

# The Importance of Human Resources Management in Disaster Coordination

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## Abstract

The earthquake centered in Kahramanmarař has revealed what needs to be done in disasters. Although many aid and search-rescue teams were sent to the region, there were coordination problems. The question arises as to why the HRM functions, which were formed by the evolution of the concept of personnel management developed by the USA to manage labor problems in the military field in the First World War, are not used by experts. At this point, "Why are HRM practices not used for coordination in disaster areas?" the question is noteworthy. The study is aimed to show the importance of HRM in disaster coordination. The research was completed using the qualitative method based on secondary data sources. As a result of the study it was concluded that for disaster management to be successful, HRM practices and, naturally, HR managers should take active duties and responsibilities in all stages of disaster management.

*Keywords:* Human Resource Management, Human Resource Managers, Coordination, Disaster Management

## Afet Koordinasyonunda İnsan Kaynakları Yönetiminin Önemi

### Öz

Kahramanmarař merkezli deprem, afetlerde yapılması gerekenleri ortaya çıkarmaktadır. Bölgeye çok sayıda yardım ve arama-kurtarma ekibi gönderilmesine rağmen koordinasyon sorunları yaşandıđı görölmüřtür. Ancak bölgede koordinasyon için çalışan insan kaynakları yöneticisi olmamıřtır. Bu noktada, ABD'nin Birinci Dünya Savařı'nda askeri alanda iřgücü sorunlarını yönetmek için geliřtirdiđi personel yönetimi kavramının evrilmesiyle oluřan İnsan Kaynakları Yönetimi fonksiyonlarının neden uzmanlar tarafından kullanılmadıđı sorusu akla gelmektedir. Bu kapsamda "İKY uygulamaları neden afet bölgelerinde koordinasyon amacıyla kullanılmıyor?" sorusu dikkat çekmektedir. Çalışmanın amacı, afet koordinasyonunda İKY'nin önemini ortaya koymaktır. Arařtırma, nitel yöntem temelinde ikincil veri kaynaklarına dayanarak yapılmıřtır. Çalışma sonucunda afet yönetiminin başarılı olabilmesi için İKY uygulamalarının ve dođal olarak İK yöneticilerinin afet yönetiminin tüm ařamalarında aktif görev ve sorumluluk alması gerektiđi sonucuna varılmıřtır.

*Anahtar Kelimeler:* İnsan Kaynakları Yönetimi, İnsan Kaynakları Yöneticisi, Koordinasyon, Afet Yönetimi


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## Introduction

The disaster, which caused the disappearance and displacement of civilizations, is still a significant problem today. Countries prepare local policies suitable for their disaster types. It develops precautionary and intervention based disaster management strategies in line with its local policies. In addition, international disaster policies are also developed to support national disaster management strategies according to the impact level, severity and size of disasters.

In general, while disaster management policies were developed in accordance with the process carried out after the disaster occurred, today it has turned into studies aimed at identifying disaster risks and being aware of the occurrence of a disaster without a disaster. Policies developed in disaster management basically aim to minimize the losses caused by the disaster and even the disaster risk.

Disaster management in Turkey is a long process that contains pre-disaster, during, and post-disaster and requires public responsibility. Although there is a responsible organizational structure that manages the disaster process, a disaster is an unexpected situation that profoundly affects the entire social structure in terms of its nature, those affected by the disaster, and its consequences. The diversity and scattered structure of the actors in the process and the fact that the time factor is decisive in coping with the situation show the importance of coordination in disasters.

From the moment of the disaster, the importance of coordination has emerged in the processes of taking the decision to affect the general life, responding to the disaster area, first aid works, conducting damage assessment studies in the relevant region, providing temporary shelter to the victims and providing basic needs such as food and drink. In particular, the 6 February 2023 Kahramanmaraş earthquake, called the disaster of the last century in Turkey, has brought the issue of disaster to the agenda again. Although much aid was provided in this disaster, the coordination problem was voiced by experts, aid teams, and even politicians.

To overcome the problems created by disasters, many studies have been carried out that reduce disaster management to first aid and rescue efforts. However, as revealed in the last disaster, disaster management is a coordination job. Although all preparations were made entirely in the disaster experienced in Kahramanmaraş which affected ten provinces, we witnessed the lack of coordination in the field during and after the disaster slowed down the processes.

At this point, the thought comes to mind why the Human Resources Management (HRM) functions, which were formed by the evolution of the concept of personnel management, which emerged in the military field to manage the workforce problems of the United States in the First World War, were not used by experts. Although coordination is one of the main functions of HRM, no single HR manager has been appointed for coordination in disaster areas. At this point, “why are HRM practices not used for coordination in disaster areas?” question is noteworthy. The study is aimed to show the importance of HRM practices in disaster coordination.

The study is crucial as it attracts attention to the coordination function of HRM in disaster management. The disaster management studies in the literature focus on first aid and rescue, This study is unique as it focuses on coordination. The study contributes to the literature by showing how vital HRM practices are in disaster management. In addition, since disaster management teams, experts, and HR managers can benefit from the results obtained, it provides application contribution.

