, that they are valued and cared for by managers, and that they make critical contributions to the organization. It is said that employees with this psychology, who also shape the employees' reactions to change, differ from others with their different behaviors and attitudes and are affected at different levels by the developments in the organization (Pierce et al., 1989: 622-648). It is seen that HR systems have an impact on employee attitudes and shared perceptions. Most notably, the talent-motivation opportunity framework emphasizes that employees' talents and opportunities are important human resource targets alongside motivation (Appelbaum et al., 2000: 110-112).

Therefore, it is clearly seen that HRM practices affect employees' perceptions that they are a strategic part of the talent pool as a member of the organization, that they are valuable to the organization, that they are trusted in the organization, and that they make positive, measurable and meaningful contributions to the organization. Therefore, considering the high level of effect-event relationship between these two concepts, the following hypothesis, which was determined within the scope of the current research, was designed:

**H1:** The perceived human resource system strength affects organization-based self-esteem.

## 2.2. The Relationship between Organization-Based Self-Esteem and Employees' Reactions toward Change

Organization-based self-esteem is shaped by employees' answers to the question of how valuable their contribution to their organization is. Organization-based self-esteem is an individual's comprehensive evaluation of herself or himself. Self-esteem is the level at which employees see themselves as competent, useful, and competent in the organizational environment.

The reactions of the employees show a change in proportion to their self-esteem. In this context, high organizational-based self-esteem enables employees to carry out their assigned tasks to a sufficient extent, while creating strong feelings of being in an important and effective position in terms of future goals and objectives. It has been said that some factors affect the development of positive self-esteem in the organization. The first of these is related to the structural dimensions of the organization (participation in decisions and complexity of assigned tasks). Secondly, it is positive feedback such as trust, justice, and respect conveyed to the employee in his/her environment. The third factor that determines self-esteem is the employees' feelings of competence, effectiveness, and competence in evaluating their performance (Pierce and Gardner, 2004: 307-322).

Self-esteem is a multidimensional emotion (Song and Hattie, 1985: 365-372) and the individual's self-esteem is combined with universal self-esteem, which is shaped as the general self-evaluation of the employee, role-based self-esteem, which indicates that the is competent in roles such as parents, and finally, self-esteem, which indicates that he is competent based on duty appears as a concept (Simpson and Boyle, 1975: 897-904). The level of performance that people put forth affects the level of achievement of the organizational goals determined by the organization they work in. In this context, it is seen that self-esteem is an important factor when evaluating the productivity performance level of the organization. Employees with high self-esteem in organizations focus on displaying positive behaviors by developing positive attitudes. Such employees, who act with a positive perception, are aware that they contribute to the achievement of the goals of the organization with their presence in the organization on a personal level. It is stated that the employees who think that reaching the performance goals of the organization is more important are the employees with a high level of self-esteem. It has been observed that employees with this characteristic have more positive attitudes in terms of productivity, job satisfaction, and organizational commitment (Hollenbeck and Brief, 1987: 392-414).

It has been observed that employees in mechanically designed organizational structures and social systems such as mines and public bureaucracy have low self-esteem (Korman, 1976: 50-63). Therefore, it has been concluded that the features of this organizational model, which are expressed by strict hierarchy and division of labor, central authority, standardization, and strict official processes, limit their self-esteem and self-regulation abilities, which in turn shapes belief systems with internal distrust (Sogh and Zarei, 2016: 1774-1791).

It is understood that components of organizations such as structure, process, system, and strategy affect the organizational-based self-esteem of the employees. Therefore, organizational-based self-esteem will determine the reactions of employees to change in cases such as the change of organizational structure from a mechanical model to an organic structure. From this point of view, the following hypothesis was designed to determine the relationship between organizational core self-esteem and employees' reactions to change:

**H2:** Organization-based self-esteem affects employees' reactions toward change.

## 2.3. The Perceived Human Resource System Strength and Employees' Reactions toward Change

The HRM system's strength is to convey clear and unambiguous messages to the employees about the most appropriate behaviors and responses in the organization (Bowen and Ostroff, 2004: 203-221). The communication of organizational expectations to employees with clear signals through strong HRM systems also creates strong effects on the results (Sanders et al., 2014: 489-503). At this point, it is stated that the HRM system's strength is related to the goals determined, expected, and valued by the organization. With its strong scope, it is seen that HRM practices are organized in consistent communication with employees, with internal standard targets, and quite effectively. On such an organizational plane, it can be clearly seen that there is a consensus among practices, plans, and goals and that the organization has reached a clear consensus. Therefore, HRM system strength is the ability to act dynamically in the direction of implicit willingness in the process of conveying a clear message to employees about the organization's norms, standards, values, goals, and priorities (Ostroff and Bowen 2016: 196-214).

