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INCREASING THE EFFICIENCY OF USING HUMAN RESOURCES IN HOTEL BUSINESS

Abstract

The purpose of this research is to find out whether HRM implementations actualized by businesses affect organizational performance. HRM is a strategic approach towards finding human resource that is the key source of the organization for gaining and increasing performance. In this research the relationship between HRM and performance of an organization has been analyzed in relation with HRM functions, i.e. labour force planning, recruitment and placement, in-service training performance assessing, and charging, awarding. HRM is implementation of plans, programs and strategies revealed in line with the purposes and objectives of an organization to find the human resource needed. The more concordance of HRM with the organization and the best implementations in HRM are applied the more the organizational performance indicators. HRM contributes for organizational success combining human and information source. Effective HRM implementations provide competitive advantage as well. The article states that strategic, well-planned HRM has been observed to positively affect organizational performance, as HRM practices affect extremely important organizational outputs for organizational performance such as financial performance, labor turnover and productivity. The article also states the increase in in-service training programs contributes significantly to the achievement of organizational goals and increasing labor productivity in organizations with low productivity.

Key words: human resources, efficiency assessment, strategic management, labor force, competitive advantage, labor productivity, professional development.

By 1980s effect of efficient management of human resource has been remaining to be the discussed and researched subject in HRM literature. Increasing and maintaining the performance take place among the objectives of HRM implementations. Concordantly, HRM implementations have started to be evaluated as a tool for measuring the performance of the business.

Nowadays, for understanding better and gaining importance of HRM; globalization, increasing competition, rapid improvement in information technologies, access to market, to be able to hold and grow in the market, business unions and codetermination of employees with development in total quality management can be implied (Eroğlu, 2001). An extensive agreement has been formed between both academicians and pragmatists that HRM creates a sustainable competitive advantage in terms of the most valuable capitals of businesses and managing this capital (Wright et.al, 1994; Lado and Wilson, 1994; Ulrich, 1998; Jones and Wright, 1992; Pfeffer, 1994; Storey, 1992). While having the competitive advantage was being discussed; (Porter, 1990), the necessity of research for HRM implementations which includes record keeping, selection and recruitment for the job, training and personnel relationships as functional traditional and transformational implementations occurred (Wright et.al, 1998).

In this research the relationship between HRM and performance of an organization has been analyzed in relation with HRM functions, i.e. labour force planning, recruitment and placement, in-service training, performance assessing, and charging, awarding.

1. Relation between human resource management and organizational performance

1.1 Human Resource Management and Importance for Organizations

Human Resource Management, in the most general sense can be defined as a whole of duties and activities performed in environmental extent, to reach the objectives of the organization effectively in human resource area (Schuler and Jackson, 1989). All activities directed to providing and coordinating human resource of an organization constitute HRM (Lloyd and Leslie, 1997). In other words, HRM

is implementation of plans, programs and strategies revealed in line with the purposes and objectives of an organization to find the human resource needed ideally, motivate, improve, award and maintain continuity (Tanke, 1990). By means of HRM, sufficient number of employment that will perform necessary functions to reach the purposes of organisation, training, improvement and evaluation of them have been aimed (Boone and Kurtz, 1998). By 1960-70s it germinated in the USA as an academic area thereafter, spread around the world (Brewster, 1994). HRM activities in businesses can basically be defined as (a) to do job analyses for job definitions and specifications, (b) to determine the necessary employee recruitment quantitatively and qualitatively to reach the targeted objectives, (c) to select and recruit employees, (d) to lead and train the labours (e) to make a career planning, (f) to perform the performance management and measuring, (g) to make a wage plan, award the employee and motivate (Fındıkcı, 1999; Armstrong, 2006; Dessler, 2008).

Via HRM, planning strategic man power, preventing information obsolescence because of rapid technologic development and information increase and providing individual development of employees have been aimed.

