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OTEL ÇALIŞANLARININ VERİMLİLİKLERİ ÜZERİNDE STRATEJİK İNSAN KAYNAKLARI YÖNETİMİNİN ETKİSİ*

Effectiveness of Strategic Human Resources Management on the Productivity of Hotel Workers

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ÖZ

Günümüz otel işletmeleri uygulamaya aldıkları insan kaynakları yönetimi politikaları ile yapılarında gerçekleştirmeye çalıştıkları oluşumda; işletme yönünden önemliliği bulunan stratejik insan kaynakları yönetimi politikalarını meydana getirerek yeni ve modern bir yaklaşım kapsamında stratejik şekilde düşünen ve farklılaşmaya açık bir yapıya geçmeyi amaçlamaktadırlar. Bu çalışmada otel çalışanlarının verimliliklerinde stratejik insan kaynakları yönetimi uygulamalarının etkisi incelenmiştir. Bu nedenle bir otel işletmesi çalışanlarının verimlilikleri üzerinde stratejik insan kaynakları uygulamalarının etkileri incelenmiştir. Bu kapsamda, stratejik insan kaynakları uygulamaları ve bu uygulamalar arasındaki ilişkiler belirlenmeye çalışılmıştır. Otel işletmesinde çalışan 190 personele anket uygulanmıştır. Stratejik insan kaynakları yönetiminin çalışan verimliliği üzerine etkisi teorik olarak açıklanmıştır. Sonuçta, stratejik insan kaynakları uygulamalarının çalışanların verimliliğini olumlu yönde etkilediği tespit edilmiştir.

ABSTRACT

In today's hotel management, human resource management policies and practices that they try to implement in their structures, strategic human resources management policies that are important in terms of business, they are aiming to make a strategic and open structure that is open to differentiation within a new and modern approach. In this study, the effects of strategic human resource management practices on the productivity of hotel employees are examined. For this reason, the effects of strategic human resources practices on the productivity of hotel management employees have been examined. In this context, strategic human resources practices and relationships between these practices have been tried to be determined. A questionnaire was applied to 190 employees working in the hotel business. The effect of strategic human resources management on employee productivity is theoretically explained. As a result, it has been determined that strategic human resources practices have a positive effect on employees' productivity.

1. INTRODUCTION

In today's business life, being in a competitive environment has reached a very important and valuable point. It is through their employees that the management can make their goals real in this environment. Today's businesses have to survive in tough competition conditions that are globalized. In global terms, businesses must maximize their knowledge, skills and abilities of their own human resources to motivate their employees in their jobs so that they gain superiority over their competitors and productivity growth becomes possible. Human resources management practices in enterprises will make it easier for business organizations to reach their goals and objectives. For this reason, the importance of human resources is increasing more and more today.

The ability of businesses to survive and gain competitive advantage today depends on their qualified human resources and their ability to retain this human resource. The transformation from traditional

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personnel management to human resource management is inadequate in the face of rapidly changing environmental conditions. Organizations that have to change their competencies in order to be able to speak, to stay behind the times, and most importantly to survive, have to have a strategic point of view in human resources.

Rapidly intensifying competition with changing management techniques and production processes differentiates management understanding in enterprises and makes human resources management a strategic element of business management. The human factor that produces and uses information, and therefore emphasizes the infinite value added, reveals the strategic direction of human resources management. In short, turning the individual and corporate learning process into a sustainable competitive advantage has become an indispensable priority for human resources management.

A strategic approach to human resources management will set an understanding that organizations can make significant changes effectively. The strategic approach will transform the human resources department into a powerful center that integrates with the organization and provides its vision, mission and goals to all units and individuals, as well as being a unit that offers limited field expertise and support services.

This article examines the impact of strategic human resource management practices on hotel employee productivity. For this reason, the effects of strategic human resources practices on the productivity of hotel management employees have been explored. In this context, strategic human resources practices and relationships between these practices have been tried to be determined.

2. STRATEGIC HUMAN RESOURCES MANAGEMENT

When strategic human resources management is examined, "The strategic nature of Human Resources Management will bring competitive advantage to the business. It is in the strategy to make detailed environmental analysis, to know the internal and external environment closely, to adapt to change, to make long-term plans, to focus on human beings, and to adapt the strategies to the business. With these strategies, the business will make a difference. Businesses that make a difference will grow even bigger, always ahead of their competitors. Human resources should take a strategic path to make this difference. Therefore, the role of Human Resources Management becomes increasingly strategic and there is a transition towards Strategic Human Resources Management" (Bicer, 2004: 11). The organization that makes a difference with Strategic Human Resources Management will be more permanent in market as well as being able to follow all developments in the market and will be mentioned among the market directors.