In the process of effective and low-cost management of change operations in organizations, it is important to understand the psychological reaction levels of employees and to determine their feelings and perceptions towards change. Determining appropriate change management processes and measures for managers responsible for the success of change management is an art that requires different skills (Raineri, 2011: 266-272). HRM has the ability to make valuable contributions by initiating and managing organizational-wide change and measuring the performance of change. According to Lockwood (2007), HRM has the ability to make a significant impact and contribution by initiating and leading change in the organization and measuring the effectiveness of change.

It is seen that HRM plays an important role in comprehensive changes and focuses on different functions in informing employees about changes related to change. HRM leaders assume an effective role in adding value to the human and social dimensions of change in the organization and shaping these dimensions by strengthening them. HRM is very useful in shaping change operations that add value to the organization, by enabling employees to cooperate with organizational managers, and in the follow-up of daily work by managers at efficient and effective levels (Benedict, 2007: 7). Therefore, HRM can manage change by taking the lead in implementing methods that encourage commitment by minimizing

resistance to change throughout the organization. Thus, human resources leaders provide an environment in which employees cope with their anxieties and fears throughout the change, support the change, and make this process manageable in the easiest case (El-Dirani et al., 2019: 1-13).

Based on the statements made so far, in this study, the hypothesis designed regarding the positive and linear relationship between the perceived human resources system strength and the employees' reactions toward change has been determined as follows:

**H3:** The perceived HR system strength affects employees' reactions toward change.

Along with the above direct relationship between perceived HR system strength and employees' reactions toward change, there may also be an indirect relationship between perceived HR system strength and the employees' reactions toward change through the organizational-based self-esteem variable. In this context, the fourth hypothesis regarding the research model is designed as follows:

**H4:** Organization-based self-esteem is an intermediate variable between perceived HR system strength and employees' reactions toward change.

As can be seen in the figure below (Figure 1), the research model was determined by considering both the studies examined through the literature review and the hypotheses designed within the framework of the questions focused on finding answers within the scope of the research. Within the scope of the conceptual model of the research, it is aimed to reveal the significance levels of the relations between the variables discussed in the study for the financial sector.
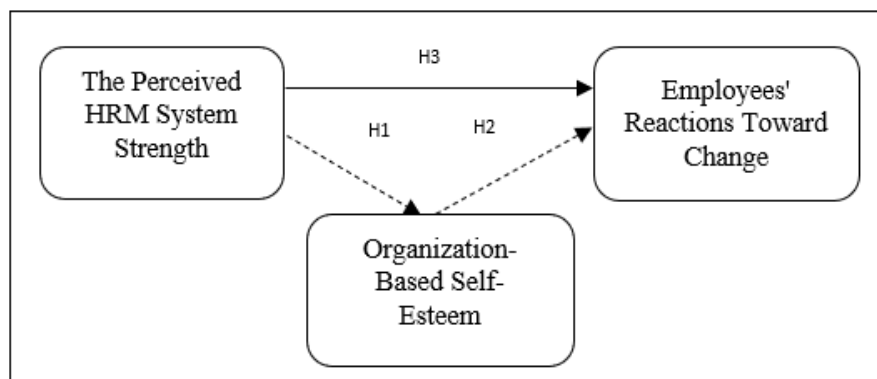


**Figure 1. Conceptual Model of the Research**

## 3. RESEARCH METHOD

Quantitative data analysis was used in order to determine the relationships between the variables discussed in the research at the empirical level. The quantitative research method is focused on presenting numerical results from the samples that will represent the universe related to the researched subject. In more detail, considering that there are different methods in the quantitative approach, in addition to using numerical data (McCusker and Gunaydin, 2015: 537-542), when it comes to testing the designed hypotheses the survey technique is the most useful method to reach the determined goal expressed. In the study, the survey technique, which is one of the quantitative methods, was conducted

because it was used to analyze comprehensive data sets and test hypotheses designed in accordance with the theoretical framework (Gürbüz and Şahin, 2015: 439).

Considering the validity, reliability, and consistency levels of the survey questions used to collect data during the research process, a study was conducted to determine whether the questions asked had content validity and whether they measured the desired feature. In addition, a pilot test was conducted and the validity and consistency of the results were determined (Saunders et al., 2009). In the following parts of the research, the primary data collected were analyzed in order to test the hypotheses designed to determine the relationships between the variables in the conceptual model.

### 3.1. Importance of Research

Considering that the highest share in Turkish financial markets belongs to the Turkish banking sector and that the financial intermediation function is fulfilled by the banking sector at a significant level, it is inevitable that banking will have significant effects on the economy. The first of the effects and contributions of banking to the economy is the intermediary function. From the past to the present, the intermediary function is the most basic function undertaken by banks. With this function, banks continue their intermediation activities on the axis of deposit collection and lending by bringing together those who have surplus funds and those in need of funds (Işık, 2017: 53-66).