To examine human relations not segmental but integrally in organizational system and to provide organizational development over people oriented management approaches are in major activities (Fındıkcı, 1999). HRM can also be defined as the process of employing sufficient number of qualified staff, to educate, improve, motivate and evaluate the staff to reach the objectives of the organizations (Kasimov, 2006).

HRM is a strategic approach towards finding human resource that is the key source of the organization, increasing and gaining performance (Bingöl, 1998). Gaining strategic qualification of HRM implementations results from providing competitive advantage (Boxall, 1996). By virtue of the fact that HRM systems and functions affect employees' attitude and behaviours and their comments about the organization (Ferris et.al, 1999; Kopelman et.al, 1990) it has been indicated HRM implementations has to be perceived as "glue" holds the organizational factors together (Evans, 1993).

Having the philosophy emphasizes that competitive advantage can be provided with efforts of employees, to adopt a strategic approach, to support organizational values and objectives, to provide attainment of organizational objectives define the fundamental principles of HRM (Foot and Hook; transferred by Özdemir, 2010). There is an experimental relationship among HRM, innovation strategies, production technologies, organization structure and extend and syndication (Jackson et.al, 1989).

Strategy is the most valuable way for the organization to reach the objectives (Hussey, 1996). Strategically HRM is described as designing and actualising of the set of internal policy and implementations that help the organization to achieve the goals, supplies human capital (Huselid et.al, 1997). It has been defined that determining the strategies of Strategic HRM correctly (Lengnick-Hall et.al, 2009) can be actualised with comparative analysis of future organizational needs and existing competence of the organization (Gratton, 1999). While Strategic HRM; can also be defined as enhancing the performance of organization, synchronizing HRM with strategic objectives, and purposes with the aim of developing organizational culture that increases innovativeness and flexibility (Truss and Gratton, 1994), HRM activities planned to make the organization achieve the objectives (Wright and McMahan, 1992) and using the human resource conspiratorially and efficiently (Greer, 2000), besides, the definition that it is as association process with organization strategy can also be used (Ulrich, 1997). Strategic HRM; is effective on the subjects of competitive advantage (Wright et.al, 2001), focusing on strategic results (Miles and Snow, 1984; Schuler and Jackson, 1987) and organizational performance (Becker and Huselid, 1998). Strategic quality of HRM approach arises from the reason that HRM implementations influence vital organizational outputs like financial performance, labour turnover and productivity (Richard and Johnson, 2001).

Strategic HRM is defined to affect the organizational performance positively (Harris et.al, 2001; Huselid 1995; Huselid et.al, 1997). Strategic HRM also have the results like productivity growth (Ichniowski et.al, 1997; MacDuffie 1995), business value development (Huselid, 1995) higher profit and performance increase (Becker et.al, 1996; Delery and Doty 1996). It has been defended that strategic HRM can occur when the HRM implementations are integrated with organization strategies (Miles and Snow, 1984) but on the other hand it has been discussed that all HRM implementations cannot be strategic, some of them may be strategic but some may be functional (Guest, 1989; Miller, 1989; Sayılar, 2004).

1.2 Theoretical Framework: Gaining Strategic Qualification of HRM

In the literature about the relationship between Strategic HRM and organization performance it is mostly based on four basic approaches. These approaches can be defined as; Universalist, Contingency, Formal and Contextual (Becker and Gerhart, 1996; Ferris et.al, 1999; Guest, 1997; Leede and Looise, 2005; Martin- Alcazar, 2005).

Universalist approach called the best implementations became the approach that enlightens understanding the theoretical essentials and relation between HRM and performance, the most established and supported one.