2.1. Strategic Human Resources Management Definition

Strategic Human Resource Management "is defined differently by different authors. Definitions of the main Strategic Human Resources Management are expressed as follows "(Özgen and Yalçın, 2011: 35-36):

- "Personnel based on management philosophy, employment policy and Human Resources strategy is an approach consistent with the design and management of Human Resource Management systems".
- "Harmonization of human resources management activities and policies with a trading strategy".
- "Humanity sees it as a strategic resource that provides organizational competitive advantage".

Strategic human resources management is defined as "all decisions and actions for the management of employees and the implementation of strategies that will create competitive advantage. At the same time, Strategic Human Resource Management is a macroeconomic approach to strategic management of human resources, according to the intention of an organization to act in the future" (Bingöl, 2013: 13).

Strategic human resources management can be considered as a model of planned human resources activities designed to enable an organization to achieve its goals (Öge et al., 2007: 319).

Strategic human resources management is "to establish a relationship between strategic goals and human resource management to develop organizational culture and improve organizational performance that will promote innovation and flexibility" (Cingöz, 2011: 37).

2.2. Strategic Human Resources Management Concept

When we consider Strategic Human Resource Management (SHRM) as a concept, “strategic human resources management has a different meaning than traditional human resources management. Strategic Human Resources Management is engaged in Human Resources Management activities in connection with the strategic management process. Human Resource Management policies and practices and organizational strategy are aligned with vertical integration. In the same way, the elements that make up the scope of the Human Resources Strategy are aligned with each other by horizontal integration” (Özgen and Yalçın, 2011: 35).

“It is a necessity to consider the issues related to Human Resources with a strategic approach in modern organizations. Changing internal and external environmental conditions, the resulting complex and complex problems, and the new management-organization approach make it inevitable to give strategic importance to the most important source of competitive superiority. As a consequence of globalization, human and human resources management is of great importance and priority in organizations that live behind the processes of growth, shrinkage, merger and restructuring, which enter into operations almost everywhere in the world. For this reason, human resources management issues need to be addressed at the highest level in the organization and managed with strategic decisions. All matters related to people must be brought together and integrated in harmony with the environment as a whole. Managers should be able to focus on the strategic consequences of their decisions and practices and reflect this in their minds and actions. Human Resource Management Adopting a strategic management approach ensures that employees are committed to the organization's long-term goals, to the extent that it facilitates adaptation to changing environmental conditions. It facilitates the determination of organizational goals and the right strategies to achieve these goals and to make them believe and implement them” (Barutçugil, 2004: 56-57).

2.3. Strategic Human Resources Management Objectives

“The main objective of the Strategic Human Resource Management is to put forward a general perspective or perspective to be followed in resolving critical issues of the organizational staff. Strategic Human Resources Management aims to integrate human resources strategy with business strategy, to realize horizontal integration between human resources policies and practices and to create an environment where human resource management policies and practices are used by the unit managers working in the hierarchical organization structure by adapting them to daily business life can be done” (Özgen and Yalçın, 2011: 40-41). Strategic Human Resources Management; “Objectives and plans should be linked to the strategic objectives of the firm. How this connection will take place can be explained in the following way” (Bingöl, 2013: 24-25):

- “The main goal of Human Resources Management is to contribute to the realization of strategic objectives by increasing the employees' loyal commitment and creative contributions through the understanding of moral and social responsibility”.
- “If one of the strategic objectives reduces the cost, the objectives of the Strategic Human Resources Management will be to increase productivity, to provide employees with knowledge and skills, to reduce absenteeism and occupational transformation”.
- “Among the objectives of strategic human resources management is to identify those who can provide better quality service and to set up a system to increase their competence and training”.
- “To ensure equality of opportunity for employees in social responsibility framework, to protect employees' health, to recognize diversity, to be consistent and fair to employees without discrimination among them should be among the objectives of strategic human resources”.

2.4. Strategic Human Resources Management Development Process

“The literature on strategic human resource management has gained ground in the last 30 years, but its roots go back to the 1920s in the United States. The concept of labor has been explained and discussed by economists and industrial relations scholars such as John Commons at that time, with a strategic perspective on human resources management practices and policies. In the 1920s progressive companies deliberately formulated and adopted innovative human resource practices that represent a strategic perspective in labor management. In the meantime, a small but visible elite group of employers, with a different approach to the traditional / command and control system, can serve as

a source of competitive advantage; they have an understanding of management that embraces cooperation and investment, human resource to be interested. Thus, strategic human resources are a concept of management that enables us to demonstrate the benefits and importance of the role of human resources beyond a new idea" (Bakan and others, 2014: 472-473).

"Today's developing technology, changing business profile and working conditions, businesses with multinational enterprises have to keep their assets and compete with other businesses in the market they are in. Harmonization of activities in the field of human resources management with strategic management A new discipline called strategic human resources management has emerged. The end result of the harmonization of the function of each human resource with the strategy of the organization; strategic choice, strategic evaluation, strategic development, and develop the vision of human resources management" (İbicioğlu, 2010: 14-15).