The most important effect and contribution of banking to the economy through financial intermediation is the financing of growth (Turgut and Ertay, 2016: 114-128). Another important contribution of banking to the economy is financial development and stability (İşcan, 2003:1-5). Another important role of the banking sector in terms of the economy is competition. On the one hand, the players entering and exiting the banking sector (banks) necessitate the level of competition in the sector and accordingly the more effective use of the funds (deposits) collected and the provision of funds to those in need in more affordable prices (İşcan, 2003:13).

The banking sector in Turkey is primarily funds wholesale trade and brokerage (9.02%), followed by construction (8.64%), electricity, gas and water resources (6.66%), retail trade and personal products (4%, 06), agriculture (3.99%), research, consultancy, advertising (3.32%), textile and textile products (3.15%), metal main industry (2.96%), food, beverage and tobacco industry (2.96%) and the hotel (2.27%) sectors (BDDK, 2018). All of these explanations emphasize that the banking sector in Turkey has been strengthening with each passing period, contributing at a strategic level to increasing the competitive potential of sectors present in all segments of the country's economy, enhancing employment opportunities, and fostering economic processes with critical attributes in terms of employment, added value, and strategic competitiveness. In this context, the study's examination of the banking sector, which has critical economic features influencing the provision of competitive economic operations at a strategic level, signifies its potential to yield important and effective results. The high number of banks and employment potential in the banking sector increases the level of technological change and the impact of competitive factors in the sector. It seems that the sector has significant

potential in the economy with the added value it creates. It is among the sectors where digital technologies are most used. Intense competition in the sector causes the review of business processes and organizational structures with continuous operational change practices. This requires the resilience and impact of the human resources system and leadership to be constantly demonstrated and visible. In the face of change efforts and the implementation of new technologies, employees' reactions to these changes vary according to the self-esteem they have formed as a result of their interaction with the organization. When employees do not feel the power of the human resources system during periods of change, it may lead to a decrease in the level of satisfaction of their needs by participating in organizational roles. The operational success of a strong human resources system in the banking sector may be effective in helping employees participate more willingly in the roles assigned to them in the organization. In addition, frequent organizational restructurings, mergers, and acquisitions in the banking sector require changes in employees. In the face of change, employees encounter situations such as learning new skills, taking on more responsibilities, and doing their jobs in different ways. These changes and the dynamic structure of the banking sector require examining employees in the context of their reactions to change.

## 3.2. Scales of Research

While five questions were asked in the designed questionnaire to reveal the demographic characteristics of the participating employees, one question was asked about their status in the organization they were assigned to. To analyze the dependent and independent variables included in the research model, a questionnaire consisting of 42 items prepared with a 5-point Likert system was presented to the participants. 22 of the statements in the questionnaire are about perceived HR system strength; 10 of them are about organization-based self-esteem; and the remaining 10 are about reactions toward change scales. The perceived human resource management scale is a scale developed by Coelho et al. (2015: 1069-1086), consisting of seven sub-dimensions and 22 questions. The organization-based self-esteem scale consists of 10 self-evaluation items used in various studies by Pierce et al. (1989: 622-648), Kanning and Hill (2012: 13-21).

The related scale was translated into Turkish by Erden (2011). A scale consisting of 2 dimensions and 10 items developed by Vithessonthi et al. (2008) and used by Eyassu (2015) was used to measure employees' reactions to change. The scale of resistance to change has two dimensions. These are the dimensions of resistance to change and support of change.

## 3.3. Sample of the Research

The survey was applied to white-collar employees in public and private bank branches operating in the banking sector in Aydin Province and its districts between November 2019 and March 2020 through online communication channels. A total of 400 people were targeted to participate in the research. A simple random sample method was used in data collection. The questionnaire was applied

simultaneously via the online system. Due to the low number of respondents in the early days, the questionnaire was repeated three times. Communication channels such as telephone, beep, WhatsApp, and e-mail were used extensively to provide feedback to the survey. Finally, it was determined that the number of those who gave the expected feedback after checking the answers was 182 participants. The response rate was 45%. In Table 1 presented below, the demographic characteristics of the employees whose data were collected in the research are given.

