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Evolution of strategic human resources management & its application in selected hotels in turkey

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Abstract
The study undertaken will make reference to the evolution of human resources management in general and its application in some of the selected Turkish hotels. The paper will review Personnel Management, Human Resources Management and finally Strategic Human Resources Management articles and publications. The study will also look into the differences between each application.

Keywords: Personnel Management, Human Resources Management, Strategic Human Resources Management

Introduction
Past and Present
Human resource management has changed a lot in the past 100 years. Previously, HRM was called personnel administration or personnel management, that is, it had to do with the staff or workers of an organization. It was mainly concerned with the administrative tasks that have to do with organizing or managing an organization, such as record keeping and dealing with employee wages, salaries and benefits. The personnel officer (the person in charge of personnel management) also dealt with labor relations. Such as problems with trade unions or difficulties between employers (those who employ workers) and their employees. http://www.whatishumanresource.com/hrm-vs-personnel-management
With this perspective, the intention of this study is to find out the degree of HRM application in the randomly selected Turkish hotels. The survey carried out at the selected hotels in different cities where "Human Recourse Offices" were asked about their role within the company concerning the key functions of the Human Resources Department. The Key Function are listed in TABLE 1, below.

Table 1

KEY FUNCTIONS
1 - Company Culture
2 - Policy & Guidelines
3 - Recruitment Process
4 - Remuneration
5 - Training & Education
6 - Performance Evaluation
7 - Social Projects - Environment-Community
8 - Employee Events & Gatherings
9 - Trade Unions
10 - Job Safety & Security

The survey consisted of 10 sections where HR officials were asked to give their answers in the following format:

The HR officials were also given **TABLE 2** and asked to indicate their opinions as to the extent of involvement in the sub headings of the Key Functions. They were asked to categorize each sub-heading as; partially involved, moderately involved and highly involved. Hence the score chart of the survey has been set to analyze the answers which are grouped in 3 sections.

Partially Involved	Moderately Involved	Highly Involved

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Questionnaire of the survey is designed to measure the answers which fall under 3 categories, the tabulation of the data is collected from each category where HR Officials are asked to mark "YES" to questions which fall into each category concerning sub-headings. Applied scale allowed; the measure of involvement level by HR Offices regarding Key Functions and their detailed tasks. The measure of involvement is set between 0 – 100

0 - 59, 9 Yes % - Partially Involved
60 -79, 9   Yes % - Moderately Involved
80 – Above   Yes % - Highly Involved

General Findings: The outcome of the survey indicates that HR Offices are performing tasks that are more in the spectrum of the Personnel Management and to some degree of basic functions of the Human Resources Management. However, they are not designed and equipped to be a trend setter within the company to lead the board and the upper management in shaping the company's future. They seem to follow the management decisions regarding manpower management and company growth. The HR department's role should be to shape the manpower according to targets of the company. Company targets and objectives need to be aligned to match the out-side factors as well as the internal changes within the company. The department's role would be to link and integrate employees of the company in achieving the mutually set and shared objectives, while analyzing its competitor's vis-n-vis company performance to achieve that "winning competitive edge". Human Resources department have to be strategically involved in designing the future state of the company. Manpower management is an essential factor to gain advantage over competitors. The results show that HR departments of the surveyed hotels are limited in applying more detailed tasks and functions of the Strategical Human Recourses Management.

Profile Review of the Selected Hotels
The survey was completed by 16 Hotels out of the total selected 21. Hence an overall 76, 19% participation was attained through the survey.

Literature Review
Personnel Management
Definitions of Personnel Management
(1). "Personnel Management is thus basically an administrative record-keeping function, at the operational level. Personnel Management attempts to maintain fair terms and conditions of employment, while at the same time, efficiently managing personnel activities for individual departments etc. It is assumed that the outcomes from providing justice and achieving efficiency in the management of personnel activities will result ultimately in achieving organizational success."
http://www.whatishumanresource.com/hrm-vs-personnel-management

(2)."The personnel function is concerned with the procurement, development, compensation, integration, and maintenance of the personnel of an organization for the purpose of contributing toward the accomplishment of that organization's major goals or objectives. Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those

operative functions."
Edwin B. Flippo, Principles of Personnel Management Edition 3rd ed. Published New York: McGraw-Hill, c1971.