2.5. The Importance of Strategic Human Resource Management

Strategic human resource management "represents a crucial transformation that the organization can use to achieve its long-term goals. Another important feature of strategic human resource management is the link between human resources strategies and practices and their overall strategic objectives. Strategic human resource management is a market-driven approach that focuses on how competitiveness can be enhanced by using more effective human resources. Therefore, strategic human resources management is an aim that is defined as the search of organizational effectiveness and profitability of human resources policies. According to this approach, human resource management is a conceptual approach to how human resources can be provided together with other resources, how to supply and manage employment" (Şimşek and others, 2007: 319).

3. PROBLEM, AIM, IMPORTANCE AND SCOPE OF RESEARCH

In this part of the research, research problem, purpose, importance and scope have been discussed. The stages of the research process, scale studies and the method that the researcher has followed are aimed at evaluating the information and findings that we have achieved as a result of this method.

3.1. Problem of research

It is known that Strategic Human Resource Management has many features. The first of these is the fact that the planning of human resources for personnel policies is firstly integrated within themselves and later by general corporate strategies. Strategic human resources planning and efficient and effective implementation of personnel policies makes it possible for both employees to increase their productivity and to align themselves with their strategic objectives.

The problem with the research is how strategic human resources policies and practices affected employees. Accordingly, this study seeks to answer the question of how strategic human resources policies and practices affect employees.

3.2. Purpose of the research

In the research done up to the sun; it has been determined that the applications of strategic human resources management, the quality management activities, the level of information sharing and the compatibility with the business strategies have positive effects on the performance of employees. In this research, the effects of strategic human resources management practices on employees were researched. For this purpose, the strategic human resources management practices and their relations have been examined and it has been attempted to determine at what level the enterprises have strategic human resources management practices.

The aim of working in this context is as follows;

- Determination of the profiles of the employees covered by the research in terms of demographics
- Determining the point of view of company employees to the applied Strategic Human Resources policies
- Determination of the compliance of strategic human resources policies with strategic objectives of the company
- Assessing the results obtained by analyzing the data and developing recommendations.

3.3. The Importance of Research

In the globalization process, which has increased its presence more rapidly in recent years; the traditional competitive advantage of the companies that are called to exist in the supremacy of international competition and the different interpretation of the human factor beyond the qualities are the foreground. The company's organizational structure and the proper use of human capital represent an important basis of competition today. The presence of the human element in the focus of the work is indicative of the company's strategic goals and how and in what form its human resources policies overlap.

In this context, it is possible to collect research importance under two headings. The first reason that makes research important is; hotel management employees' perspectives on applied human resources policies. The second reason is; such research has not been done for employees of this sector before.

3.4. Scope of the Study

The scope of the research is limited to hotel management employees. In other words, hotel management employees are included in this study.

4. METHODOLOGY

Sampling, data collection and data analysis methods used in research are emphasized. Information including sample, data collection and data analysis methods are given.

4.1. Main Mass and Sampling

It is the employees of the hotel management who are mainstream. The main mass (N = 250) consists of the committee. All of the parents were asked to answer the questionnaire and 190 of the employees answered. The sample of the survey covers 76% of the survey's universe. The sample volume is authorized to represent the bulk mass.

4.2. Data Collection Method

Questions were raised in electronic environment by asking hotel employees who are within the scope of the research questions about strategic human resources management policies and practices using 14 questions and 4 options. A total of 190 attendances were provided for the survey.

4.3. Data Analysis Method

In the analysis of the data, the questions were handled independently and analyzed. The answers on the questionnaire consisted of 4 options and each question was assessed in-house. General information on the age and educational status of the respondents was drawn. In the analysis stage, the percentage of the responses to the questions about the strategic human resources policies and the effects on the productivity of the employees and the human resources department were tried to be measured. Percent distributions were calculated with the answers given to all the questions in the questionnaire being independent of each one of the problems, and these distributions were analyzed by the charts and the answers given to the questions.

5. EVALUATION OF RESEARCH FINDINGS

Below is our research; frequency distributions, age range of employees, educational status, and analysis of employees' responses to questions.

5.1. Frequency Distributions

Below are the charts of the employees in terms of their age range and educational status and their interpretations are made on the charts.

Table 1. Frequency Analysis of the Demographic Situations of the Employees Involved in the Survey

		Frequence (n)	Percent (%)
Ages	18-23	4	2,1
	24-29	29	15,3
	30-35	70	36,8
	36-41	60	31,6
	42 and over	27	14,2
	Total	190	100,0
Educational status	High school	45	23,7
	Associate	16	8,4
	License	92	48,4
	Graduate	34	17,9
	Doctorate	3	1,6
	Total	190	100,0

According to the age of the workers participating in the study (n= 4) (2,1%) between 18-23, (n= 29) (15,3%) between 24-29, (n=70) (%36,8) between 30-35, (n=60) (%31,6) between 36-41, (n=27) (%14,2) 42 and over it was found.

