



COMPARSION OF HUMAN RESOURCE MANAGEMENT FUNCTIONS: PAKISTAN AND TURKEY

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Çelik, A; Rashid, M.; Akgemci, T. & Abul, A. (2017). "Comparsion Of Human Resource Management Functions: PAKISTAN and TURKEY", Vol:3, Issue:11; pp:264-272 (ISSN:2149-8598)

ARTICLE INFO

Article History

Article Arrival Date

19/05/2017

Makale Yayın Kabul Tarihi

The Published Rel. Date

25/05/2017

Keywords

Competitive Advantage,
Human Resource
Management, Human
Resource Functions.

JEL Kodları: - -

ABSTRACT

Human resource is an important department of any organization. It deals with employee of the organization. Human resource function is to hire employee and develop them in order to achieve the organizational goal. Human resource management functions have become the key source of competitive advantage for the organizations in challenging environments. Employee is a key element of the any organization and the success or failure of the organization depends on employee performance.

Pakistan is highly under researched area in the field of human resource practices with low economy growth and Turkey is one of the countries benefiting from globalization. It is regarded as one of the world's top emerging economies. Turkish companies increasingly benefit from academic studies and from the work created by scholars.

Considering above situation it decided that there is intensive need to a comprehensive research to compare the human resource functions adopted by Pakistani and Turkish organizations. So, from the literature different human resource functions have analyzed of different organization. It is concluded from research human resource functions adopted by Turkish organization are more structured as compared to Pakistani organization. It also found that inconsistencies exist between the formulated and implemented human resource functions in the organization of Pakistan.

1. INTRODUCTION

Human resource management (HRM) is the management of human resources deal with employee related issues such as hiring, training, development, compensation, motivation, communication, and administration workforce. HRM ensures satisfaction of employees and maximum contribution of employees to the achievement of organizational objectives. Human resource (HR) departments in organizations undertake a number of activities, including employee benefits design, employee recruitment, training and development, performance appraisal, and rewarding.

HRM functions follow each other in a sequence of planning, recruitment, evaluation and rewarding, education, industrial relations and conservation. The first four functions relate to the selection of suitable and qualified employees, while the latter two functions to improve the quality of work life. Consistent implementation of all functions is making human resources management more functional (Celik & Simsek, 2016, pp. 5-6).

HRM functions contribute in the development and management of people in organizations. HRM functions have become the key source of competitive advantage for the organizations in challenging environments. Employee is a key element of the any organization and the success

or failure of the organization depends on employee performance. In order to retain and satisfaction of their employees, organizations design HR functions and practices consistent with the expectations of their employees. HRM function contribute to a firm's competitive advantage by providing more effective management, development or deployment of the firm's HR in a more efficient and effective manner.

The impact of HR functions in organizations is an attracting and increasing interest of scholars. Unfortunately, Pakistan is highly under researched area in the field of HR practices with low economy growth. In literature lot of research found on HRM function but unfortunately, nobody have worked on the comparison of HRM functions adopted by the Pakistani and Turkish organization. Due to importance of HRM functions in organizations it is try to provide the insight HRM functions adopted by organizations of both countries. This study constructs a comprehensive in nature which incorporates all the functions of HRM. This study is beneficial for the HRM manager to increase the motivational level and adoption of advance techniques of HRM functions to get competitive advantages.

2. HUMAN RESOURCE MANAGEMENT FUNCTIONS IN PAKISTAN

Study on food industry revealed that some industry there is found discrimination in the payment of compensation on the biases of employee designations. In result it found that owners bearing loss in term of employee turnover. HR policy makes review this compensation function and overcome the turnover of the employee (Akhter, Ijaz, Siddiqi, Shouqat & Raza, 2016, p. 557).

Research on HR function of a nonprofit health sector organization identified in Pakistan, show that HR manager acknowledge the role of HR function inside the organization which increase change of participation and influence of HR in strategic decision making to attain the organizational goals. But the situation was different before the restructuring of HR functions, employees did not like the administrative role of HR functions due to some reasons, for example, procedural delays and the prevalence of bureaucratic style which provide the evidence of unfairness that the impact of this styles. Which is still persists in today's HR divisions of Pakistani organizations (Asadullah, Marie, Bourgain, & Najam, 2015, p. 200).

In the university sector of Pakistan, compensation packages for faculty members has been adapted from the west (especially USA), the salaries and benefits paid to top academicians have been rise in the past few years. HR took initiatives regarding pay packages in the universities of Pakistan, especially after 2001 (Timsal & Malik, 2015, p. 47).

