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MAN 400

*“A Study of Cyprus Turkish Airlines and its Human
Resource Management Practices”*

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ABSTRACT

Human resource management is one of the most important aspect to run an organization. Despite the most advances technological changes and globalization in the world, industries and organizations heavily depend on human resources. Most critical element in anything we do in our life, today must involve human being.

The following report will deal with the human resource management in general , and of the activities of Cyprus Turkish Airlines. In this aspect in particular, methods of planning, recruitment,selection, orientation, training, performance appraisal and compensation. Cyprus Turkish Airlines is one of the biggest and internationally recognized organization of North Cyprus. They are equipped with the most modern tools of management skills, and are particularly involved in human resources management.

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I. INTRODUCTION

1.1 Human Resource Management Today

Human resource management is basically the function of staffing and refers to the practices and policies one need in order to carry out the “ people “ aspect of a management position.

HRM is an approach to the management of people based on the five fundamental principles. These are planning, organizing, staffing, leading, and controlling.

Planning involves establishing the objectives and standards and deciding how to achieve them. Organizing is the establishment of the structure design and chain of command. Staffing involves finding the best people for carrying out the jobs of the organization . Leading is guiding people to contribute to achievements of organizational objectives and finally controlling involves measuring the performance of the organization as a whole.

A human resource department must further its organization's competitive advantage through human resource practices. An organization gain competitive advantage by using its people effectively. Effective means producing the goods and services in the way its society's wants. HRM developed with establishment of factories (in which a large number of people were employed) effected its development.

Frederic Winslow Taylor (1890-1950) was the father of scientific management theory. He was adopted in his studies carefully measurement and specifications of activities and result. Tasks were standardized as much as possible. Workers were rewarded or punished. This approach

appeared to work well for organizations with assembly lines and other mechanistic, routinized activities. After Max Weber (1930-1950) supported scientific management theory with his bureaucratic theory. It was focused on dividing organizations in hierarchies, establishing strong lines of authority and control. He suggested organizations to develop comprehensive and detailed standard operating procedures for all routinized tasks.

Today, HRM face many challenges in dealing with people. The central challenges is to assist organizations in improving their effectiveness and efficiency in an ethical and socially responsible way. HRM department must be organized in a way to meet its objectives while serving the organization to meet this challenges.

HRM need to satisfy societal, organizational, functional and personnel objectives. These objectives are achieved though a variety of human resources activities such as:

- Planning
- Recruitment
- Selection
- Training & Development
- Performance Appraisal
- Compensation & Benefits
- Safety & Health
- Employee Relation

1.2 Objective of the Study

The main objective of the study was to examine the human resources management practices in Cyprus Turkish Airlines and to understand how this organization manages its human resources.

The main areas of interest related to HRM were;

- Planning
- Recruitment and Selection
- Orientation
- Training and Development
- Performance Appraisal
- Compensation policies

II. THE HUMAN RESOURCE DEPARTMENT

2.1 What Responsibilities and Roles do Human Resource Departments Perform?

HRM as a contribute to profitability, quality, and other business goals through enhancing and supporting business operations.

The HR department is solely responsible for outplacement, labor law compliance, record keeping, testing, unemployment compensation, and some aspect of benefits administration. The HR department is mostly likely to collaborate with other company function on employment interviewing, performance management and discipline, and efforts to improve quality and productivity. Large companies are more likely than small ones to employ HR specialists, with benefits specialists being the most prevalent. Other common specializations include recruitment, compensation, training, and development. (SHRM-BNA Survey No:66, 2001)

Two human resource departments have the same roles and responsibilities. Many different roles and responsibilities can be performed by the HR department depending on the size of the company management. The HR department may take full responsibility for human resource activities in some companies, whereas in others it may share the roles and responsibilities with managers of other departments such as finance, operations or information technology. In some companies the HR department advises top level management, in others the HR department may make decisions regarding staffing, training, and compensation after top managers have decided relevant business issues. (SHRM-BNA Survey 2000-2001)

2.2 What Skills do HRM Professionals Need?

The competencies that HRM professional need to be successful. These competencies are organized according to the four roles namely, strategic partner, administrative expert,

employee advocate, and change agent. These competencies include the availability to consider current and future business goals and how HRM can contribute, as well as being able to analyze turnover, retention, productivity, and customer service problems to recommend potential HRM solutions (strategic partner). They also include overcoming resistance to new HRM policies and procedures, technology, and work designs (change agent); coaching and counseling employees and representing their views to management (employee advocate), and designing and delivering effective HRM systems and understanding how technology can make HRM systems more efficient and less costly (administrative expert). (Ulrich, Human Resources Champions)