## Human Resource Management

Makalenin yöntem bölümü ile ilgili bilgiler burada yer alacak. Makalelerde yazı karakteri olarak “Garamond” yazı karakteri kullanılmalıdır. Özel bir yazı tipi (font) kullanılması gerektiren makalelerde, kullanılan yazı tipi de yazıyla birlikte gönderilmelidir. Makale sayfa düzeninde üst, sağ ve sol kenarlardan 2,5 cm, alttan 1,5 cm boşluk bırakılmalıdır. Makale metni “Garamond” yazı karakteri, 11 punto büyüklüğünde, tek satır aralığı, önce ve sonra 6 nk aralık bırakılarak yazılmalıdır. Metin tek sütun olarak yazılmalıdır. Her bir paragraf en az üç cümleden oluşmalıdır. Paragraflar 0,75 cm'lik girinti ile başlamalı, paragraf aralarında boşluk bırakılmamalıdır.

## Disaster, Disaster Management and Teamwork

Disaster is a technology, nature, or human-induced event that causes economic, social, and physical losses in society, disrupts daily life, and leaves human activities and coping capacity insufficient (Disaster Management Terms Dictionary, 2023). Disaster is not an event but its result (Disaster Management Glossary, 2023). In brief, a natural, technological, or artificial event that causes physical, economic, and social losses in society and reduces daily activities and coping capacity is a disaster (AFAD, 2023; Sever and Değirmenci, 2019).

Disaster is not only about causing loss of life and property but also for the people affected by these events to lose some opportunities that enable them to lead an everyday life such as safety, healthy life, and shelter. In this context, disaster management becomes essential. Disaster management is to try to protect people's lives by minimizing losses with the correct and timely use of available resources. Disaster management consists of three stages: the pre-disaster preparation phase, the disaster response phase, and the post-disaster reconstruction phase (Ekşi, 2017). Disaster management is the planning and management of the process that makes it difficult or even abolishing the right of society to live in a balanced and healthy environment, as stipulated by Article 56 of the Constitution (Karaman, 2017). Disaster management is a multi-faceted, multifactor, multi-disciplinary, and comprehensive management process to plan, direct, and coordinate what will be done before, during, and after the disaster to reduce the damages (AFAD,2023). Disaster management is an interdisciplinary study in which the training of decision-makers and practitioners is also considered, taking into account all the details in the process, raising awareness in the society and adopting it as a culture, covering the efforts from planning to auditing (Karaman, 2017). The success of organizing, planning, controlling, and directing processes as components of the management process is the primary determinant of the success of disaster management.

Disaster management consists of three primary stages: pre-disaster preparedness, response during a disaster, and post-disaster recovery. Pre-disaster management is called risk management, which consists of preparations and studies before the disaster occurs. The mitigation phase, the first phase of pre-disaster management and also called the "risk reduction phase," includes all activities and measures taken to prevent hazards that may lead to disasters or prevent them from causing significant losses. In this direction, one of the things to be done at this stage of disaster management is to review and regulate the relevant legislation, update disaster scenarios, and make applicable legal regulations on necessary issues.

The primary purpose of the work in the preparatory phase is to prepare with effective organization and methods in a timely, appropriate, and coordinated manner by taking precautions against the effects of dangers and risks that may cause harmful effects on people. At this stage, all administrations should make the essential appointments for disaster management duties and determine their powers and responsibilities. In the preparation phase, the determination of disaster potentials and action plans gain importance through risk analysis. In addition, it is pointed out that the studies take place in the dynamic nature of the risks; in this sense, they contain continuity. Preparation is carried out through an evacuation plan, disaster management plan, resource provision, forecasting and early warning systems, exercises (Altay, 2017), and training, and includes timely and appropriate intervention. At this stage, it is essential to effectively determine how organization and equipment will work when an emergency occurs at the national, local, and individual levels and to build response capacity.

In the intervention phase, determination of the personnel to be assigned, warning the public and evacuation to safe places, accommodation, continuous informing of the people, search and rescue efforts, medical aid, damage assessment, and coordination of the aids to be requested from outside the region should be ensured. During disasters, the importance of intervention, needs analysis, coordination, management (such as communication, search, and rescue), and early recovery activities (temporary shelter, shelter, donation management) emerges. It is stated that different early recovery efforts are realized in different periods of the response process (such as the first 24 hours, the first week, the first month, and the third month), depending on the disaster situation. Here, a crisis management approach is needed to complement the risk management approach.

Post-disaster management includes the activities carried out at the time of disasters and after disasters. The studies carried out at this stage are also called crisis management. In this context, it covers all the intervention procedures carried out to return the natural flow of life, such as identifying the damaged structure damaged in the disaster, meeting basic needs such as shelter, food, and beverage, transferring the injured, funeral burials, collecting aids, delivering aids to those concerned.

Briefly, disaster management: there are two main areas of activity: risk management before the disaster and crisis management after a disaster. Risk management includes risk reduction and preparation; crisis management can be grouped under improvement and reconstruction (Çilingir, 2019). Today, priority is given to risk management in disaster management (Erkan, 2010). However, the importance of crisis management during disasters is understood.

Disaster management aims to minimize the risk of loss caused by a disaster. It is a fact that pre-disaster planning is at least as important as the response during and after the disaster and even more effective in reducing disaster damage (Kadıoğlu 2017). Here, teamwork is essential in disaster management.

Teams are communities established for a predetermined common goal, for a group with different abilities, experiences, and perspectives to combine their power, effort, knowledge, and expertise to complement each other's deficiencies (Satman, 2012). Three points are noteworthy here. These include the necessity of having more than one individual for the team, the team members working together, and the existence of a common purpose. Teams can quickly assemble and share tasks flexibly and responsively in changing situations (Robins and Judge, 2013).

Teamwork refers to the group responsible for the team members' duties and cooperation (Park et al., 2005). Collaboration is essential because it performs well (Zehir and Özşahin, 2008). For effective results in teamwork, the teams need to be directed and managed correctly, and suitable reinforcers should be used. For successful collaboration, physical conditions, communication, appropriate technology, and compliance with rules are required (Dereli and Baykasoğlu, 2003).