Bureaucrat, hierarchical organizational structures and cultural factors that influence HRM functions of private and public sector organizations in Pakistan. Study found that managerial support for nepotism or connection-based recruitment, selection and promotion practices. In most organizations promotion of employees is not link with their performance appraisal and training and development practices. There is missing link between performance appraisal and training of employees across all organizations. However senior executives and HR managers are recommended to establish merit based recruitment and selection and promotion and focus on employees training and development (Mangi, Jhatial, Shah, & Ghumro, 2012, p. 27).

HRM practices in Sui Northern Gas Pipelines is public limited company in Pakistan, HRM functions such as, performance evaluation, incentives, promotion instead of tradition practices of equal pay and allowances for equal grade, experience based increments and seniority-based promotion. Inconsistencies exists between formulated and functionalized the HR functions (Naveed & Jadoon, 2012, p. 22).

As the employee development, consider as a joint effort of the organization and the employees with the aim to develop the employees' attitudes, experiences, knowledge, skills, and abilities to improve their effectiveness. Both are benefited from it, they are required to realize their

respective responsibilities to achieve their mutual goals. Performance appraisal enables the employee to evaluate his progress towards personal or organizational goals (Rahman & Shah, 2012, p. 13). Conduct a research on HR functions of public universities of Khyber Pakhtunkhwa, Pakistan and conclude that there is a great relationship between performance appraisal and employees' development.

Another study revealed that effectiveness of HRM practices is not established in public organizations of Pakistan. Arshad and others (2014) characterize the different approaches of HRM and look for best fit HRM model to implement effectiveness of HRM practices and found that integrated HRM can pave the ground for application of strategy at all level of business organization. By this approach, employees' talent can be utilized to get desired objectives.

According to Aycan (2000) Pakistan is highly under researched area in the field of HR practices. However Mahmood and others (2014, p. 94) analyzed the HRM function, studied that HR practices effect on employee performance of banking sector of Pakistan. As a result finds that HR practices like reward, recruitment and selection and training have positively correlated with the employee performance.

Nabi and others (2014, p. 16) analyzed the effectiveness of the fair recruitment and selection procedures in the public sector universities of Azad Jammu and Kashmir in Pakistan. Conclude that organizational politics has an effect on the recruitment process. Because hiring of top executives are being selected with the approval by the top politicians and rest are being selected through organizational internal mechanism of public sector universities of Pakistan. Another key factor that effect the HRM functions, when universities are conducting selection of employees on contract basis, they don't follow the set recruitment and selection procedures which affect the overall performance of the organization.

Survey of HRM functions in pharmaceutical companies located in Islamabad and Rawalpindi cities of Pakistan. Show that HR practices and employees' perceived performance have a positive and significant relationship especially from regression analysis it showed that compensation has play a role in explaining the employees' perceived performance (Shabbir, 2013, p. 629).

Pakistan is a country with low economic growth. Organizations need to employee performance to compete in the market. To see the situation of HRM practices Khalid, Rehman and Ilyas (2014, p. 75) conducted a survey to examine the implementation of HR practices and determine their relationship on employees' performance. Conclude that the gap in public organizations of Pakistan due to lack of understanding of HRM practices.

Research was conducted to explore those modes through which employees at Zarai Tarqiati Bank Limited Pakistan (ZTBL). Pakistan are being paid financially for the work they perform. It was concluded that the employees of the bank are not satisfied with the payment polices of the banks, incentives like profit and bonus sharing are quite few and not a substantial part of the compensation strategy of the bank, while the senior management were paid better salary and benefits (Aslam & Sarwar 2014, p. 65).

Nasreen and Mirza (2012, p. 236) conducted a study to know the faculty training and development in the old and new public sector universities of Punjab, Pakistan. Sample was teachers, heads of departments, and HRM specialist. HR expert advice on university HRM practices that there is a need to established offices to adopt best practices and to ensure the implementation policies for to be more productive. Study also investigated that no formal system of training in universities. However, senior teachers were helped out to junior teachers to learn their job.

Rehman (2012, p. 84) studied that the HRM functions recruitment, and job retention policies implied by the public sector of Pakistan. By the analysis of the study concluded that the

implementation of various HR functions to increase the job performance resultantly improved job satisfaction and lower turnover.

Research on five industries; Banking, Insurance, Leasing, Modaraba and Investment conducted to determine the impact of different HRM functions (recruitment and selection, training and development). After a depth analysis concluded that organizations having transparent selection systems, adequately scheduled of properly training programs (Masood, 2010, p. 101).