It has been defended that the more concordance of HRM with the organization and the best implementations in HRM are applied the more the organizational performance indicators like productivity, labour force turnover and financial outputs will be affected (Guest, 2011). All the organizations accepted Universalist approach will accomplish using the HRM implementations that have been determined as the best and can be used in all conditions (Khilji and Wang, 2006; Martin-Alcazar et.al, 2005; Shih et.al, 2006). Universalist approach indicates that HRM implementations could be used for providing and sustaining the competitive advantage (Pfeffer, 1995; Pfeffer and Veiga, 1999) and the relationship between these implementations and organizational performance (Youndt et.al, 1996). (Delery and Doty, 1996), the seven implementations indicated by the researchers (Kerr and Slocum, 1987; Miles and Snow, 1984; Osterman, 1987; Pfeffer, 1994; Sonnenfeld et.al, 1988) who adopt Universalist approach and have a great deal of agreement are; inter-organizational career opportunities, educational systems, performance assessing, effective charging (e.g. profit sharing), job guarantee, employee engagement, communication with the employee (information sharing) and extensive job definitions. Universalist approach or the best implementations approach assumes that some HRM implementations are always better than others and all organizations have to adopt these best implementations (Chenevert and Tremblay, 2009). It is assumed that the best implementations can be generalised to whole organization and the performance of applier organizations will be high (Gürbüz, 2011). Universalist approach; identifies the implementations have to be followed by each organization and when HRM implementations are applied as a whole it will become to be effective and supportive for the performance (Stewart and Brown, 2009). Another characteristic of the best implementations is emphasizing how to be a sustainable competitive advantage (Gürbüz and Mert, 2011). The researches about validity of Universalist approach (Delery and Doty, 1996; Delaney and Huselid, 1996; Huselid, 1993, 1995; Youndt et.al, 1996) which is one of the basis approaches for finding out relationship between HRM and organizational performance help for specifying the best implementations. On the other hand although there have been some differences in literature, the common view of the employees is that personnel skills can be strengthen with HRM implementations (Youndt et.al, 1996).

Contingency approach which improves Universalist approach and cares the relationship between organization strategies and HRM implementations emphasises the necessity of evaluating the relation between organization strategies and HRM implementations with the internal and external environmental conditions (Becker and Gerhart, 1996; Ferris et.al, 1999; Guest, 1997; Leede and Looise, 2005; Martin-Alcazar, 2005). With this approach that is also expressed as the best concord HRM strategies are thought to be more effective when they become integrated with own organizational and environmental conditions of each organization (Khilji and Wang, 2006; Shih et.al, 2006). It asserts that the organizations that show alteration and accord against various conditions give better performance (Guest, 1997). The progress of Contingency approach has started with focusing the researches' attention to environmental effects that enclose leader and its group since 1950s (Özkalp and Sabuncuoğlu, 1997). Due to becoming insufficient, classical and neoclassical theories contribute development of contingency approach which appears after 1970s and explaining organizational events (Genç, 2007). The basis of Contingency approach base upon the view that the most important point is the whole, the components are important according as they affect the whole (Tosi, 2009).

Contingency approach; is an important guide for increasing productivity of organizations, actualizing the profits beneficial for human being and providing to achieve whole goals (Sucu, 2000). This approach helps expending on the fact of organization and specifying theories and definitions related to executive implementations situational (Youndt et.al, 1996). Contingency approach expresses that anything favourable for an organization may not be good for another one therefore,

particular HRM policies do not always have the same effect on organization performance (Kintana et.al, 2006; Lertxundi and Landeta, 2011). The organizations show proper alteration and accord have been asserted to display better performance (Guest, 1997). While environmental factors which are defined as everything out of the organization (Hatch, 2006) change according to characteristics of the organization, uncertainty level increases at the same time. This approach deals the environmental conditions in two dimensions (Martin, 2010). These are the integration degree of matching of organization strategy and HRM policies and implementations. According to Contingency approach if an effective performance is being goaled, organizational characteristics like strategy necessitate unique behaviours and roles (Bayat, 2008). Unless an organization is involved in interaction with all its parts like strategy, organization, people and culture, to maintain the high performance is not possible (Beer, 2009). Formal approach indicates that not only HRM implementations become consistent with organizational and environmental conditions but also HR activities have to be consistent internally (Martin-Alcazar, 2005). According to the formal approach which is regarded as the extension of contingency approach, the organization has to develop HRM system in which it can be successful both vertically and horizontally. While horizontal harmonization expresses internal consistency of an organization's human resource policies and implementations, vertical harmonization expresses the harmony between general management strategies and human resource strategies. The effective HRM system is the system that is consistent with organization system (Raduan and Kumar, 2006).