After forming teams, they mature through several stages; in the beginning, team members need to know each other, determine their roles and the rules to be followed, divide the work, and complete the team's tasks. Thus, they become part of an orderly functioning whole. The mission of the team leaders is to determine the team's development stage and take measures to help its functioning. According to Belbin, the steps that make up the team are forming, storming, meeting/norming, and performing (Belbin, 2004).

**Forming:** At this stage, team members come together. It is the foundation phase of the team. People are trying to get to know each other. Team members ask, "Why are we here?" and "Why us?" are busy with questions (Belbin, 2004). The answers to these questions create team spirit, unite the community around a goal, and lead them to a common goal.

**Storming:** At this stage, team members get to know each other and the challenges of the task. At this stage, team members ask, "How can I be useful to this team?" (Dereli and Baykasoğlu, 2003). At this stage, The difference between expectations and reality can be understood, reluctance to target may arise, loss of trust in authority may occur, one may feel inadequate, a race may begin with each other, and the pole of trust-insecurity may expand (İzgören, 2013).

**Meeting/Norming:** At this stage, the team members' roles are determined. Conflicts are reduced as the dialogue between team members is enhanced. The team gains a true team identity. Team spirit is formed. It is the period when members begin to trust themselves and their teammates (İzgören, 2013). At this stage, it is decided who will do which task (Balbin, 2004).

**Performing:** At this stage, task harmony occurs among team members. Since the weaknesses and strengths of the members have been determined, it has now been determined who can be successful in which task. At this stage, Being a team member gives happiness; solidarity begins, leadership is divided, and performance increases (İzgören, 2013).

Teamwork is divided into job and process-oriented skills (Tuncer, 2012). Job-related skills are the ability to fulfill the assigned task in the team. Process-oriented skills are related to cooperation and coordination (Desimone and Harris, 2002). There are some characteristics that team members must have. These job-related characteristics are attitudes toward team members and personal factors (Garvin, 1999). It is possible to record the job-related features as professional perspective, flexibility, willingness to learn, and adapting to the general decision. Attitude towards team members can be listed as respect, trust, and goodwill. Finally, personal characteristics: extroversion, communication skills, self-esteem, and professional competence. In short, the features that team members should have are being open to learning, problem detection, analysis ability, elaboration, taking the initiative, willingness to work in an empowered environment, positive verbal communication skills, planning and organization, technical and professional competence, coping with stress, empathy and intrinsic motivation (Baltaş, 2004).

Briefly, disaster management's priority is establishing the right teams at the right time. The teams' accuracy can be understood by coordinating during and after the disaster. For disaster management work and functions to be carried out at every stage without disruption, it is essential to establish the right teams, manage them correctly, and ensure correct coordination.

### **Disaster Management in Turkey**

Every year, 22,000 small-large earthquakes occur in our country (AFAD, 2019). Disaster, of course, cannot be limited to earthquakes only. In our country, disasters such as floods and landslides are often devastating. For example, 74 people died in the mud flow in Isparta on July 13, 1995, and 63 were killed in the flood disaster in Izmir on November 04, 1995 (Kemalođlu, 2015).

Due to its geological location, Turkey has been a place where natural disasters occurred in many different sizes (Özmen and Gökçe, 2018). The fight against disasters has been carried out against earthquakes, avalanches, floods, and landslides. The history of disaster management in Turkey goes way back. However, the first regulation on disaster management was II. It was carried out by Beyazıt (Kadiođlu, 2017).

After each disaster is experienced, a new legal regulation effort has been made, and disaster management legislation has been revealed. After the 1939 Erzincan earthquake, basic legal arrangements were made. The first law on disaster management is Law No. 3773, dated 1940, on "Buildings to be Constructed for the Damaged in Erzincan and the Regions Affected by the Erzincan Earthquake." 1944 Law No. 4623 on "Measures to be Taken Before and After the Earthquake" was enacted. With this law, for the first time, the state was given some responsibilities before the earthquake. Measures such as the determination of earthquake zones, special sanctions for new buildings, the preparation of aid and rescue programs for emergencies, and the fact that municipalities do not open the areas for which ground surveys have not been done have come to the fore. By this law, the "Turkey Earthquake Zones Map" was created. In 1945, "Turkish Earthquake Zones Building Regulations" came into effect.

In 1953, an Earthquake Bureau was established within the Ministry of Public Works, Construction, and Zoning Affairs body. This office was transformed into the DE-SE-YA (Earthquake, Seyelan, Fire) branch in 1955 and carried out the works to reduce the damages caused by the disaster. 1959 Law No. 7269 on "Aids and Measures to be Taken Due to Disasters Affecting Community Life" was enacted. This law has survived to the present day with some changes. Thus, all laws aiming to reduce the damages of disasters were gathered under a single direction. This law created a "Disaster Fund," and all-natural disasters were included in the fund's scope.

Before the 1999 Marmara Earthquake, disaster management in Turkey was carried out mainly in the form of food and clothing aids, health services, and meeting the shelter needs of the disaster victims (Tercan, 2018). It was seen that this approach to disaster management in the Marmara Earthquake was insufficient. Then, Law No. 4452 on "Authorization Law on Measures to be Taken Against Natural Disasters and Arrangements for Removal of Compensation" was enacted. In addition, Law No. 5902 on "Measures to be Taken Against Natural Disasters and Arrangements for Removal of Compensation" and the "Disaster and Emergency Management Presidency" were enacted. Later, in 2009, the "Disaster and Emergency Management Presidency (AFAD)" was officially established.