(3). "Personnel management is that field of management which has to do with planning, organizing, and controlling various operative activities of procuring, developing, maintaining and utilizing a labor force in order that the objectives and interest for which the company is established are attained as effectively and economically as possible and the objectives and interest of all levels of personnel and community are served to the highest degree."
Jucius M.J., "Personnel Management", Richard D. Irwin, 1975, Himalya Publishing House, 1982.

(4). "Manpower management effectively describes the processes of planning and directing the application, development, and utilization of human resources in employment."
Dale Yodder, Personnel Management and Industrial Relations. Edition 6, illustrated. Prentice-Hall, Inc., 1970

(5). "Personnel Administration is a method of developing the potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organization."
Pigors and Myres, Personnel Administration. Fourth Edition, McGraw-Hill Book Company, 1961

Human Resources Management
Definitions of Human Resources Management
(1)."The human resource of an organization is composed of all the efforts, skills or capabilities of all the people who work for that organization. Some organizations may call this human resource as staff or workforce or personnel or employees, but the basic meaning remains the same. All those who work for an organization are workers."
However, the organizations may call those who do manual work as 'workers' and describe others who do non-manual work as staff. The executives of an organization are supposed to manage its human resource in the most effective manner so that personnel work well in the best interests of the organization and in their own interests too. For this purpose it is essential that good personnel relations are established with the entire workforce.
Strategical Human Resources Management BUS607 Chapter 1, pp 1-2 Universidad Azteca. European Programs

(2). "Human Resources Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable work force using an array of cultural, structural and personnel techniques".
John Storey, Cengage Learning; 3 edition. September 1, 2007, P. 7

(3). "Human Resources management (HRM) involves all management decisions and actions that effect the nature of the relationship between the organization and employees – its human resources.
Beer, Michael, Bert Spector, Paul R. Lawrence, and D. Q. Mills. Managing Human Assets: The Groundbreaking Harvard Business School Program. New York, NY: Free Press, 1984.

(4). "HRM is the management and work of people towards desired ends".
Peter Boxall and Keith Macky, Human Resource Management Journal. 23 DEC 2008. P, 1

(5). "HRM is a body of knowledge and an assortment of practices to do with the organization of work and the management of employment relationships".
Peter Boxall and Keith Macky, Human Resource Management Journal. 23 DEC 2008.

The Difference between Personnel Management And Human Resources Management

The main difference between personnel management and human resource management is that the former is the traditional approach the latter represents the modern approach toward managing people in an enterprise.

- Personnel management is a predominantly administrative record-keeping function that aims to establish and maintain equitable terms and conditions of employment.
- Human resource management integrates the traditional personnel management functions to corporate goals and strategies, and performs additional people-centered organizational developmental activities.

Significant difference exists between personnel management and human resource management in terms of scope, approach, and application.

The Scope of Services

Human Resource Management is broader in scope than Personnel Management.

The scope of personnel management includes functional activities such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labor law compliance, training administration, and related tasks. Human resources management includes all these activities plus organizational developmental activities such as leadership, motivation, developing organizational culture, communication of shared values, and so forth.

The human resource management approach remains integrated to the company's core strategy and vision. It seeks to optimize the use of human resources for the fulfillment of organizational goals. This strategic and philosophical context of human resource management makes it more purposeful, relevant, and more effective compared to the personnel management approach.

Difference in Approach

The personnel management approach tends to attach much importance to norms, customs and established practices, whereas the human resource approach gives importance to values and mission.

The personnel management approach also concerns itself with establishing rules, policies, procedures, and contracts, and strives to monitor and enforce compliance to such regulations, with careful delineation of written contract. The human resource management approach remains impatient with rules and regulations. HR managers tend to relax rules based on business needs and exigencies, and aim to go by the spirit of the contract rather than the letter of the contract.