**Table 1. Individual Characteristics of the Employees whose Data were Collected in the Study (n=182)**

|  | Frequency (Number) | Percent (%) | Cumulative % |
|---|---|---|---|
| **Gender** | | | |
| Male | 118 | 64.8 | 64.8 |
| Female | 64 | 35.2 | 100.0 |
| **Marital status** | | | |
| Married | 78 | 42.9 | 42.9 |
| Single | 104 | 57.1 | 100.0 |
| **Age** | | | |
| 18-25 | 40 | 22.0 | 22.0 |
| 26-30 | 51 | 28.0 | 50.0 |
| 31-40 | 66 | 36.3 | 86.3 |
| 41-50 | 17 | 9.3 | 95.6 |
| 51+ | 8 | 4.4 | 100.0 |
| **Education** | | | |
| Primary education | 7 | 3.8 | 3.8 |
| College | 47 | 25.8 | 29.7 |
| University | 115 | 63.2 | 92.9 |
| MSc | 11 | 6.0 | 98.9 |
| Doctorate | 2 | 1.1 | 100.0 |
| **Professional experience** | | | |
| 1-2 yıl | 38 | 20.9 | 20.9 |
| 2-5 yıl | 48 | 26.4 | 47.3 |
| 6-10 yıl | 52 | 28.6 | 75.8 |
| 11-15 yıl | 25 | 13.7 | 89.6 |
| 16+ yıl | 19 | 10.4 | 100.0 |
| **Position** | | | |
| Manager | 6 | 3.3 | 3.3 |
| Assistant Director | 9 | 4.9 | 8.2 |
| Sales Consultant | 41 | 22.5 | 30.8 |
| Box Office Attendant | 21 | 11.5 | 42.3 |
| Customer Representative | 105 | 57.7 | 100.0 |

Table 1 above is examined, it was seen that 64.8% of the respondents were male, 35.2% were female, 42.9% were married, and 57.1% were single. It was seen that participants 36.3% of them are between the ages of 31 and 40, 63.2% are university graduates, 28.6% have 6-10 years of professional experience, 57.7% are customer representatives and 22.5% are sales assistants.

## 4. ANALYSIS AND FINDINGS

### 4.1. Validity and Reliability Analysis of Scales

In the analysis process, the structure of the variables in the model was tried to be revealed. Exploratory Factor Analysis (EFA) was performed to determine the structure and dimensions of the scales. In this context, eigenvalues, line graphs, and explained variance ratios were obtained. Principal

components and varimax methods were used in the factor analysis. Table 2 below shows the factor analysis results applied to the perceived HR strength scale. The expressions in the scale were sorted according to the factor weight they had in the dimension they belonged to.

**Table 2. The Perceived Human Resource System Strength EFA**

| Factor | Expressions | Factor Weights | % |
|---|---|---|---|
| Visibility and Clarity of HRM | It is observed that the most outstanding human resources practice in the institution I work for is performance evaluation. | 0.755 | |
| | It is observed that the most conspicuous Human resources practice in the institution I work for is recruitment and selection. | 0.723 | |
| | It is observed that the most conspicuous human resources practice in the institution I work for is payment for performance. | 0.670 | 15.896 |
| | It is observed that the most conspicuous human resources practice in the institution I work for is career development. | 0.651 | |
| | It is observed that the most conspicuous human resources application in the institution I work for is communication. | 0.583 | |
| HRM Practices Validity | I believe that the goals and values of human resources in the organization I work for will be the same six months from now. | 0.684 | |
| | Human resources practices in the institution I work for contribute to competitiveness. | 0.638 | |
| | The human resources programs put into practice in the organization I work for are consistent over time. | 0.617 | 14.587 |
| | The human resources processes and programs in the organization I work for help the employees achieve their goals at the individual level. | 0.571 | |
| | It is seen that there is a consistency between the plans of the human resources department in the organization I work for and the activities put into practice. | 0.523 | 10.720 |
| | In the performance appraisal at my institution. I feel there is a connection between what is being evaluated and what is done daily. | 0.486 | |
| | I know that when I change my behavior by the human resources guidelines in the organization I work for, it will be accepted. | 0.480 | |
| Legitimacy and Consistency of HRM Practices | All of the human resources activities in the organization I work for complement each other to achieve the goals of the organization. | 0.729 | |
| | The goals of human resources practices in the institution I work for are consistent among themselves. | 0.644 | 11.960 |
| | It is accepted that the human resources department is an effective department in the institution I work for. | 0.617 | |
| | In the institution I work for the guidelines prepared by the human resources are reliable. | 0.594 | |
| Justice of HR Practices | My superiors in the organization, I work for deal with me honestly and ethically. | 0.787 | |
| | My superiors in the institution, I work for also consult my ideas when making decisions on matters that concern me. | 0.740 | 11.497 |
| | In my institution, deserving employees are rewarded. | 0.636 | |
| | In my institution, I am allowed to determine my individual career path. | 0.635 | |
| Instrumentality of HR Practices | In my organization, all employees know exactly how and when they will be rewarded. | 0.742 | 10.720 |