AFAD was affiliated with the Ministry of Interior with Presidential Decree No. 4 in 2018. There is a "Disaster and Emergency Advisory Board" within AFAD, which allows the participation of different parties. Apart from the center, there are also "Provincial Disaster and Emergency Management" units. Cooperation activities at different scales are carried out through the "Volunteer and Donor Department," established within the central organization.

In 2012, with the circular published by the Prime Ministry in the Official Gazette numbered 28314 regarding the preparations for the 10th Development Plan, it was decided to establish special specialized commissions and working groups on the subjects determined by the Ministry of Development. One-based commission was defined as "Efficiency in Disaster Management" (SBB, 2020). Studies on minimizing disaster damage in our country are listed under the "Policy and Measures" title in the Eleventh Development Plan. Accordingly, it is aimed to prioritize disaster risk and mitigation efforts throughout our country by making plans for different types of disasters, taking into account the socioeconomic and physical characteristics of the regions (Eleventh Development Plan, 2019). The "Turkey Disaster Response Plan (TAMP) covers central and local organizations, was prepared by AFAD and entered into

force in 2014. TAMP aims to determine the basic principles of response planning in the disaster process by defining the roles and responsibilities of disaster response actors (Özmen, 2017).

Briefly, some public institutions, especially AFAD, plan and carry out disaster management in Turkey. Risk management constitutes the general framework of disaster management in Turkey. Finally, it is necessary to emphasize the importance of coordination in disaster management. management.

### **Coordination in Disaster Management in Turkey**

Disaster management practices in Turkey are carried out by the provisions of the “Regulation on Disaster and Emergency Response Services (AADMHY)” that entered into force in 2013. AFAD coordinates the implementation of the provisions of these regulations. The “Disaster and Emergency Advisory Board” established within AFAD has been held responsible for taking measures against disasters. AFAD decision body: It was established under the chairmanship of the AFAD president or the vice president to be determined. Its members: Ministry of Foreign Affairs representative, Ministry of Interior representative, Bogazici University Kandilli Observatory and Earthquake Research Institute (KRDAE) department head, Mineral Research and Exploration General Directorate (MTA) representative, Turkish Scientific and Technological Research Council department head, Turkish Red Crescent department head and five to be determined by the president consists of faculty members. AFAD Advisory Board was established to protect against disasters and emergencies, to reduce risk, and to define recommendations, policies, and priorities for post-disaster activities. In line with this purpose, it ensures that a disaster plan is created primarily by the advisory board.

It is possible to collect the phases of the disaster plan under three headings: “pre-disaster, during the disaster, and post-disaster” (Geray, 1978). These are also called preparation, first aid and emergency response, and reconstruction phases. Since the activities carried out within the framework of the disaster plan complement each other, these phases should follow each other. The preparation phase is the pre-disaster risk analysis phase in settlements. It covers the preparation of an emergency action plan by determining the needs for the possible consequences of the disaster. The preparation phase also covers evacuation, choosing the assembly center, preparing Provincial Rescue and Emergency Aid Plans, establishing equipment centers in the region to be assisted, and stockpiling critical materials. In addition, the activities of checking whether the early warning systems are operational, operating them, and updating them according to changing conditions fall within the scope of this phase. The impact analysis should be done before the post-disaster response. Then, the first aid and emergency response phase is started.

The first aid and emergency response phase aims to return search and rescue and social life to normal. The purpose of this phase is to save the most lives as soon as possible after the disaster. Its other goal is to ensure the healing of the injured. Moreover, necessary works are carried out to protect the life and property of those affected by the disaster from dangers and risks after the disaster and to meet their needs as soon as possible. When this phase is over, reconstruction is started quickly to return to ordinary living in the disaster area.

The reconstruction phase is the crisis management process. In this phase, disruptions in transportation services, infrastructure damage, problems during intervention and evacuation, public order and security problems, problems experienced during the receipt, registration, storage, and distribution of humanitarian aid, and temporary accommodation problems are encountered (Yılmaz, 2001). All units under the executive must fulfill their responsibilities in eliminating these problems. In this context, coordination is essential, especially at this stage. In this context, it is necessary to briefly summarize the units responsible for disaster management and the responsibilities of these units.

Of course, the State is responsible for disaster management. Representing the State, all Ministries have responsibilities related to their subjects. In a disaster, the Governor is responsible for disaster management on behalf of the State. In the 18th article of Law No. 5902, It is stated that in the provinces, provincial disaster and emergency directorates will be established under the particular local administration, and the Governor will be responsible for the administration and administration of this directorate.

The “Disaster and Emergency Coordination Board,” affiliated with AFAD, is the highest body responsible for ensuring disaster coordination. Providing coordination and cooperation between institutions and organizations and non-governmental organizations is among the duties of this Board. AFAD's provincial organization, “Provincial Disaster and Emergency Directorates,” is the priority unit in

disaster coordination. The duties of the Provincial AFAD Directorates are summarized as follows (AFAD Law, 2009):

- To identify the dangers and risks of provinces and districts,
- To prepare and implement disaster and emergency prevention and response plans in cooperation and coordination with local governments, public institutions, and organizations,
- Managing the disaster and emergency management center,
- To detect loss and damage in disasters and emergencies,
- To carry out training activities related to disasters and emergencies,
- To ensure coordination with other emergency plans in the preparation of emergency plans.