An illustration of this difference in approach lies in the treatment of employee motivation. The personnel management approach holds employee satisfaction as the key to keeping employees motivated, and institutes compensation, bonuses, rewards, and work simplification initiatives as possible motivators. The human resource philosophy holds improved performance as the driver of employee satisfaction, and devises strategies such as work challenges, team work, and creativity to improve motivation.

Difference in Nature

Another dimension of the difference is the proactive nature of human resource management compared to the reactive nature of personnel management.

Personnel management remains aloof from core organizational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. Human resource management remains integrated with corporate strategy and takes a proactive approach to align the workforce toward achievement of corporate goals. For instance, while the personnel management approach concerns itself with a reactive performance appraisal process, human resource management approach has a more comprehensive and proactive performance management system that aims to correct performance rather than make a report card of past performance.

Difference in Application

Personnel management is an independent staff function of an organization, with little involvement from line managers, and no linkage to the organization's core process. Human resource management, on the other hand, remains integrated with the organization's core strategy and functions. Although a distinct human resource department carries out much of the human resource management tasks, human resource initiatives involve the line management and operations staff heavily.

Personnel management also strives to reconcile the aspirations and views of the workforce with management interest by institutional means such as collective bargaining, trade union-based negotiations and similar processes. This leads to fixation of work conditions applicable for all, and not necessarily aligned to overall corporate goals.

Human Resource management gives greater thrust on dealing with each employee independently and gives more importance to customer-focused developmental activities and facilitating individual employees rather than bargaining or negotiating with trade unions.

Finally, in any discussion of personnel management vs human resource management, we must include that personnel management lays down rigid job description with many grades and a fixed promotion policy--usually based on seniority and performance appraisal ratings. Human resource management, on the other hand, has relatively fewer grades and ranks, with broadly defined job responsibilities providing much scope for applying creativity and initiative, and plenty of career paths, with skills, talent and commitment the key drivers of career advancement.

Armstrong, Michael (2006). A Handbook of Human Resource Management Practice (10th Ed.). London: Kogan Page. ISBN 0-7494-4631-5
Legge, Karen (2004). Human Resource Management:

Rhetorics and Realities (Anniversary Ed.). Basingstoke: Palgrave Macmillan. ISBN 1-403-93600-5.
Tripathi. P. C. (2002). Human Resources Development, Sultan Chand & Sons Image Credit: flickr.com/myki roventine
http://www.brighthubpm.com/resource-management/75775-personnel-management-vs-human-resource-management-whats-the-difference/

Strategical Human Resources Management
Definitions of Strategic Human Resources Management
(1) There really shouldn't be any mystery about the word strategic in the phrase strategic human resources management.
According to Horace Parker, director of strategic education at the Forest Products Company, a 17,000-person division of Weyerhaeuser in Seattle, Washington, strategic human resources management is about "getting the strategy of the business implemented effectively."
For Bill Reffett, senior vice president of personnel at the Grand Union, a 20,000-person supermarket operation on the East Coast, strategic human resources management means "getting everybody from the top of the human organization to the bottom doing things that make the business successful."
The viewpoints of the academics, although stated in slightly different terms, echo the same themes. A composite definition from this source might include the following:
Strategic human resources management is largely about integration and adaptation. Its concern is to ensure that: human resources (HR) management is fully integrated with the strategy and the strategic needs of the firm; HR policies cohere both across policy areas and across hierarchies; and HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work. Together, these viewpoints suggest that strategic HR management has many different components, including policies, culture, values, and practices. The various statements also imply what strategic human resources management does, i.e., it links, it integrates, and it coheres across levels in organizations. Implicitly or explicitly, its purpose is to more effectively utilize human resources vis-n-vis the strategic needs of the organization.
http://www.sciencedirect.com/science/article/pii/009026169290083Y/part/first-page-pdf
Schuler, R.S., Jackson, S.E., 1999. Strategic human resource management: a reader. Blackwell, London.
Schuler, R.S., Jackson, S.E., Story, J., 2000. HRM and its link with strategic management. In: Storey, J. (Ed.), Human resource management: a critical text. IT, London