80

| | | |
|---|---|---|
| Human resources practices in my organization contribute to highly skilled employees. | 0.684 | |

| | | |
|---|---|---|
| | Total | 64.659 |
| | Kaiser-Meyer-Olkin Scale Validity | 0.890 |
| Bartlett's Test of Sphericity | Chi-square | 1775.339 |
| | p-value | 0.000 |

When the results shown in Table 2 are examined, the KMO determined for the perceived HRM strength scale was calculated as 0.892. It is understood that the Bartlett sphericity test result is above 0.50 and is statistically significant at the 0.05 level. It is seen that the variables are suitable for factor analysis. As a result of the factor analysis performed, it was determined that there were five factors with an eigenvalue of 1 and above in the HRM strength scale. These are respectively; a) Visibility and Clarity of HRM, b) Validity of HRM Practices, c) Legitimacy and Consistency of HRM Practices, d) Justice of HR Practices, and e) Instrumentality of HR Practices. It is understood that the total variance explained by factor analysis is 64,659%.

Within the scope of the research, the structure and dimensions of the organization-based self-esteem scale were also subjected to factor analysis. The factor analysis results applied to the related scale are shown in Table 3 below. Organization-based self-esteem scale is explained as a single factor in accordance with expectations. Factor analysis was performed using the varimax rotation method.

**Table 3. Organization-Based Self-Esteem EFA**

| Factor | Expressions | Factor Weights | % |
|---|---|---|---|
| Organization-Based Self-Esteem | I think that I am a valuable person in the institution I work for. | 0.799 | 51.993 |
| | I think that I am someone who is respected in the institution I work for. | 0.791 | |
| | I think that I am an important person in the organization I work for. | 0.762 | |
| | I think that I am someone who can be believed in the organization I work for. | 0.760 | |
| | I think I can make a difference in the organization I work for. | 0.757 | |
| | I think that I act collaboratively in the institution I work for. | 0.757 | |
| | I think that I am helpful in the institution I work for. | 0.756 | |
| | I am taken seriously at my company. | 0.647 | |
| | I am a reliable person in the company I work for. | 0.612 | |
| | I think that I am an efficient person in the organization I work for. | 0.515 | |

| | | |
|---|---|---|
| | Total | 51.993 |
| | Kaiser-Meyer-Olkin Scale Validity | 0.892 |
| Bartlett's Test of Sphericity | Chi-square | 872.917 |
| | p-value | 0.000 |

As can be seen from the findings in the table above, the EFA revealed that the organizational-based self-esteem scale is unidimensional at the structural level. Organization-based self-esteem dimension revealed 51.993% of the total variance. It was understood that the eigenvalue sizes of the items related to the organization-based self-esteem dimension were 1 and above, and their factor weights were above 0.40.

Within the scope of the research, varimax rotation main component factor analysis was applied within the framework of EFA to the scale of employees' reactions to change. Analysis results are shown in Table 4 below.

**Table 4. Employees' Reactions Toward Change EFA**

| Factor | Expressions | Factor Weights | % |
|---|---|---|---|
| Resistance to Change | I strongly withdraw my support for change in the organization I work for. | 0.903 | |
| | I ignore the change in the organization I work for. | 0.892 | |
| | I don't pay attention to change in the organization I work for. | 0.879 | 37.967 |
| | I am against change in the organization I work for and I will oppose it. | 0.848 | |
| | I try not to implement change in the organization I work for. | 0.802 | |
| Supporting Change | In the organization I work for the change made receives my full support. | 0.874 | |
| | In the organization I work for I fully cooperate with the organization on change. | 0.859 | 35.439 |
| | I accept the decision of the organization I work for to make a change. | 0.853 | |
| | The change made in the organization I work for is acceptable to me. | 0.797 | |
| | In the organization I work for I warmly embrace change. | 0.789 | |
| | Total | | 73.405 |
| | Kaiser-Meyer-Olkin Scale Validity | | 0.862 |
| Bartlett's Test of Sphericity | Chi-square | | 1210.508 |
| | p-value | | 0.000 |

When the results in Table 4 above are examined, it is understood that the calculated KMO value is, 862. The Bartlett sphericity test was found to be significant above 0.50 and at the 0.05 level. Within the framework of the findings obtained, it is understood that there are two dimensions with an eigenvalue of 1 and above in the scale of employees' reactions to change. These dimensions are interpreted as resistance to change and support for change. The total explained variance in the scale was calculated as 73.405%.

In the process of analyzing the research data, the internal consistency of the statements in the scales was subjected to reliability analyzes after the results of the factor analysis. Cronbach's Alpha reliability test was used to determine the internal consistency of the scales used in the research by revealing the reliability levels. Table 5 below presents the calculated reliability analysis results for the scales.