Another unit with essential duties within AFAD regarding coordination is the "Information Systems and Communications Department." It controls everyday communication and information systems by determining the standard, cooperating between organizations, sharing information, establishing or having communication, coordinating, forecasting, and installing early warning systems, maintaining and repairing related systems, or having them done (AFAD, 2018). According to the Metropolitan Municipality Law No. 5216, the responsibilities of the Metropolitan Municipalities regarding disasters:

- To plan the natural disaster preparations by the provincial plans,
- To provide equipment and material support to other disaster areas when necessary,
- Identifying explosive and flammable material production and storage areas,
- Inspecting residences, workplaces, entertainment venues, factories and industrial establishments, and public institutions and organizations in terms of disaster measures,
- Demolishing disaster risk buildings.

It is to make the necessary plans and prepare the team and equipment needed, considering the region's characteristics, to be protected from disasters. Another institution responsible for disaster management is the Turkish Armed Forces (TSK). The TSK uses all its units effectively and coordinatedly in search and rescue activities. In particular, the TAF search and rescue units are Natural Disasters Search and Rescue Battalion Command (DAK) and Gendarmerie Search and Rescue Teams (JAK). Search and rescue, first aid, skiing, snowmobile, and mountaineering training are given to the personnel working in the Search and Rescue Teams of DAK and JAK in two terms, summer and winter (DAK, 2023; JAK, 2023). In addition to the TAF, the General Directorate of Security (EGM) also has responsibilities.

The "Disaster and Emergency Management Bureau" unit affiliated with the EGM Provincial Police Departments was established. This unit assists in the rapid and accurate transmission of the information collected in the disaster to the Governor's Office and relevant authorities, archiving the report, preparing disaster plans, monitoring training and exercises, ensuring security, preventing looting in the wreckage areas, and search and rescue activities. It undertakes duties such as ensuring the safety of its crew, taking traffic precautions, and protecting important historical and cultural sites (EGM, 2023). In addition to the EGM, the Fire Brigade also has responsibilities in disaster management.

The basic principles of the fire department in firefighting are saving lives, preventing material damage, and protecting the environment. This organization carries out search and rescue activities, fire fighting, fire prevention, rescue, protection of goods and fire control, ventilating the atmosphere after the fire is extinguished, and maintaining and repairing the climate (Kadıođlu, 2015). In addition to the Fire Brigade, the Coast Guard Command also has responsibilities in disaster management. The Coast Guard Command, as an armed security force, continues its activities by law in all maritime areas under our sovereignty and control (Coast Guard, 2023). They use all their duties and authorities in the disaster area in coordination with the relevant organizations in case of disaster.

In summary, while the public problems that concern the majority are left to the central government, the issues that vary according to the characteristics of the place are left to the local governments. The multidimensional complex structure of disasters, local governments (Yaman and akır, 2018), and different levels (international, regional, national, and local) make cooperation in various sectors more

important (TÜSEV, 2013). Apart from the public authority, it is known that the civil society structure also fulfills vital functions, and cooperation between the parties is becoming a necessary part of disaster management (Memiş & Babaoğlu, 2020). Kızılay is one of them.

Kızılay is expressed as helping those in need in regular times and disasters, developing cooperation in society, providing a safe blood supply, and taking precautions against dangers (Kızılay, 2023). The primary duties of the Red Crescent are emergency aid, emergency shelter, emergency nutrition, blood and blood products supply, partial emergency health, and psycho-social assistance (AFAD, 2018). In addition to the Red Crescent, National Medical Rescue Teams (UMKE) are responsible for disaster management.

UMKE, one of Turkey's national search and rescue organizations, was established in 2004 under the "General Directorate of Emergency Health Services" of the Ministry of Health to intervene quickly and accurately to prevent many people from being harmed. It consists of volunteer teams, all of whom have special training and equipment and are made up of health professionals (Günaydın, 2017). In addition to UMKE, the Search and Rescue Association (AKUT) is also involved in disaster management.

AKUT was officially established under the "AKUT Search and Rescue Association" on March 14, 1996. AKUT is the first organization in Turkey to receive this certificate in the "Classified Intermediate Team" group according to INSARAG standards (AKUT, 2023). It aims to create suitable conditions for help by reaching people in difficult situations in a disaster as soon as possible. With a professional approach, it is among the objectives to carry out correct search and rescue activities, provide the necessary first aid support to the victims, and minimize the loss of life.

Briefly, considering disasters as manageable situations is becoming increasingly essential (Akman-Pek, 2018; Acar and Çağdaş, 2019). In conclusion, Organization at the mid-level gains more importance in studies conducted at the strategic level (Yaman and Çakır, 2018). It is understood that collaborations between local governments and different local parties come to the fore in stages such as risk reduction, preparation, and response. Starting from here, we can say that cooperation and coordination constitute the most fundamental point of integrated disaster management.

### **The Place of HRM in Disaster Management**

In disaster management, it is human resources that take part in basically all institutions and organizations. Disaster management is carried out with human resources' mandatory and voluntary participation. Effective and efficient management of human resources in the disaster management cycle is critical.

People from many different institutions, organizations, and units are assigned to disaster management. These are disaster management center employees, crisis desk managers, search and rescue teams, disaster coordination center employees, pilots, firefighters, construction workers, divers, engineers, drivers, mountaineers, lifeguards, health workers, physicians, mine workers, ambulance drivers, psychologists, machinists. It consists of many different disciplines such as psychiatrists, police personnel, municipal employees, media workers, non-governmental organizations and volunteer teams (Altuntaş, 2017). It is very difficult to coordinate these people with different expertise and education levels in disaster management. The harmonious and effective work of these people should be the primary goal in realizing a successful disaster management process by minimizing disaster damage.