Contextual approach that emphasises on the importance of context explains the changes that cultural, social and politic differences bring into HRM structures of organizations operates internationally (Martin-Alcazar et.al, 2007). And Resource-based approach explains the effects of HRM functions on performance (Takeuchi et.al, 2003). It defends that HRM functions have an inimitable nature can not replace other organizational sources and add value to organizations (Sheehan et.al, 2007).

1.3 Effects of HRM on Organization Success Indicators

Future economic and strategic competitive advantage will constitute the man power in organizations (Smith and Kelly, 1997; Van de Ven et.al, 1999). Economies; increasingly depend on employees' fund of knowledge, talents, skills and other characteristics (Ulrich, 2001). On the contrary of other organization sources, it is difficult to imitate intellectual capital. Since the organizations have a structure that influence environment and be influenced by them (Scott, 1998), a harmony between the organization and HRM strategies has been expected (Lengnick-Hall and Lengnick-Hall, 1988) and it is among both the internal and external organizational components (Braid and Meshoulsm, 1988; Cabrera and Bonache, 1999).

Effects of HRM decisions on organizational performance have been evaluated through improving organizational effectiveness, increasing business income or developing the labour force productivity. Effects of labour turnover rate, sales ratio and financial performance on organizational performance have become the most accentuated business performance indicators (Huselid, 1995; MacDuffie, 1995; Cho, 2004; Wright et.al, 1994; Lado and Wilson, 1994; Ulrich, 1998; Jones and Wright, 1992; Pfeffer, 1994). In this study, in accordance with related literature findings; labour turnover rate, business sales rate and financial performance will be selected as the baseline as the basis achievement indicators of the organization related to HRM.

Employee productivity is a term which is used to define effectiveness of organization employees. HRM has also been evaluated as an index that can be used for turning the investment return to numerical values and comparing the productivity of competing undertaking. As the indicators of employee productivity, there have been the effects of personnel attitudes and behaviours for formation of performance indicators like labour turnover rate sales rates of the business and financial performance evaluated at the level of business.

A relation between organizational performance and HRM activities is mentioned (Ferris et.al, 1999). If HRM is evaluated as the whole of operations like essential processes of employing sufficient number of qualified employees will be able to actualise essential functions for the organizations to achieve goals, training, improving, motivating and evaluating (Boone-Kurtz1998), HRM system have to correspond to organization strategy to increase organizational performance (Youndt et.al, 1996). (Katau and Budhwar, 2006), in their researches, edited the concept of organizational performance in accordance with various writers. Organizational performance is defined as the fulfilment degree

of organization's goals (Dyer and Reeves, 1995). It expresses using the sources of organization effectively within the scope of effectiveness (Rogers and Wright, 1998). Moreover, it is developing the capacity which will bring the businesses' future opportunities or the ones have to brought off together (Delenay and Huselid, 1996) and increasing the satisfaction of all participants (employees, customers and shareholders) (Guest, 2001).

Choosing specific HRM implementations situationally are known to be more effective on developing organizational performance (Horgan and Mühlau, 2003). High performance organizations have to provide transferring the knowledge and abilities of employees to performance during work flow because they have less hierarchical level by nature (Lawler, 2008). Sustainable high performance results in a design that considers organizational structure, nature of people and work (Mohrman and Lawler, 1997). For organization design, joining the wrong parts together decreases effectiveness of the organization (Mintzberg, 1981).