**Table 5. Reliability Analysis Results**

| Scale | Average | Standard deviation | Number of questions | Reliability (Cronbach's Alpha) Coefficient |
|---|---|---|---|---|
| Human Resource System Strength | 3.6101 | 0.70679 | 22 | 0.916 |
| Organization-Based Self-Esteem | 4.2846 | 0.63375 | 10 | 0.894 |
| Reactions toward Change | 2.9489 | 0.60044 | 10 | 0.731 |

When the coefficients given in Table 5 above are analyzed, it is seen that Cronbach's Alpha coefficients calculated for the scales are between 0.731 and 0.916. According to Kalaycı (2009: 405), these results are above the lower limit of 0.60 Cronbach's Alpha coefficient accepted in the literature. These results show that the internal consistency levels of the scales of the research are high.

## 4.2. Correlation Analysis

In Table 6 below, the relationships between the operational variables specified in the conceptual model within the framework of the research hypotheses were measured with the Pearson correlation coefficient, and the results were analyzed.

**Table 6. Correlation Analysis**

| V | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| H1 | 1 | | | | | | | | | | |
| H2 | 0.548** | 1 | | | | | | | | | |
| H3 | 0.385** | 0.520** | 1 | | | | | | | | |
| H4 | 0.509** | 0.681** | 0.574** | 1 | | | | | | | |
| H5 | 0.324** | 0.555** | 0.464** | 0.461** | 1 | | | | | | |
| S6 | 0.304** | 0.286** | 0.529** | 0.329** | 0.255** | 1 | | | | | |
| C17 | 0.042 | 0.018 | -0.113 | -0.011 | 0.113 | -0.169* | 1 | | | | |
| C28 | 0.214** | 0.315** | 0.394** | 0.307** | 0.155* | 0.397** | -0.210** | 1 | | | |
| H9 | 0.688** | 0.846** | 0.765** | 0.822** | 0.743** | 0.419** | 0.010 | 0.339** | 1 | | |
| S10 | 0.304** | 0.286** | 0.529** | 0.329** | 0.255** | 1.000** | -.0169* | 0.397** | 0.419** | 1 | |
| C11 | 0.186* | 0.236** | 0.174* | 0.205** | 0.208** | 0.129 | 0.731** | 0.514** | 0.245** | 0.129 | 1 |

(**significant at the 0.01 level); Number of samples=182. V: Variable, H1: HMRP1, H2: HMRP 2, H3: HMRP 3; H4: HMRP 4, H5: HMRP 5, S6: SELFES6, C17: CHANGE1 7, C28: CHANGE2 8, H9: HMRP9, S10: SELFES10, C11: CHANGE11

From the findings in the correlation matrix shown in Table 6, it is understood that the strength of HR practices and the variables of organization-based self-esteem are in a reciprocal, positive, and moderate relationship (r: 0.419, p<0.01). It is determined that there is a positive but quite weak correlation between the other variables shown in the matrix, reactions to change and organization-based self-esteem (r: 0.129, p <0.01). In addition, it is seen that the relationship between HR strength and reactions toward change is a weak positive and significant (r: 0.245, p <0.01).

Another notable finding in the correlation matrix is that there is a positive but quite weak relationship between the perceived HR strength variable and resistance to change, which is among the sub-dimensions of reactions toward change behavior (r: .010, p <0.01). On the other hand, it is seen that the relationship between the dimension of supporting change and the strength of HR (r: ,339, p <0.01) is positive and moderate. These results show that efforts on the strength of HR practices will contribute to a positive and meaningful increase in organization-based self-esteem. It shows that even though positive perceptions in perceived HR system strength have positive effects on organization-based self-esteem, they cannot have an effect at the level of their positive contribution to employees' reactions to change.

## 4.3. The Effect of Human Resources Practices Strength on Organization-Based Self-Esteem

In the research, regression analysis was performed to test the designed hypotheses. In this context, it was accepted that the causal relationships between the main variables in the research (strength of human resources, organizational-based self-esteem, and reaction to change) could be revealed. The steps

suggested by Baron and Kenny (1986: 1173-1182) were followed regarding the mediating role of organization-based self-esteem in the impact of the strength of HRM practices on employees' reactions to change.

**Table 7. Regression Analysis Results on the Effect of HR Strength on Organization-Based Self-Esteem**

| R2 | Dependent Variable | Independent Variable | B | SE (standard error) | t | F | P |
|---|---|---|---|---|---|---|---|
| 0.419 | Organization-Based Self-Esteem | Constant | 2.993 | .215 | 13.891 | 38.070 | 0.000 |
| | | HRM Strength | 0.361 | 0.059 | 6.170 | | |

The regression model established according to the findings in Table 7 is statistically significant (p<0.05). According to the results obtained, it was determined that organizational-based self-esteem has a linear relationship with perceived HR strength (R2 (percentage of variance explained; 0.419; F: significance degree of the regression model; 38,070) In this case, the results presented in Table 8; It supported the first hypothesis of the research expressed as "H1: The perceived human resource system strength affects organization-based self-esteem". In the context of these results, H1 was accepted.