HRM consists of planning, supplying, selecting, placing, training, developing, coordinating, and securing the most appropriate human resources required to achieve the objectives. The HRM process in disasters also consists of similar stages. Everyone involved in disaster management should be included in these stages. Fast, effective, and continuous coordination between human resources to work in the stages of disaster management is the prerequisite for successful disaster management. In this context, let's consider the place of HRM functions and what can be done in disaster management in order.

Human Resources Planning (HRP): In the HRP phase, the job descriptions and requirements are revealed by analyzing the work. In accordance with these definitions and requirements, the qualifications to be sought in people who will do these jobs are determined. The HRP will help determine the work and actions to be performed by people who will work both mandatory and voluntarily in disaster management. In addition, the qualifications to be sought in people who will work to do the work to be done correctly will be revealed at this stage. HRP in disaster management covers determining the quantity and quality of human resources for disaster preparedness, emergency response, search, rescue, recovery, risk reduction,



and damage prevention. In addition, considering that the compulsory and voluntary employees working in disaster management may also be affected by the disaster or their relatives may be affected, it also ensures that a reserve employee list is created to avoid disruptions in work and transactions. In addition, it is ensured that both permanent and substitute employees are prepared for their duties in disaster management. In short, at this stage, real, reserve, additional, and new personnel should be planned separately for all works and processes that will take place in disaster management. Especially in the disaster preparedness phase, HRP should be done by taking into account the employee capacity of all public and private institutions, disaster management objectives, strategies, and environmental analysis results (Altuntař, 2017). The time devoted to HRP practices in disaster management is essential as it shows the time saved when a disaster occurs (Karciođlu, 2017). This stage is essential for coordination in disaster management.

**Supply and Selection:** Person-job fit is very important in HRM. Because for efficiency, effectiveness, and a successful job, person-job harmony is required. In the event of a disaster, severe and significant losses occur quickly. Work-person harmony is essential for successful disaster management. If the right person is not assigned to the right job, they cannot reflect their potential fully. This means that an employee who can be more successful and effective in a different task cannot work effectively and effectively if they are not directed to the right job. It can be used in the context of job-personal harmony of procurement and selection process among disaster organization officials, officials in public institutions-organizations, those involved in non-governmental organizations, and volunteers to provide human resources during the preparation stage in disaster management. The most appropriate backup and additional employees should be assigned if the planned employee is insufficient during the intervention phase. At this point, attention should be paid to the person-job fit. Existing disaster workers should also be assigned within the framework of person-job harmony during the restructuring phase. For example, the cook should be assigned to cook. Business and transactions will progress rapidly during the disaster period when this coordination is ensured.

**Training and Development:** For disaster management to be successful, everyone participating in disaster studies should be subjected to training and development activities. In addition to receiving basic training such as first aid, search, and rescue, those taking part in the disaster team should also be provided with training such as communication and psychological support for their duties. This training should be carried out theoretically and practically for disaster management to be successful (Yamamoto, 2013). In line with current developments, the training of disaster teams should also be updated. The training should provide the information team members need to fulfill their duties. In addition, training should be provided on topics such as leadership, conflict management, teamwork, communication, stress management, time management, and legal regulations (Altuntař, 2017).

**Occupational Health and Safety (OHS):** In situations that threaten the general public's safety, such as disasters, the safety of both disaster victims and response teams must be ensured. Due to the complexity of disasters due to their nature and the chaos they create, security emerges as an essential problem in disasters. At this point, it is necessary to give OHS training appropriate to their duties and to develop safety awareness among the people in charge of disasters. Team members should be taught precautionary measures against all kinds of hazards during the disaster preparedness phase. In addition, people who will take part in disaster management should be provided with protective equipment suitable for the task they will do. During the intervention, protection circles should be established, and the least number of people should be assigned to the area where the work is carried out. Unemployed persons should be prevented from entering the work area. In addition, the risk of being exposed to fatigue and dangers should be reduced by performing job rotations of team members in the area where the disaster occurred (Yüksel, 2009).

**Coordination of Human Resources:** Communication and coordination of human resources at all stages of disaster management should be ensured to minimize the damage in a disaster. Effective communication and coordination in disaster management ensure the rapid, uninterrupted progress of the job (Harmanci, 2017). The importance of coordination in disaster management was demonstrated in the Chernobyl disaster in 1986 (Young, 2008). In the national sense, The 1999 Marmara Earthquake revealed the importance of coordination in disaster management. Coordination is of great importance at every stage of disaster management. The uninterrupted work, the delivery of aid to the right places and people on time, and the smooth progress of many issues, such as intervention and aid depend on good coordination. Institutions and organizations in disaster management have different organizational

structures, working methods, and hierarchical relationships. In addition, the disaster management preparedness level of each institution and organization also differs. This situation complicates coordination in disaster management. At this point, the coordination function of HRM comes to mind.

HRM plays a critical role in disaster management (Communicating, 2012). Disaster management is basically an effective resource management process. Resources to be managed; people, especially equipment and materials. The most important of these resources is undoubtedly the human resource. The effective and efficient execution of human resources management will minimize coordination problems. Because the management of everything else is in the hands of human resources. As a result, effective management of human resources, continuous and rapid communication, coordination, and cooperation at every stage of disaster management are the prerequisites for successful disaster management (Taşkıran and Baykal, 2018).