HRM contributes for organizational success combining human and information source (Teo et.al, 2007). HRM is expected to create an effect on organizational performance as one way of leading or controlling (Ouchi, 1980) the individual behaviours towards goals. The question that in what way HRM produces an effect on organizational performance (productivity, financial indicators etc.) forms one of the hottest objects at issue (Arthur, 1994; Huselid, 1995; Delaney and Huselid, 1996; Wood, 1999; Pauwee and Richardson, 2001; Guest, 2001; Youndt and Snell, 2004). Organization strategies are accepted as situational factors that affect HRM and thereby organizational performance (Colbert, 2004). (Collins and Clark, 2003), in the research they performed expressed that actualising HRM implementations effectively influences the employees' job performance positively. Integration of HRM implementations and strategic planning take form within the limits of contribution of HR policy and implementations for organizational performance (Guthrie et.al, 2011).

While most of the organizations apply some methods like downsizing, employee costs reduction rather than prioritising human factor to provide competitive advantage the organizations that put human factor in the center of their strategies obtain longer term return (Pfeffer ve Veiga, 1999). Effective HRM implementations provide competitive advantage (Barney, 1991). As long as they are used with the strategy that supports HRM implementations performance should be expected to gain strength (Richard and Johnson, 2001). For a high performance organization, to optimize the organizational performance HRM implementations have to be determined proprietary (Behrens, 2008). Organizational performance is qualitative and quantitative expression that the organization achieved provided towards intended goals (Şimşek and Nursoy, 2002). Organizational performance outputs are separated into two parts as long and short term; some of the short- term outputs are increasing loyalty and technical abilities and talents of individual-level employees, providing cost effectiveness of HRM processes. One of the much-used indicators for the effects of HRM on organizational performance is labour force turnover rate or in other saying cease of employment ratio.

The reasons for caring the effect of HRM on organizational performance are expressed as factors that; HRM systems and strategies which are effective in the organization directly provide increasing for productivity, reducing production costs and relatively increasing the organizational performance (Bhattacharya et.al, 2005; Marangoz and Biber, 2007) and providing the organization to achieve goals faster, to be able to survive against environment conditions (Cho, 2004). Organizational performance; will take effect as a result of proper combination of performance dimensions like effectiveness, efficiency, quality, sustained improvement, innovation and profitability (Bredrup, 1995). As the organizational performance can be increased caring integrated organization and HRM processes (Canman, 2000), it is provided through effects of HRM decisions on organizational performance, improving organizational efficiency, increasing the organizational incomes or improving labour force productivity (Huselid, 1995; MacDuffie, 1995; Cho, 2004). The research by (Huselid, 1995) asserts that HRM activities like premium system, selective employment methods and personnel participating improve organizational performance through effects on lower labour force turnover, higher productivity, skills increasing and motivation of employees.

There has been a negative relation between labor force turn over rate of high performance work implementations (Huselid, 1995) and cease of employment intentions with support they perceived (Wayne, 1997; transferred by Randall et.al, 1999). When the relation between HRM implementations and intention of leaving job are examined; the researches available in literature conclude that there

is an inverse relationship between effectiveness of labour force recruitment process and leaving job intention especially attractive charging and training implementations minimise leaving job intention (Shaw et.al, 1998; Chang, 2005; Lam et.al, 2009; Tüzün, 2013). Besides the researches conclude the existence of the inverse relationship between effectiveness of labour force recruitment process and leaving job intention also there have been studies conclude that attractive charging and training implementations minimise leaving job intention (Shaw et.al, 1998; Chang, 2005; Lam et.al, 2009; Tüzün, 2013). Researches show that policies and politic factors applied in inexpedient performance assessing cause leaving job physically and psychologically and increase the intention of leaving job (Cropanzano et.al, 1997; Kacmar et.al, 1999).

2. Relationship between HRM Functions and Organizational Performance

2.1 Labour Force Planning, Recruitment and Placement and Effects on Organizational Performance

HRM regards human as the most important investable resource (Güler, 2007). Effects of Human capital and HRM policies on performance (Schultz, 1971; Duncan and Hoffman, 1981; Rumberger, 1987; Snell and Dean, 1992) and through the researches a direct relationship between effective labour force planning and organizational performance have been confirmed (Terpstra and Rozell, 1993; Cho, 2004).