(2). "Strategic human resource management (strategic HRM, or SHRM) is an approach to managing human resources that supports long-term business goals and outcomes with a strategic framework. The approach focuses on longer-term people issues, matching resources to future needs, and macro-concerns about structure, quality, culture, values and commitment".
http://www.cipd.co.uk/hr-resources/factsheets/strategic-human-resource-management.aspx

(3). "Proactive management of the employees of a company or organization. Strategic human resource management includes typical human resource components

such as hiring, discipline, and payroll, and also involves working with employees in a collaborative manner to boost retention, improve the quality of the work experience, and maximize the mutual benefit of employment for both the employee and the employer".
http://www.businessdictionary.com/definition/strategic-human-resourcemanagement.html#ixzz3iRrZ7XMD

(4). "There is a fundamental paradox at the heart of any attempt to define or otherwise engage with SHRM. Despite, or possibly directly because of, the important role SHRM plays in theories of, and attempts to describe, understand, critique and change organizations and theories of organizational structures and functioning, it is virtually impossible to define SHRM. There is no such thing as SHRM because SHRM is not a unitary phenomenon but a collection of phenomena. It consists of very diverse phenomena: prescriptions, models, theories and critiques".
http://www.corwin.com/upm-data/9919_040313Intro.pdf
Graeme Salaman, John Storey, Jon Billsberry. SAGE, Oct 3, 2005

(5). "Strategic HRM is an approach to making decisions on the intentions and plans of the organization concerning the employment relationship and its recruitment, training, development, performance management, reward and employee relations strategies, policies and practices. The key characteristic of strategic HRM is that it is integrated. HR strategies are generally integrated vertically with the business strategy and horizontally with one another. The HR strategies developed by a strategic HRM approach are essential components of the organization's business strategy".
http://www.citehr.com/10060-what-strategic-hr-human-resource.html

The Difference Between Human Resources Management And
Stratigical Human Resources Management
Traditional and strategic human resources models differ significantly from each other. Many businesses have moved toward the strategic HR model because of its utility in building a business. Strategic human resources management is geared toward developing strategic plans that fit within the larger structure of the company's plans, whereas traditional HR management is almost purely administrative in nature.

Step 1
Human resources managers are often perceived as individuals responsible for hiring and recruiting workers for open jobs within a company or corporation. Aside from the hiring and recruiting aspect of the their job, human resources managers and professionals spend a considerable amount of time performing administrative tasks such as completing paperwork for new employees or training them for their new positions.

Step 2
Primary difference in strategic HR, which is the fact that strategic human resources professionals are recognized as being strategic partners within the company. They work alongside top executives and other management professionals to determine how to best fit human resources

initiatives within the overall strategic trajectory of the organization. Company strategy plays a more important role in the development of human resource policies than do basic administrative matters.

Step 3
Traditional HR managers are primarily concerned with the acquisition and exit of workers from an organization. They also have played a role in training and development that is integral to the functioning of the company for which they work. Aside from these duties, human resources managers also administer pay plans and benefits received by employees.

Step 4
Traditional HR management lacks focus on the overall strategic initiatives of the company, whereas these are primary in strategic human resources management. Human resources policies and procedures revolve around these strategic plans and are developed in response to these plans. The traditional human resources department may develop policies in response to such plans, but it does not necessarily play an integral role in the planning process.

Related Reading:
Operational HR Management vs. Strategic HR Management
What Are Typically Strategic HR Duties & What Are Typical HR Task & Administrative Duties?
http://smallbusiness.chron.com/difference-between-strategic-traditional-hr-37372.html
Jared Lewis, Demand Media. HR managers are responsible for building a productive workforce.