According to the educational status (n = 45) (23,7%) high school, (n = 16) (8,4%) Associate degree,(n = 92) (48,4%) license, (n= 34), (%17,9) graduate students, (n = 3) (1.6%) doctorates. Bachelor's degrees seem to be more.

5.2. Strategic Human Resource Management Policies and Practices Frequency of Descriptive Frequency Distributions

Table 2. Strategic Human Resources Management Policies and Practices Frequency of Emissions Frequency (1)

	Yes		No		Partially		Unstable	
	n	%	n	%	n	%	n	%
Are you satisfied with working at your institution?	140	73,6	4	0,2	43	22,6	3	0,2
Do you think that the suitability and merit principle is taken into account in your	40	21,0	56	29,4	92	48,4	2	0,1
Do you think your institution provides you with the necessary training for your	87	45,7	15	0,7	83	43,6	5	0,2
Do you have career and promotion opportunities in your institution?	40	22,0	52	28,3	90	48,3	8	1,4
Do you think that rewards and punishments are given according to efficiency and success	90	47,3	61	32,1	36	18,9	3	0,1
Are you satisfied with your organization's approach to your problems?	26	13,6	101	53,1	50	26,3	13	0,6
Do you think the division of labor in your unit is fair?	98	51,5	30	15,7	58	30,5	4	0,2

Employees participating in the survey; (n= 140) (73.6%) yes, if you are satisfied with your work, (n = 92) (48.4%), in part because of the fact that "Do you think that your organization is in compliance with the merit and merit principle?", "Do you think your institution provides the necessary training for your occupation?" (n= 87) (45,7%) yes, "Is your institution providing career and promotion opportunities?" (n= 90) (48,3%), "Do you think that you are awarded and awarded according to the level of efficiency and achievement?" (n= 90) (47,3%) yes, "Are you satisfied with your approach to your problems?" (n= 101) (53.1%) no, "Do you think that the job is fair in the unit you work with?" (n= 98) (51.5%) yes answered.

Table 3. Strategic Human Resources Management Policies and Practices Frequency of Emissions Frequency (1)

	Yes		No		Partially		Unstable	
	n	%	n	%	n	%	n	%
Do you think your knowledge and expertise work in a suitable unit?	116	61,0	38	20,0	32	16,8	4	0,2
Do you think that human resources management practices are in line with the institution's strategic objectives?	37	19,4	69	36,3	74	38,9	10	0,5
Do you think that your organization has applied human resources management policies related to equal opportunities?	28	14,7	86	45,2	57	30,0	9	0,4
Do you think that personnel planning is done correctly in your institution?	45	23,6	77	40,5	60	31,5	8	0,4
Do you think your organization participates in decision-making processes?	50	26,3	77	40,5	60	31,5	3	0,1
Do you think that human resource management practices contribute to the productivity of the employees of your organization?	45	23,6	70	36,8	58	30,5	17	0,8
Do you think that the human resources management policies applied at your institution affect the employees' commitment to the organization?	78	41,0	40	21,0	60	31,5	12	0,6

Employees participating in the survey “Do you think that your knowledge and expertise work in a suitable unit?” (n= 116) (61.0%) yes, “Do you think that human resources management practices are in line with the institution's strategic objectives?” (n= 74) (38.9%), in part, “Do you think that your organization is implementing human resources management policies related to equality of opportunity?” (n= 86) (45.2%) no, “Do you think that your staff is planning your staff correctly?” (n= 77) (40.5%) no, “Do you think that your organization participates in the decision-making process of employees?” (n= 77) (40.5%) no, “Do you think that human resources management practices contribute to the productivity of the employees of your organization?” (n= 70) (36.8%) no, “Do you think that the human resources management policies applied at your institution affect the employees' commitment to the organization?” (n= 78) (41.0%) no were found to have answered.

6. RESULTS

As a result, it is imperative that the strategic objectives of hotel management and the strategic human resources policies applied in the organization are directed in a similar way. For this reason, it is necessary to include the human resources department of the management of the hotel management in this process so that the applied personnel policies are integrated with the strategic objectives of the hotel management and can be maintained. Employee acceptance of applied human resources policies should be the first priority. It is one of the most important duties of the hotel employees to ensure that the hotel is regarded as the best workplace by the employees without regard to the strategic objectives of the hotel operation, but it is vital for the hotel and the safety of the hotel to keep its own future in the future. The hotel has a trained human resource that can bring out this willingness to live longer in line with its strategic goals. This hotel management, which has the necessary managerial staff in the knowledge, accumulation and administrative managements, has the power to reveal the new company management approach to the next generations.

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