EFFECT OF HUMAN RESOURCES PRACTICES ON ORGANIZATIONAL PERFORMANCE: AN APPLICATION ON PRIVATE SECTOR EMPLOYEES IN TURKEY

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Abstract: Numerous research has revealed that there is a relationship between HRM and organizational performance. However, it is unclear whether organizational performance influences HRM practices or HRM practices influence organizational performance.The aim of this study is to examine whether some human resource practices effect organizational performance.A structured interview technique was applied on 322 employees who randomly selected from private sector. The results show that recruitment, participatory decision making, performance appraisal, rewarding and empowering actions from human resources applications have a significant effect on organizational performance.

Keywords: HRM practices; organizational performance

I. INTRODUCTION

Human resources management practices are an important discipline that aims to improve performance by directing employees towards their goals (Huselid, 1995). Human resources practices enhance the knowledge, skills and abilities of employees, provide motivation, and strengthen employee ties with the organization. In addition, HRM supports employees' cultural cohesion and contributes positively to organizational performance (Guthrie, 2001). Numerous research has revealed that there is a relationship between HRM and organizational performance. However, it is unclear whether organizational performance influences HRM practices or HRM practices influence organizational performance. In this respect, research sampling and implementation are important because of the cultural diversity in Turkey.

Are human resources applications being used for efficiency in organizations or modeled with empirical behavior? The main purpose of our work is not only to measure the impact of HRM practices on performance, but to determine the underlying reasons behind it. Therefore, it is necessary to determine how well the employees who work in various organizations in Turkey benefit from HRM applications and to test the possible effects on performance. For this, a questionnaire consisting of many variables was prepared to measure employees' perception.

II. HUMAN RESOURCES APPLICATIONS

2.1. Recruitment

Selective recruitment is the act of finding the workforce that can meet this need with specific methods in order to meet the workforce needs in the best way in terms of quantity and quality. Organizations need to spend time and money trying to choose the right employee for the job force. On this basis, organizations can acquire fast trainable individuals who do not suffer from adaptation problems (Pfeffer, 1995). Recruitment (selective recruitment) is a costly process for the organization and it develops specific selection systems to minimize the cost of human resource selection (Ergin, 2002).

In order to be able to withstand the positive and sound foundations of the employee policy, a principled selective employee policy is necessary. A transparent selection process increases knitting confidence as well as providing more efficient work (Sabuncuoğlu, 2000). The choice of employees in the operational position has a direct impact on productivity. This plays a major role in achieving organizational goals by influencing organizational ability (Pfeffer, 1995). With this selective employee selection, organizations develop their own organizational skills while creating human capital (Wang et al., 2007).

Today, organizations that adopt a modern management approach are realizing selective employment with an objective and scientific approach. Although these forms of organization among the organizations do not match each other, the effect on organizational performance can be searched. Depending on this review, organizations can test their performances depending on where they are in the field of selective employment.

H1: There is a statistically significant positive effect of organizations' selective employee recruitment practices on organizational performance.

2.2. Education

Once you have included the right people in the organization, then there is a need to develop employees to keep the competition superior against the individuals in the organization. This will also contribute to employee motivation that will not only improve employees' ability to maintain their competitive advantage (Lawler, 2005). Ensuring that individuals receive training is part of the human

resources management and management; (Kağnıcıoğlu, 2000, 2001), which supports and supports human resources management strategies by providing information, skills and resources and training. Training opportunities offered to employees; (Bayat, 2008), by developing a human resource management organization that supports personal and professional development, motivates individuals in the material and spiritual sense, communicates well with individuals, targets robust ties between the employer and the individual, and is open to innovation.

H2: There is a statistically significant positive effect on the educational status of the employees on organizational performance.

2.3. Rewarding

Wage management aims at achieving organizational productivity and quality in production by providing employees' satisfaction and motivation without compromising economic conditions (Sabuncuoğlu, 2000). It is important to develop policy based on equality, balanced wage, fair wage for the market, proportional wage according to position and position, wage according to employee groups (blue collar, white collar, etc.), objective wage. Organizations that pursue an effective pay policy in line with these principles can motivate their employees to be more productive and thereby improve their performance. The planning of reimbursement is considered and implemented for the purpose of obtaining positive recruitments such as qualified employee retention, retention of current employee, motivation, organizational performance (Sabuncuoğlu, 2000). The well-structured remuneration system can lead to injustice and employee dissatisfaction if the curriculum is not well managed (Murphy and Cleveland, 1995).

H3: There is a statistically positive and significant effect of organizations on the performance of organizations in terms of rewarding and rewarding.

2.4. Job Security

In general, job security, which is the protection of the right to work, actually includes arrangements that protect a pro-employee, work-related permanent worker who limits the termination of the employment contract by the employer, except for certain valid reasons (Kaya, 2002). Working in the practice of job security, the organization focuses on long-term ties in the interests of the organization. In addition, job security ensures that employees are more productive and effective without fear of losing their jobs (Beer et al., 2009), as it is very important for the implementation of other human resources practices (Pfeffer and Veiga, 1999). Increasing the development of job security assurance for employees. Since organizations are afraid of making mistakes and consequently out of work, they show their knowledge skills and ability to do the job without the need to do so, but if the organization gives the employees confidence that they will develop the business, the organization that will not worry about the employees' work will rise faster and succeed. (Beer et al., 2009).

H4: There is a statistically significant positive effect of job security practices on organizational performance.