HR functions in textile industry in Pakistan had been studied. Results show that due to a lot of competition in industry HR planning has received serious attention in textile industry. It is very difficult to recruit a skilled worker because skilled labor is not abundantly available in labor market. Textile industry are not interested to invest on training and development activities (Ali & Jadoon, 2012, p. 8).

3. HUMAN RESOURCE MANAGEMENT FUNCTIONS IN TURKEY

Turkey is the world's 17th most industrialized nation. Turkey is one of the countries benefiting from globalization. It is regarded as one of the world's top emerging economies, Turkey sits on the "cusp of East and West, culturally and geographically" As it is situated on the gateway between Europe and Asia, Turkey is a dynamic, developing market economy bordering the Mediterranean, Aegean and Black Seas. Also being near to the new emerging markets in Middle East and central Asia creates unique business opportunities (Alptekin, 2009, p. 6).

Turkey has undergone major changes throughout the last decade, such as entrance into Customs Union with the European Union in 1996 and the inclusion on the list of candidate countries for membership in 1999. These changes have had a certain impact on organizations HRM strategies .Organizations have started to invest in their HR departments. Most of the research in this field in the country is based on rather general HRM issues, including the need for international approach in HRM, globalization, computer-aided human resource evaluation in organizations (Mishra & Akman, 2010, p. 273).

Collings and others (2010, p. 2607) conduct a survey of 340 firms in Turkey and examined the link between HRM practices and organizational outcomes. Concluded only variable "HRM-strategy fit" impacted strongly on organizational financial performance. This highlights the importance of alignment of HRM policy and practice with the organization's overall strategy. Study suggests that this is likely to be an important contributor to the success of Turkish firms. Research also concluded that no single HRM practice had a strong impact on organizational performance, employee training; compensation had weak relationship with organizational performance.

e-HR organizations have become more competitive by reducing costs and improving productivity, quality and profitability in HRM area. Industries are taking steps for implementation of IT in HR by enabling the employees to make their maximum contribution to the gaining of a competitive advantage. It also investigated that impact of IT used on HRM functions in organizations from different sectors, use of IT tools to perform different HRM functions in organizations impact on planning recruitment, maintenance and development functions (Mishra & Akman, 2010, p. 284).

Kaya and others (2010, p. 2045) explore the influence of HRM activities and organizational climate on job satisfaction in Turkish banks. They collected data from 346 employees from 19 banks. Findings of this study showed that a positive relationship exists between HRM activities and organizational climate and all HRM activities have correlations with organizational climate. Conclusion also showed that recruitment and selection, team work and policies and work environment make positive contributions to job satisfaction.

Cetinkaya and others (2011, p. 2011) investigated the change and development of HR requirements between 1995 and 2008 with respect to human resources newspapers in Turkey. Analyses were done on the assessments regarding job postings in HR newspapers and the change in job requirements occurred in industries. From the results, individual requirements have not changed in any revolutionary way. Similar requirements are valid and effective for both 1995 and 2008. In addition, inexperience, residence and gender are effective in 2008. It shows that not only experienced people are sought, but also inexperienced people as well. Firms want to educate new graduates in training systems.

Case study has been made by Tonus and Oruc (2012, p. 177) to determine the personnel approach used by HRM in preventing unethical behaviors and encouraging ethical conduct in Turkish organizations. From the research it is observed that the human resources managers encourage ethical behaviors within an organization by their increased participation in the ethical initiatives of the organizations. From the result it showed that the personnel regulation plays a significant role used in communicating unethical behaviors to the employees in businesses performance.

Ates (2013, p. 705) studied the outsourcing a function of HR and analyzed the outsourcing function among 81 companies and 34 supplier companies in Turkey. As a result, found that the key factors in outsourcing success are the decision process, partners, and contract and partnership quality. Partnership quality formed by factors, such as trust, business understanding, be, risk share, conflict and commitment.

SMEs are major employment generators, and face important challenges at HRM and practices in Turkey. Bakan and others examine HR practices in small and medium-sized enterprises in Turkey. HR practices are widespread in Turkey it is found that it is not sufficient. The most important reason for the deficiency of the level of HR practices is "oblivion". Some of the issues which are the responsibilities of HR department develop as the organizations grow. but the issues such as recruiting and employing, career planning and developing and pay do not change with the size of the organizations HR managers do not have strategic behaviors and as they focus on daily activities of the organizations (Bakan, Ersahan, & Buyukbese, 2013, p. 99).

Subsidiaries of multinational enterprise (MNEs) do not adapt HRM practices that are easy to manage. Specifically, significant differences found between MNE subsidiaries located in Turkey and domestic Turkish firms in relation to competence based performance appraisal, performance based compensation, employee empowerment and the strategic emphasis placed on the HRM department (Mellahi, Demirbag, Collings, Tatoglu, & Hughes, 2013, p. 2362).