HRM is carrying out and coordinating the activities that will instrumentally and productively set the human resources in motion to achieve the organizational goals (Aldemir et.al, 2001). HRM consists of the activities that include finding new human resources, keeping developing the present human resource to actualise the goals of the organization (Şimşek and Öge, 2007). By the aim of creating a competitive advantage it is a discipline that includes providing necessary human resource, forming policies about employing and improving them, planning, organising, leading and reviewing activities (Yüksel, 2003). Planning activities reveals how qualified and how many personnel the organization needs but the main concern is where these people will be found (Yüksel, 2000). It provides opportunity for counting and correcting surplus or lack of manpower unless being a cost element, getting the labour force to use the talents and skills at high level, easing diagnosis and solution of the problems about personnel, helping the senior work plans to be improved and evaluating other HRM activities and policies (Öztürk, 2009). Personnel requirement for vacant positions can be met by internal and external sources (Deringöl, 2010). As well as the objective principles oriented selection process establishes trust to the organization, provides more productive working opportunity picking the best out of the candidates (Yurdatapan, 2011). HRM is the whole of activities revealed for constituting, improving and sustaining the labour force in the organization effectively (Daft, 1993).

The pro-forma that aims using possessed human resources wisely, determining present and future human power resource in terms of quantity and quality is called human resources planning (Kızıloğlu, 2012). HRM has to observe measure and evaluate the existing differences among the employees considering objective criterions (Sabuncuoğlu, 2000). HRM deals employees' relations in an administrative structure, improves employee policies in comformity with the organizational culture, focused on human and from this aspect has a boundary function in management of organization (Fındıkçı, 2000). There are great numbers of studies support the idea that labour force planning decreases employee turnover rate (Huselid, 1995). Also, there are studies that support the view of labour force planning causes sales increase (Ahmad and Schroeder; Cho, 2004; Guest, 1997; 2003; Truss, 2001).

2.2 In-Service Training and Effects on Organizational Performance

By training, value system and beliefs are influenced, perspective on life is determined. It develops employee behaviours, broadens people's horizon and quality can only be obtained with training (Gedik, 2008). At which subjects the employees have to be trained and developed for their present jobs and forward future career will reveal (Dündar, 2002). Even though the best-directed selection has been made for human resource selection, to be educated is mandatory for employees to step with the changes and to proceed for senior career. Otherwise the organizations cannot be expected to achieve goals and objectives (Şimşek, 2007).

Increasing in training programs has been observed to make a significant contribute organizations which have low productivity for achieving the goals (Bartel, 1994).

Training and development in the organization; is expressed to include adopting the organization values and goals to new employees, determining and applying training programs essential for improving abilities and performances and the implementations that create continuous learning culture for employees of the organization (Schuler, 1998). According to (Russell et.al, 1985); a strong relation between trained employees and performances has been determined (Cunha et.al, 2003). Developmental training experiences have a positive relation with perceived organizational support (Eisenberger et.al, 1997). Training is an opportunity for learning. HRM helps increasing employees' knowledge, talents and abilities with training in its implementations, affects organizational performance positively (Schuler and Jackson, 1995) and also there are some studies toward training activities decrease turnover rate (Guest et.al, 1997). When employees feel that they are considered important, they are provided to trust variation liabilities will be actualised by the organization (Wayne et.al, 1997). Training shows result to the degree that it instigates people for learning and reveals expected behaviours (Baltaş, 2009).

Training and development activities provided in organizations have to be applied not only particular periods but also along working life (Deringöl, 2010). Continuous changes in social and technologic areas force both organizations and employees for innovation in short training to step with changes (Uyargil et.al, 2010). Employees have to spend their work life in a training process to allow themselves adopt the continuous technological changes or to be able to carry out the added training conditions (Şimşek, 2007). It has contributions like cooperation and solidarity, improvement in sense of morale and self-confidence promotion opportunities and production improves as long as training develops, wage level rises related to output growth (Sabuncuoğlu, 2011). Training is determined to be the most important variable for reducing turnover rate, providing continuity of employment (Werner, 2000; Tüzün, 2013).