2.5. Strengthening

The responsibility and authority of the employee in doing his / her work will make it easier for him / her to make decisions about his / her work, and will strengthen the worker at the same time as increasing his productivity and productivity in the organization (Akçakaya, 2010). Employees understand that they are empowered by the organization and that they use their own authority and initiatives when doing the work done by the organization. This is a motivation source as well as the connection of the employee against the weaver. Strengthening consists of four perceptual groups defined as meaning, competence, autonomy and influence (Spreitzer, 1995). By strengthening the organization, extra actions are taken to increase the organization's efforts to take more responsibilities (Yang, 2011) (Pfeffer and Veiga, 1999) (Spreitzer, 1995).

H5: There is a statistically significant positive effect of organizations' empowerment practices on organizational performance.

III. RESEARCH METHOD

The research has been conducted on private sector companies operating in different sectors in Turkey. A structured interview technique was used in the research and a questionnaire consisting of 41 questions was prepared. The questionnaires were prepared by the electronic questionnaire preparation program. 78,811 mails obtained from various sources were sent to employees on September 2015. There have been 322 returns. The research has been conducted in Turkey in 2015 on randomly selected private sector employees regardless of sector, position, position, age, education, field of activity. Recruitment and training scales Scott et al. (1992), job security, wage and empowerment scales were adapted to Chin-Ju Tsai (2006). Subramaniam and Youndt (2005), the perceived organizational performance and perceived market performance scales of the human capital scale, subscales of the performance variable, which is a dependent variable of the research, were taken from the study of Delaney and Huselid (1996).

The data from the questionnaire were analyzed using the SPSS program. The data were analyzed statistically at four stages. Percentage and frequency of demographic questions were taken. Then standard deviations and averages of the scales were taken.

Correlation analysis was performed at the next stage. Correlation has been carried out in order to understand the relationship between both dimensions of the scale and between the dimensions. After correlation, validity and reliability analyzes were performed, regression analysis was performed. Regression analysis tried to determine the ratios of relations between dependent and independent variables. These data and statistics are analyzed and the result is interpreted by comparing the research hypotheses.

IV. FINDINGS

In the **Table 1**, the relation of many applications is positive and meaningful.All HRM practices used in the research and the relationship between individual and organizational performance were examined. According to this analysis, it is seen that Cronbach alpha values of variables are among the validity values when $\alpha > 0.80$ value is taken as basis.

	Education	Age	Tenure	Position	Recruitment	Job Security	Rewarding	Strengthening	Organizational Performance
Education	-								
Age	-,038	-							
Tenure	-,058	,671**	-						
Position	,059	,485**	,531**	-					
Recruitment	,043	,079	,010	,203**	*(0,83)*				
Job Security	,006	-,028	-,033	,056	,483**	*(0,85)*			
Rewarding	-,022	,083	,022	,194**	,619**	,489**	*(0,91)*		
Strengthening	,020	,088	,023	,292**	,588**	,488**	,655**	*(0,87)*	
Organizational Performance	-,060	-,004	-,087	,077	,651**	,460**	,663**	,591**	*(0,94)*

Table1: Correlation Analysis and Reliability Analysis (Cronbach Alpha) Values

According to the table, there is a statistically significant positive relationship between organizational performance and recruitment at 0.651. Likewise, there is a statistically positive and significant relationship with job security, 0.460, rewarding 0.663, and empowerment 0.591. In other words, one changed while one rose, while the other rose very closely. This means that this positive and positive ratio between organizational performance and recruitment, job security, performance appraisal, rewarding and empowerment confirms hypothesis 1, 3, 4, 5.

	Model 1		Model 2		Model 3	
	Standardized Coefficient		Standardized Coefficient		Standardized Coefficient	
Independent Variables	Standard Error	Beta	Standard Error	Beta	Standard Error	Beta
Age	0,049	0,06			0,032	0,009
Tenure	0,055	-0,223***			0,036	-0,077
Position	0,077	0,171***			0,053	-0,065
Education	0,072	-0,081			0,047	-0,055
Recruitment			0,04	,283***	0,04	,295***
Job Security			0,031	0,059	0,031	0,046
Rewarding			0,039	,205***	0,038	,251***
Strengthening			0,037	,139***	0,038	,163***

Table 2: Regression Analysis

Dependent Variable: Organizational Performance*** Significant at 0.01

Three models were used in regression analysis. Model 1 included demographic variables as control variables. Obtained results reveal that tenure and position are statistically significant effects on organizational performance. In Model 2, demographic variables were excluded from the analysis and only variables for human resource applications were included in the modal. The results

show that there is a statistically significant explanatory effect of all HR variables other than job security. Finally, in Model 3 all arguments are included in the model. In this analysis, it was found that none of the demographic variables had explanatory effect, and in addition, job security did not have a statistically significant effect on organizational performance.

V. RESULT

In the study, it was questioned whether the applications of human resources were used for efficiency in organizations or modeled with empirical behavior. The results show that recruitment, participatory decision making, performance appraisal, rewarding and empowering actions from human resources applications have a significant effect on organizational performance.

As a result, statistically meaningful and positive results were obtained, and analysis of this study revealed that the application of human resources management practices in Turkey, which is the main topic of research, is not a fashion trend and that these applications have positive effects on organizational performance. The research tested the relevance of human resource practices to organizational performance across Turkey. Moreover, in Turkey, which is lacking in the summer, human resource management practices contribute to organizational performance through employee perception.

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