### **Discussion, Conclusion and Suggestion**

This study aims to reveal the importance of human resources management in disaster coordination. In this context research was conducted on secondary data sources. In the study, what is meant by HRM, disaster, disaster management, teamwork, disaster management in Turkey, the coordination of disaster management in Turkey, and the place of HRM in disaster management are examined in depth. As a result of the examination it has been concluded since those who carry out the work in disaster management are human, for disaster management to be successful, HRM practices and, naturally, HR managers must take active roles and responsibilities in all stages of disaster management.

In the disaster management process, coordination of experts and volunteers is required according to human resources management practices to carry out activities such as good planning, supply of necessary tools and equipment, and practical and effective use of resources. For disaster management to be successful, HRM practices and, naturally, HR managers must actively take roles and responsibilities at all stages of disaster management.

Coordination must be carried out effectively for the effective use of available resources. Questions such as which resource will be used where and how, which material will be given where, who should be given priority, and which job needs to be done will be solved without any problems with the coordination of HR managers in the context of HRM. HR managers are experienced as they constantly carry out this coordination in businesses. In this study, it has been concluded that HRM practices and, naturally, HR managers should take active roles and responsibilities in all stages of disaster management for disaster management to be successful since people who do all the work carried out in disaster management are human. In the context of this result, various suggestions have been developed for using HRM practices in disaster management coordination.

The subject title, "Human Resources Management in Disaster Coordination" should be created for disaster management. A guide that will benefit from HRM practices at all stages of disaster management should be created. At the same time, HR managers who perform HRM practices in enterprises should be actively assigned to disaster management. Human resources managers should develop an "action plan" for coordinating and directing experts and volunteers working in disaster management.

In future studies, it can be examined why human resources managers are not actively involved in the field. In addition, why human resources managers are not included in disaster management is another subject of investigation.

### **Etik Beyan**

"*The Importance of Human Resources Management in Disaster Coordination*" başlıklı çalışmanın yazım sürecinde bilimsel kurallara, etik ve alıntı kurallarına uyulmuş; toplanan veriler üzerinde herhangi bir tahrifat yapılmamış ve bu çalışma herhangi başka bir akademik yayın ortamına değerlendirme için gönderilmemiştir. Çalışmada ikincil veri kaynakları kullanıldığından etik kurul izinlerine gerek yoktur.

### **Araştırmacıların Katkı Oranı Beyanı**

Araştırmacı çalışmanın tamamını (%100) kendisi yürütülmüştür.

### **Çatışma Beyanı**

Çalışmada herhangi bir çıkar çatışması yoktur.