Table 1

KEY FUNCTIONS	Partially Involved	Moderately Involved	Highly Involved
1 - Company Culture 1. Company Philosophy 2. Vision 3. Mission 4. Objectives 5. Dealing with Change 6. Media & Press ▪ Social Media	Limited involvement in developing of Company culture, rather a transient in passing on the values & norms set by Executive Office	Works with top management in establishing company culture and actively takes part in sharing it with employees, guests, & general public	Reviews established values & norms analyses the change in guest demands as well as competitors to readjust. Acts as the main communicator and allows participation form all members of the company
2 - Policy & Guidelines • HR Policy-Employee Hand book • Do's & Don'ts • Service & Quality Standards • Job Analysis • Job profiles • Job Description • Standard Operating Policies & Procedures • Labor Management	Active and major contributor of setting up company policy & guidelines	Active and major contributor of setting up company policy & guidelines	Active and major contributor of setting up company policy & guidelines
3 - Recruitment Process • Selection process • Salary Survey • Wages & Salaries • Job Contract • Hiring process • Orientation Company/Departmental	Active and major contributor of recruitment process. However, has a general & overall approach to the process	Active and major contributor of recruitment process. Handles each case individually for different staff and potential members (ad-hoc basis) A more custom tailored approach	Active and major contributor of recruitment process. Handles each case individually for different staff and potential members (ad-hoc basis) A more custom tailored approach. Plans future recruitment needs of the company by being interactive in the work place through government offices, recruitment agencies and others

KEY FUNCTIONS	Partially Involved	Moderately Involved	Highly Involved

4 - Remuneration
• Payroll
• Legal Procedures & Requirements
   • Social Security Payments
   • Deductions & Overtime
   • Incentive Payments
   • Bonus Scheme
   • Other Benefits
   • Severance Pay
   • Legal Holidays
   • Yearly leave schedules
   • Workmen's Compensation
   • Sick Leaves
   • Retirement Benefits
	Active and major contributor of remuneration process. However, has a general & overall approach to the process	Active and major contributor of remuneration process. Handles each case individually for different staff and potential members (ad-hoc basis) Implements a more custom tailored approach	Active and major contributor of remuneration process. Handles each case individually for different staff and potential members (ad-hoc basis) Implements a more custom tailored approach. Plans future recruitment needs hence, analyzes the changing trends and conditions of each job and its requirements to allure selective & professional people to the company

5 - Training & Education • On the Job - Drills	Passive contributor. Acts on the demands of	Active and major contributor. To all training	Active and major contributor. To all training

• Cross Training
• Self-Improvement (Outsourced)
 • Foreign Languages
 • Motivation
 • Leadership
 • Teamwork
 • Time Management
  ▪ Coaching
  ▪ Counselling
	the Executive Board and upper managements regarding Training & Educational needs. Usually solves the in-house training through Department heads and Outsources the Self-Improvement educations.	& educational programs. Prepares a yearly calendar for the purpose. Submits to the approval of the Executive Board and upper management.
		Has an Annual budget for the needs of employees at different levels
			& educational programs. Prepares a yearly calendar for the purpose. Submits to the approval of the Executive Board and upper management.
			Has an Annual budget for the needs of employees at different levels. Reports on the progress to the Board on monthly basis

KEY FUNCTIONS	Partially Involved	Moderately Involved	Highly Involved
6- Performance Evaluation • Quarterly or Mid-Year Objective Reviews • Internal Promotions / Raise & Rewards • Potential new positions • Career Development Program • Disciplinary Actions Committee • Dismissals • Resignations • Exit interviews • Legal Cases	Passive contributor. Acts on the demands of the Executive Board and upper managements regarding Performance evaluations, Promotions, Career development etc. Usually applies a general & overall approach to the process Deals with legal consultants on all disciplinary issues	Active and major contributor of Performance Evaluation process Handles each case individually for different staff and potential members (ad-hoc basis) Implements a more custom tailored approach Deals with legal consultants on all disciplinary issues	Active and major contributor of Performance Evaluation process. Handles each case individually for different staff and potential members (ad-hoc basis) İmplements a more custom tailored approach. Plans future recruitment needs hence, analyzes the changing trends and conditions of each job and its requirements to allure selective & professional people to the company. Also deals with legal consultants on all disciplinary issues
7 - Social Projects - Environment-Community • Greening Projects • Community projects • Neighborhood Cleaning • Blood Donations • Orphanage/Elderly/Handicapped • Schools/Hospitals	Limited involvement in developing such projects. Depends largely on the views of the Executive Board and upper managements	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events
8 - Employee Events & Gatherings • New Year Celebration-Party • Birthdays Celebration's • Employee of the Month Ceremonies • Picnics • Sports & Tournaments	Moderate involvement in developing such projects. Depends largely on the views of the Executive Board and upper managements	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events. Creates and enforces such activities part of company culture