### 4.4. The Effect of Organization-Based Self-Esteem on Reactions to Change Behavior

Regression analysis was applied to reveal the effect of organizational-based self-esteem, one of the research variables, on the reaction behavior of employees to change.

**Table 8. Regression Analysis Results on the Effect of Organization-Based Self-Esteem on Reactions to Change**

| R2 | Dependent Variable | Independent Variable | B | SE | t | F | P |
|---|---|---|---|---|---|---|---|
| 0.129 | Reactions to Change | Constant | 2.426 | 0.303 | 8.000 | 3.034 | 0.000 |
| | | Self-Esteem | 0.361 | 0.059 | 6.170 | | |

As seen from the findings in Table 8, the established regression model is significant (p<0.05). According to the results of the analysis of the findings, it is understood that the employees' reactions to change can be explained by the organization-based self-esteem with the values of R2 (percentage of variance explained; 0.129) and F (significance degree of the regression model; 3.034). According to Table 8 and the results of the findings, in this case; The second hypothesis of the study, which was designed as "H2= Organization-based self-esteem affects the employees' reactions toward change", was supported.

### 4.5. The Effect of Human Resources Practices Strength on Reactions to Change Behavior

The third regression model was established to test the third hypothesis of the study and the findings obtained are shown in Table 9 below.

**Table 9. Regression Analysis Results on the Effect of HR Strength on Reactions to Change**

| R2 | Dependent Variable | Independent Variable | B | SE | t | F | P |
|---|---|---|---|---|---|---|---|
| 0.245 | Reactions to Change | Constant | 2.214 | 0.224 | 9.889 | 11.424 | 0.001 |
| | | HRM Strength | 0.206 | 0.061 | 3.380 | | |

The regression model established according to the findings in Table 9 is statistically significant (p<0.05). According to the results of the analysis, it was determined that the R2 (percentage of the variance explained; 0.245) and F (significance degree of the regression model; 11.424) values can be explained by the perceived human resource strength of employees' reactions toward change. In this case, the results presented in Table 10; H3: The perceived HR system strength affects employees' reactions toward change, which supports the third hypothesis of the research. Therefore, H3 is accepted.

The fourth hypothesis of the study aims to test whether there is a statistical significance the mediating role of organization-based self-esteem on the relationship of perceived human resource management system strength and employee reactions toward change. The results of the hierarchical regression analysis applied for this purpose are given in Table 10 below.

**Table 10. Results of Hierarchical Regression Analysis on the Mediating Role of Organization-Based Self-Esteem**

| R2 | Dependent Variable | Independent Variable | B | SE | t | F | P |
|---|---|---|---|---|---|---|---|
| 0.246 | Reactions toward Change | Constant | 2.271 | 0.324 | 7.018 | | |
| | | HRM Strength | 0.213 | 0.067 | 3.164 | 5.712 | 0.004 |
| | | Self-Esteem | -0.019 | 0.078 | -0.245 | | |

When the findings shown in Table 10 are examined, it is seen that the hierarchical regression model is statistically significant (p<0.05). It was found that the perceived human resources strength was statistically significant on the employees' reactions to change in the organizational-based self-esteem mediating role (p<0.10). According to these results, it was determined that organizational-based self-esteem had a partial mediating role in the model created. R2 (percentage of variance explained; 0.246) and F (significance of the regression model; 5.712). When all these results are examined, the status of the hypotheses regarding the research is shown in Table 11 below.

**Tablo 11. Results of Hypothesis Test**

| Hypothesis | Decision |
|---|---|
| **H1:** The perceived human resource system strength affects organization-based self-esteem. | Accepted |
| **H2:** Organization-based self-esteem affects employees' reactions toward change. | Accepted |
| **H3:** The perceived HR system strength affects employees' reactions toward change. | Accepted |
| **H4:** Organization-based self-esteem is an intermediate variable between perceived HR system strength and employees' reactions toward change. | Accepted |

According to the results of the hypothesis test shown in Table 11, all hypotheses are accepted. According to these results, it has been determined that the strength of perceived human resources has direct and indirect effects on employees' reactions to change, and the organizational-based self-esteem variable is effective as an intermediate variable in these interactions.

## CONCLUSION, DISCUSSION AND RECOMMENDATIONS

Organizations can respond to the challenges they face most effectively by increasing their performance capacity related to HRM practices. In this context, human resources practices should have the potential and tools to enable employees to understand the hierarchical, technological, and cultural aspects of the system they are in, and to correctly identify and analyze the signals coming from the

system. These tools and features not only affect the level of employees' perception of the potential impact and strength of human resources but also determine the functional performance of the HRM system (Ostroff and Bowen, 2000: 211-266).