Study on environmental factors affecting HR activities, which based upon a research, conducted on Turkish large firms, found that, "priorities of top management", "legislations/regulations", "changes in national economy", and "qualities of employees" are the top factors affecting HRM activities. Findings reflected the current reality that the business environments becoming more complex day by day, In other words, the number of environmental elements increases, and they are changing in a fast way (Genc, 2014, p. 120).

Kaya and others (2014, p. 55) explored the relationships among HRM activities, organizational culture. Finding, positive relationship exists between HRM activities and organizational culture. All HRM activities appear to have correlations with organizational culture elements. Organizational culture has an important effect on HR activities like internal recruitment, selection, establishing compensation, evaluating performance. According to research, this organizational culture has effects on HR practices and their effectiveness.

It is crucial to establish and operate systems in which pay is fairly determined according to jobs performed. Research conducted on employees' perceptions of a "fair" and "ethical"

compensation management and analyzed the literature to identified topics that are important for the establishment and operation of an ethical compensation management system. Researcher suggested that businesses should develop pay policies in accordance with business ethics principles, specify equal pay for equal work by employing objective and scientific business evaluation methods (Demir & Acar, 2014, p. 145).

Effective HRM practices can increase the organizational commitment levels of employees. HRM functions such as recruitment, participation to decision making process, training and development, performance evaluation, working conditions and compensation management can help to improve organizational commitment to retain the employee in the organization. Research investigated the relationship between HRM practices and organizational commitment levels of employees in the organizations of turkey. Outcome of research, strong level relationship has been found between HRM practices and organizational commitment levels of employees (Bal, Bozkurt, & Ertemsir, 2014, p. 1032).

4. CONCLUSION AND SUGGESTIONS

HRM functions have become the key source to get competitive advantage for the organizations in challenging environments. Unfortunately, implementation of HR functions there found a gap in public organizations of Pakistan due to lack of understanding of HRM practices. Inconsistencies exist between formulated and implementation of HR functions. Literature revealed that effectiveness of HRM practices is not established in public organizations of Pakistan. The organizations that have unstructured of HR functions; organizations faced high turnover because unfairness in compensation strategy.

Universities in Pakistan took initiatives after 2001, compensation packages adapted from USA. In the universities of Khyber Pakhtunkhwa, HR function has been implemented regarding employees' development and performance appraisal. Fair recruitment and selection procedures in the public sector universities are affected by politician. In Punjab University Lahore there is no formal system of training and development of the employees in universities.

In private sector most organizations not followed the performance appraisal practice and make recruitment, selection and promote employee on nepotism or connection-based. Proper implementations of HR functions have affect with the employee performance in organization. Financial institute like Insurance Company, Leasing, Modaraba and Investment Organizations have transparent selection systems, adequately scheduled of properly training programs.

There is a lot of competition in textile industry. HR planning has received serious attention in textile industry. It is very difficult to recruit a skilled worker because skilled labor is not abundantly available in labor market. Textile Industry is not interested to invest on training and development activities in Pakistan.

HR practices in SMEs are not sufficient in Turkey. Reason for the deficiency of HR practices is "oblivion". HR managers do not have strategic behaviors. It responsibilities of HR department to develop the employees as the organizations grow. But the issues such as recruiting and employing, career planning and developing and pay do not change with the size of the SME. Similarly, subsidiaries of multinational enterprise (MNEs) do not adapt HRM practices that are easy to manage in Turkey.

In Turkey, important contribution of the successful organization is the alignment of HR function with the overall strategy of the organizations. Computer-aided HR is an evaluation in organizations and e-HR organizations has become more competitive by reducing costs and improving productivity, quality and profitability in HRM area. Industries are taking steps for implementation of IT in HR by enabling the employees to make their maximum contribution to the gaining of a competitive advantage.

Organizational environmental factors affecting HR activities, “priorities of top management”, “legislations/regulations”, “changes in national economy”, and “qualities of employees” are the top factors affecting HRM activities. HR managers encourage ethical behaviors within an organization by their increased participation in the ethical initiatives of the organizations. Businesses should develop such a pay policies in accordance with business ethics principles specify equal pay for equal work by employing objective and scientific business evaluation methods.

In the end it is suggested that, as the organizations are strengthen by its employee. As a result, implementation of effective HRM function play critical role to increase the productivity of the organization. HR department must followed emerging strategies of HRM as adopted by developed countries in their well-structured organizations to get the competitive advantage and to meet the organizational goals.

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