KEY FUNCTIONS	Partially Involved	Moderately Involved	Highly Involved
9 - Trade Unions Employer Representation (HRM) • Employee Representatives • Grievances/Conflict Handling • Arbitrators	Active and major contributor in Union affairs (Where Applicable) The Unions are no longer active organizations in the Hospitality Industry in Turkey	Active and major contributor in Union affairs (Where Applicable) The Unions are no longer active organizations in the Hospitality Industry in Turkey	Active and major contributor in Union affairs (Where Applicable) The Unions are no longer active organizations in the Hospitality Industry in Turkey
10 - Job Health & Safety - Security • Chemicals • Explosive material • Electrical Equipment • Pressurized Equipment • Pools • Fire Safety • Hygiene & Sanitation • Personal Health	Active and major contributor in Job Health & Safety - Security Prepares in-house and outsourced trainings & educational programs	Active and major contributor in Job Health & Safety - Security Prepares in-house and outsourced trainings & educational programs	Active and major contributor in Job Health & Safety - Security Prepares in-house and outsourced trainings & educational programs

Conclusion

The outcome of the survey indicates that HR Offices are performing tasks that are more in the spectrum of the Personnel Management and to some degree of basic functions of the Human Resources Management. However, they are not designed and equipped to be a trend setter within the company to lead the board and the upper management in shaping the company's future. They seem to follow the management decisions regarding manpower management and the growth of the company. The HR department's role should be to shape the manpower according to targets of the company. Company targets and objectives need to be aligned to match the out-side factors as well as the internal changes within the company. The department's role would be to link and integrate employees of the company in achieving mutually set and shared objectives, while analyzing its competitor's vis-n-vis company performance to achieve that "winning competitive edge". Human Resources department have to be strategically involved in designing the future state of the company. Manpower management is an essential factor to gain advantage over competitors. The results show that HR departments of the surveyed hotels are limited in applying more detailed tasks and functions of the Strategical Human Recourses Management.

The study also brought some important issues which needs to be further researched at other properties in the Turkish hospitality sector.

Start-up Projects – New Hotels

1. Newly opened and privately owned companies are not focused on creating a company culture
2. These properties usually don't have detailed guidelines and policies
3. Reluctant to secure a budget for HR functions
4. Their objectives are not aligned with company strategy (if any)
5. Do not offer career development plans

Stand Alone Hotels

1. Those in business for a longer time have policies and guidelines. However, not up-dated
2. Reluctant to spare a meaningful budget for the HR department
3. Lack of attracting professional & trained personnel
4. Do not offer career development plans

Local Chain Hotels

1. Implement their Company Culture and Values
2. Have guidelines & policies
3. "One approach fit all" method in training and self-improvement educational programs
4. Offer career development plans
5. Do not have a strong monitoring and control methods
6. Strategic plans should be aligned with company objectives
7. Should reinforce an umbrella culture for both investor and operator (where applicable)

Multinational / Franchise / Management Hotels

1. Implement their Company Culture and Business Values
2. Have guidelines & policies
3. Have training and self-improvement educational programs (However, adopt a fee base strategy for all extra training and related programs)
4. Offer career development plans
5. Do not have a strong implementation & monitoring of the above in a foreign property
6. Investing company's culture do not match with the operating company culture
7. Should reinforce an umbrella culture for both investor and operator
8. Are not supervising foreign properties regarding above

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