2.3 Performance Assessing and Effects on Organizational Performance

Performance assessing, one of the important functions of HRM, is analysing the results performed by employees in accordance with the objectives and using them in various areas (wage setting, promotion etc.), (Akdemir, 2009). Unapproachable but practicable objectives improve employee productivity in performance assessment process considerably (Cho, 2004) and effects of performance assessments on employee productivity and sales have been proved (Huselid, 1995).

Effectiveness and productivity of organization increase by performance assessment, quality of service and production improves. Moreover, employee development potential is determined concordantly, communications and relations with employees become more positive thus performances of personnel increase, strong and weak sides of employees are determined easier. Accordingly, roles and responsibilities of the employees in the organization can be understood better, through the obtained feedback related to performance job satisfaction and self-confidence can improve easily. (Canman, 1993, Argon et.al, 2004; Uyargil, 2009; Barutçugil, 2004). Associating the effectiveness and individual performance during this process it has been concluded that methods applied and fair evaluation increase job performance of employees (Poon, 2004).

Performance assessment evaluates not the work but the employee in a general diagnosis is a planned tool that evaluates personnel's work performance, details and integrates attitudes and behaviours, moral conditions and characteristics and contributions of personnel to organizational success (Yurdatapan, 2011). To prevent mistakes for related HRM decisions, to determine the mistakes at job design, to help HR department, to provide proper and confidential information for HRM, to report feedback about organizational performance are some of the assessment tolls we can assume (Özgen et.al, 2005). Organizationally expected objective is maximizing productivity and performance (Kızıloğlu, 2012). HRM has two basic objectives like increase of productivity and raising the quality of work life (Bayraktaroğlu, 2008). It is observed that the policies and politic factors cause leaving job physically and mentally and increase the intention of leaving job (Cropanzano et.al, 1997; Kacmar et.al, 1999; Tüzün, 2013).

2.4 Charging, Awarding and Effects on Organizational Performance

While wages are being determined, being related to success levels, providing equal pay for equal work, assessment of market conditions, providing charging system to be convenient with business activity of the organization and job structure have to be considered (Öztürk, 2009). Although

developing a wage and payment plan is human resources manager's duty, other administrators also have responsibilities like observing the employees' performance and reporting it in performance assessment, suggesting the endorsed charging arrangements or choosing the available one among suggested ones (Akdeniz, 2010).

Administrators consider the reward system as a critical and important tool of motivation in terms of future performance increases for improving behaviours, performance and effectiveness of the employees in the organization. Rewarding implementations are proved to decrease the turnover rate and increase the labour force and sales (Cho, 2004).

According to the results, it has been revealed that it is important to convey the criteria that can be evaluated as organizational performance indicators, which are dependent variables, and the HRM practices that will affect them. Looking at the relationship between HRM practices in the organization and the intention to quit, it has been concluded that there is an inverse relationship between the effectiveness of the workforce selection and placement function and the employee's intention to quit, especially attractive remuneration and training practices reduce the intention to quit.

Strategic HRM has been observed to positively affect organizational performance, as HRM practices affect extremely important organizational outputs for organizational performance such as financial performance, labor turnover and productivity. According to this effect; It has been concluded that the increase in In-Service Training programs contributes significantly to the achievement of organizational goals and increasing labor productivity in organizations with low productivity, in order to reduce the labor turnover rate of organizations in order to increase the productivity of HRM and to increase the quality of business life, and to ensure the continuity of employee employment.