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## GENİŐLETİLMİŐ ÖZET

Dünya kuruldu kurulalı uygarlıkların yok olup yer deđiřtirmesine yol açan afet olgusu, günümüzde de önemli bir sorun olarak karřımıza çıkmaktadır. Ülkelerin afet mücadelesi; afetin yařanma sıklığına, afet türüne ve afetin řiddetine göre deđiřmektedir. Ülkeler kendi afet türlerine uygun yerel politikalar hazırlamaktadır. Yerel politikaları dođrultusunda tedbir ve müdahale esaslı afet yönetimi stratejileri geliřtirmektedir. Bununla beraber, afetlerin etki düzeyi, řiddeti ve boyutuna göre ulusal afet yönetim stratejilerine destek olacak uluslararası afet politikaları da geliřtirilmektedir. Genel olarak afet yönetim politikaları önceleri, afet meydana geldikten sonra yürütölen sürece uygun geliřtirilirken, günümüzde, afet risklerini saptayarak afet olmadan afet olacađından haberdar olmaya yönelik çalıřmalara dönuřmüřtür. Afet yönetiminde geliřtirilen politikalar, temelde afetin oluřturduđu kayıpları ve hatta afet riskini en aza indirmeyi amaçlamaktadır. Türkiye’de de afet yönetimi; afet öncesi, afet sırasında ve afet sonrasını kapsayan ve kamusal sorumluluk gerektiren uzun bir süreci ifade etmektedir. Afet sürecini yöneten sorumlu bir örgütsel yapı mevcut olmakla birlikte, afet dođası geređi, afetten etkilenenler ve sonuçları itibarıyla bütün toplumsal yapıyı derinden etkileyen beklenmedik bir durumdur. Süreçteki aktörlerin çeřitliliđi ve dađınık yapısı ile durumla bařa çıkmada zaman faktörünün belirleyici olması afette koordinasyonun rolünün önemini göstermektedir. Afetin meydana geldiđi andan itibaren; genel hayata etki kararının alınması, afet olan bölgeye müdahale, ilk yardım çalıřmaları, ilgili bölgede hasar tespit çalıřmalarının yapılması, afetzedelere geçici barınmanın, yiyecek, içecek gibi temel ihtiyaçların sađlanması süreçlerinde koordinasyonun önemi ortaya çıkmıřtır. Özellikle Türkiye’de son yařanan yüzyılın felaketi olarak adlandırılan 6 řubat 2023 Kahramanmarař depremi afet konusunu tekraren gündeme getirmiřtir. Bu afette birçok yardım yapılmasına karřın koordinasyon problemi uzmanlar, yardım ekipleri ve hatta siyasetçiler tarafından dile getirilmiřtir. Afetlerin yol açtıđı sorunları yok etmek adına afet yönetimi adı altında birçok çalıřma yapıldığını görüyoruz. Maalesef bu çalıřmalarda afet yönetiminin ilk yardım ve kurtarma çalıřmalarına indirgenendiđini de görüyoruz. Ancak son yařanan afette gözler önüne serildiđi üzere afet yönetimi bir koordinasyon iřidir. Kahramanmarař’ta yařanan ve 10 ili etkileyen afette her hazırlık tam yapılmıř olsa da sahada afet anında ve sonrasında koordinasyonun eksik kalmasının iřlemleri yavařlattığına şahit olduk. Bu noktada afet bölgelerinde, I. Dünya Savařı’nda Amerika’nın iř gücü sorunlarını yönetmek üzere askeri alanda ortaya çıkan personel yönetimi kavramının evrilmesiyle oluřan İnsan Kaynakları Yönetimi (İKY) iřlevlerinin uzmanlarca neden kullanılmadıđı düşüncesi akla gelmektedir. Afet bölgelerinde koordinasyon için tek bir İK yöneticisi görevlendirilmemiřtir. Halbuki İKY’nin temel iřlevlerinden biri koordinasyondur. Bu noktada “afet bölgelerinde neden koordinasyon için İKY uygulamalarından yararlanılmamaktadır?” sorusu dikkat çekmektedir. Bu kapsamda bu çalıřmada; afet koordinasyonunda İKY’nin öneminin ortaya konulması amaçlanmaktadır. Çalıřma afet yönetiminde İKY’nin koordinasyon iřlevine dikkat çektiđi için önemlidir. Literatürde yer alan afet yönetim çalıřmaları ilk yardım ve kurtarmaya odaklanırken; bu çalıřma koordinasyona odaklandıđı için özgün bir çalıřmadır. Çalıřma afet yönetiminde İKY’nin önemine ortaya koyarak literatür katkısı sađlamaktadır. Ayrıca elde edilen sonuçlardan afet yönetim ekipleri, uzmanlar ve İK yöneticileri yararlanabileceđi için uygulama katkısı sađlamaktadır. Bu çalıřma ile Türkiye’de İKY uygulamaları özellikle koordinasyon noktasında sisteme entegre edilmesi gerekliliđi ortaya konulmaktadır. Bu çalıřmanın amacı; afet koordinasyonunda insan kaynakları yönetiminin öneminin ortaya konulmasıdır. Bu kapsamda ikincil veri kaynakları üzerinden arařtırma yürütölmüřtür. Çalıřmada önce İKY ile kastedilen, afet, afet yönetimi, ekip çalıřması, Türkiye’de afet yönetimi, Türkiye’de afet yönetiminin koordinasyonu ve afet yönetiminde İKY yeri derinlemesine incelenmiřtir. İnceleme neticesinde; afette yönetilen tüm iř ve iřlemleri uygulayanlar insan olduđu için afet yönetiminin başarılı olması adına İKY uygulamalarının ve dođal olarak İK yöneticilerinin aktif bir řekilde afet yönetiminin tüm ařamalarında görev ve sorumluluk alması gerektiđi sonucuna ulařılmıřtır. Afet yönetim sürecinde planlamaların iyi yapılması, gerekli araç-gereçlerin temin edilmesi, kaynakların etkin ve etken kullanımı gibi faaliyetlerin başarılı bir řekilde yürütölmesi için insan kaynakları yönetimi uygulamalarına göre uzman ve gönüllülerin koordinasyonlarının sađlanması gerekmektedir. Afet yönetiminin başarılı olması için İKY uygulamalarının ve dođal olarak İK yöneticilerinin aktif bir řekilde afet yönetiminin tüm ařamalarında görev ve sorumluluk alması gerekmektedir. Eldeki kaynakların etkin kullanımı için koordinasyonun etkili řekilde gerçekteřtirilmesi gerekmektedir. Hangi kaynak nerede nasıl kullanılacak, hangi malzeme nerede kime verilecek, öncelik kimde olmalı, öncelik hangi iřin yapılmasını gerektirmekte gibi sorular İKY bağlamında İK yöneticilerinin gerçekteřtireceđi koordinasyonla sorunsuz çözülecektir. Çünkü İK yöneticileri iřletmelerde sürekli bu koordinasyonu gerçekteřtirdikleri için bu konuda deneyimlidir. Kısaca bu çalıřmada; afette yönetilen tüm iř ve iřlemleri uygulayanlar insan olduđu için afet yönetiminin başarılı olması adına İKY uygulamalarının ve dođal olarak İK yöneticilerinin aktif bir řekilde afet yönetiminin tüm

aşamalarında görev ve sorumluluk alması gerektiği sonucuna ulaşılmıştır. Bu sonuç bağlamında İKY uygulamalarının afet yönetiminin koordinasyonunda kullanılması için birkaç öneri geliştirilmiştir. Afet yönetimi için “Afet Koordinasyonunda İnsan Kaynakları Yönetimi” konu başlığı oluşturulmalıdır. Afet yönetiminin tüm safhalarında İKY uygulamalarından yararlanılacak bir rehber oluşturulmalıdır. Aynı zamanda İKY uygulamalarını işletmelerde gerçekleştiren İK yöneticilerinin afet yönetiminde aktif görevlendirilmesi gerçekleştirilmelidir. İnsan kaynakları yöneticileri afet yönetiminde çalışan uzman ve gönüllülerin koordinasyon ve yönlendirilmesi ile ilgili “eylem planı” geliştirmelidir. Gelecek çalışmalarda insan kaynakları yöneticilerinin neden aktif olarak sahada yer almadıkları incelenebilir. Ayrıca afet yönetiminde neden insan kaynakları yöneticilerine yer verilmediği de başka bir inceleme konusu olarak karşımıza çıkmaktadır.