Organizations should not be content with the success of HRM practices alone against environmental changes and challenges, they should focus on efforts that reinforce the tendency of organizational employees to believe in themselves as competent, important, cooperative, and valuable as loyal members of the organization. Organizations should be aware of the fact that if the employee is treated well in a good organizational environment and earns higher wages than employees in similar positions, it improves their perceived position within the organization and results in higher organization-based self-esteem (Gardner et al., 2004: 309).

In this context, organizations should focus on ensuring that members in an organization that promotes employee self-esteem and has a good and positive atmosphere have a positive attitude towards their responsibilities and the organization as a whole. Organizations and their senior management should give importance to the strength of HRM practices and organization-based self-esteem issues to be affected by the risks of the turbulent business environment created by environmental, and technological changes and increasing competition, as well as show an analytical perspective to the behavior of employees against change. The level of commitment of the employees to the change operations carried out in the organization will be affected by the factors emerging in the process and the level of individual perception. Employees who clearly see that managers support the change by providing an effective and consistent communication environment during the change in the organization will also remain loyal to the change and display a supportive attitude. Likewise, there is a potential for the mentioned variables to have an impact on the change process and to increase the level of satisfaction of employees with their work. It can be stated that the level of job satisfaction obtained during the change operations carried out in the organization is shaped by the ability perceptions of coping with the change, put the transformation process into practice, and then doing things (Judge and Church, 2000: 166-198).

Based on this information, this research focused on revealing the relationships and interactions between the strength of HR practices, organizational-based self-esteem, and employees' reactions to change variables by testing the designed hypotheses. By evaluating and analyzing the data provided by 182 bank personnel working in the banking sector in Aydın Province and its Districts, it was revealed that the strength of HR and organizational-based self-esteem variables have significant and positive relationships. To be more precise, the increase in employee perceptions of the strength of HR will lead to positive increases in their organizational-based self-esteem. The research also revealed that there is a significant and positive relationship between the strength of the perceived HR system and the employees' reactions toward change. Finally, when the organization-based self-esteem was considered as an intervening variable in the study, it was understood that the statistical significance continued even though the relationship between perceived HR system strength and employees' reactions toward change decreased. This result reveals that organization-based self-esteem fulfills its mediating role, albeit

partially. With the results obtained from the research, generalizable information was obtained about the relationships between the concepts of strength of human resources practices, organization-based self-esteem, and employees' reactions to change by analyzing the survey data applied to the banking sector sample.

The findings will encourage the visibility of HRM practices, their compliance with the objectives, and the display of consensus at the organizational level, in shaping the employees' reactions toward change in favor of the organization. It has also been determined that the visibility, relevance, and consensus of HRM practices will have a positive effect on strengthening the tendency of employees to believe in themselves as competent, important, open to cooperation, and valuable, and this will indirectly affect the reactions of employees to change positively. With these results, all hypotheses designed to reveal the relationships of the variables shown in the conceptual model of the research were statistically accepted by the analysis of the findings.

The research has the potential to make an important contribution to the relevant literature. With the comprehensive literature review, it has been determined that there has not been a study in the banking sector in which research variables are discussed together. It is understood that there is a very limited literature knowledge about the effects of HRM practices on organization-based self-esteem, and studies on similar topics are associated with variables such as leadership, learning behaviors, and the meaning of work and perceived organizational support. Therefore, in terms of the lack of studies that deal with the research variables discussed in the current study as a whole in the literature, it is seen that the research has a unique and important quality to fill the gap.

This research also has practical implications. The senior management and operational managers of organizations will understand the importance of developing organizational-based self-esteem by being aware that the strength of human resources has the potential to determine the reactions of employees to change. Therefore, based on the findings, they will be able to create a human resources pool that is strong, high in self-esteem, and believes in the need for change in an uncertain and complex business environment.

The research has some limitations. The first limitation is that the study was conducted in the banking sector and the context of Aydın province in Turkey. On the other hand, research infrastructure difficulties such as insufficient time and budget are a third limitation. Future research can be carried out with more samples and participants by reaching most of the literature in different sectors and country enterprises. Thus, by comparing the results obtained from the study with future results, the practical benefits can be increased by enriching the information resources that organizational managers can refer to at the application level, and it can contribute to the increase in the scope of the academic literature.

## STATEMENT OF RESEARCH AND PUBLICATION ETHICS

The method used in the study does not require ethics committee approval.

## DECLARATION OF SUPPORT

This study was not supported by any person or organization.

## CONFLICT OF INTEREST STATEMENT

There is no conflict of interest between the authors.

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