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ҚОНАҚ ҰЙ БИЗНЕСІНДЕ АДАМИ РЕСУРСТАРДЫ ПАЙДАЛАНУ ТИІМДІЛІГІН АРТТЫРУ

Андатпа

Бұл зерттеудің мақсаты – кәсіпорындар енгізген адами ресурстарды басқару шараларын іске асыру ұйымның тиімділігіне әсер ететінін зерттеу. Адами ресурстарды басқару – бұл ұйымның жұмыс тиімділігіне қол жеткізудегі және оны арттырудағы негізгі құралы болып табылатын адами ресурстарды іздеудің стратегиялық тәсілі. Бұл зерттеу адам ресурстарын басқару мен ұйымның жұмыс күшін жоспарлау, кадрларды жалдау және орналастыру, өндірістен қол үзбей оқытудың тиімділігін бағалау, қаржылық есептеулер және марапаттау сияқты адами ресурстарды басқару функцияларына байланысты адами ресурстарды басқару арасындағы байланысты талдады. Адами ресурстарды басқару – бұл қажетті адами ресурстарды табу үшін ұйымның мақсаттары мен міндеттеріне сәйкес анықталған жоспарларды, бағдарламалар мен стратегияларды іске асыру. Адами ресурстарды басқару мен ұйым арасындағы үйлесімділіктің жоғары деңгейі ұйымның тиімділігін арттыруға кепілдік береді. Адами ресурстарды басқару адами фактор мен ақпарат көзін үйлестіре отырып, ұйымның табысына ықпал етеді. Адами ресурстарды басқару тетіктерін тиімді енгізу де бәсекелестік артықшылықты қамтамасыз етеді. Мақалада адами ресурстарды стратегиялық, жақсы жоспарланған басқару ұйымның тиімділігіне оң әсер ететіндігі көрсетілген, өйткені адами ресурстарды басқару қаржылық көрсеткіштер, кадрлардың ауысуы және еңбек өнімділігі сияқты ұйымның тиімді жұмысының өте маңызды ұйымдастырушылық нәтижелеріне әсер етеді. Мақалада сонымен қатар біліктілікті арттыру бағдарламаларының өндірістен қол үзбей артуы ұйымдастырушылық мақсаттарға қол жеткізуге және еңбек өнімділігі төмен ұйымдарда еңбек өнімділігін арттыруға айтарлықтай ықпал етеді.

Тірек сөздер: адами ресурстар, тиімділікті бағалау, стратегиялық басқару, жұмыс күші, бәсекелестік артықшылық, еңбек өнімділігі, біліктілікті арттыру.

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ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ ИСПОЛЬЗОВАНИЯ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ В ГОСТИНИЧНОМ БИЗНЕСЕ

Аннотация

Цель данного исследования состоит в том, чтобы изучить, влияет ли реализация мер по управлению человеческими ресурсами, внедряемых предприятиями, на эффективность работы организации. Управление человеческими ресурсами – это стратегический подход к поиску человеческих ресурсов, которые являются

ключевым инструментом организации в достижении и повышении эффективности ее работы. В данном исследовании была проанализирована взаимосвязь между управлением человеческими ресурсами и эффективностью деятельности организации в связи с функциями управления человеческими ресурсами, такими, как планирование рабочей силы, набор и расстановка кадров, оценка эффективности обучения без отрыва от производства, финансовые начисления и награждения. Управление человеческими ресурсами – это реализация планов, программ и стратегий, выявленных в соответствии с целями и задачами организации для поиска необходимых человеческих ресурсов. Высокий уровень согласованности между управлением человеческими ресурсами и организацией гарантирует повышение показателей эффективности организации. Управление человеческими ресурсами способствует успеху организации, сочетая человеческий фактор и источник информации. Эффективное внедрение механизмов управления человеческими ресурсами также обеспечивает конкурентное преимущество. В статье показано, что стратегическое, хорошо спланированное управление человеческими ресурсами положительно влияет на эффективность работы организации, поскольку управление человеческими ресурсами влияет на чрезвычайно важные организационные результаты эффективной работы организации, такие, как финансовые показатели, текучесть кадров и производительность труда. В статье также подчеркивается, что увеличение программ повышения квалификации без отрыва от производства в значительной степени способствует достижению организационных целей и повышению производительности труда в организациях с низкой производительностью труда.

Ключевые слова: человеческие ресурсы, оценка эффективности, стратегическое управление, рабочая сила, конкурентное преимущество, производительность труда, повышение квалификации.