2.3 How is the HRM Function Changing?

The amount of time that the HRM function devotes to administrative tasks is decreasing, and its roles as a strategic business partner, change agent and employee advocate are increasing. (A. Halcrow-1998) HR managers face two important challenges: shifting their focus from current operations to strategies for the future and preparing non-HR managers to develop and implement human resource practices. (Halcrow-1988)

Traditionally, the HRM department (also as "Personnel" or "employee relations") was primarily an administrative expert and employee advocate. The department took care of employee problems, made sure employees were paid correctly, administered labor contracts, and avoided legal problems. The HRM department ensured that employee-related issues did not interfere with the manufacturing or sales of products or services. HRM was primarily reactive; that is, human resource issues were a concern only if they directly affected the business. Although that still remains the case in many companies that have yet to recognize the competitive value of human resource management, other companies believe that HRM is

important for business success and therefore have expanded the role of HRM as a change agent and strategic partner.

Other role such as practice development and strategic business partnering have increased. One of the most comprehensive studies ever conducted regarding HRM concluded that “human resources is being transformed from a specialized , stand alone function to a broad corporate competency in which human resources and line managers build partnerships to gain competitive advantage and achieve overall business goals. (Towers-1992) HR managers are increasingly included on high-level committees that are shaping the strategic direction of the company. These managers report directly to the CEO, president, or board of directors and propose solutions to business problems.

2.4 Human Resource Planning and Recruitment

The process consists of forecasting, goal setting, strategic planning, program implementation and evaluation.

2.4.1. Forecasting

In personnel forecasting the HR manager attempts to ascertain the supply and demand for various types of human resources. The primary goal is to predict areas within the organization where there will be future labour shortage or surplus. Forecasting, on both the supply and demand sides can use either statistical methods. Statistical methods are excellent for capturing historic trends in a company's demand for labor, and under the right conditions they give predictions that are much more precise than those that could be achieved through subjective judgement of a human forecaster. On the other hand , many important events that occur in the labor market, such as the World Trade Centre attacks, have no historical precedent; hence

statistical methods that work from historical trends are of little use in such cases. In this situation must rely on the pooled subjective judgements of experts, and their “best guesses” might be only source from which to make inferences about the future. Typically, because of the complementary strengths and weaknesses of the two methods, companies that engage in human resource planning use a balanced approach that includes both statistical and judgemental components. (Noe, Hollenbeck, Gerhart, Wright, 2003)

- **Determining Labor Demand:** Typically, demand forecasts are developed around specific job categories or skill areas relevant to the organization current and future state. Once the job categories or skills are identified the planner needs to seek information that will help predict whether the need for people with those skills of in that job category will increase or decrease in the future. Organizations differ in the sophistication with which such forecasts are derived. At the most sophisticated level, an organization might have statistical models that predict labor demand for the next year given relatively objective statistics on leading indicators from the previous year. A leading indicator is an objective measure that accurately predicts future labor demand. (Jarrel, 1993)

- **Determining Labor Supply:** Once a company has projected labor demand, it needs to get an indicator of the firm's labor supply. Determining the internal labor supply calls for a detailed analysis of how many people are currently in various job categories (of who have specific skills) within the company. The analysis is then modified to reflect changes in the near future caused by retirements, promotions, transfers, voluntary turnover and terminations as in the case labor demand, projections for labor supply can

be derived either from historical statistical models or through judgemental techniques.

One type of statistical procedure that can be employed for this purpose involves transitional matrices. Transitional matrices show the proportion(or number) of employees in different job categories at different times. Typically, these matrices show how people move in one year from one state (outside the organization) or job category to another state of job category. (Jarrel, 1993)

- Determining labor surplus or shortage: Once forecasts for labour demand and supply are known , the planner can compare the figures to ascertain whether there will be a labor shortage or surplus for the respective job categories. Then, the organization can determine what it is going to do about these potential problems. (Smith,1995)

2.4.2 Goal Setting and Strategic Planning

The second step in human resource planning is goal setting and strategic planning. The purpose of setting specific quantitative goals is to focus attention on the problem and provide a benchmark for determining the relative success of any programs aimed at addressing a pending labor shortage or surplus. The goal should come directly from the analysis of labor supply and demand and should include a specific figure for what should happen with the job category or skill area and a specific timetable for when results should be achieved.(Conlin,2001)

- Downsizing: The planned elimination of large numbers of personnel designed to enhance organizational effectiveness.(Cascio,1995)
- Early Retirement Programs: Firstly, the improved health of older people in general , in combination with the decreased physical labor in many jobs, has made working longer viable option. Secondly this option is attractive for many workers because they

fear social security will be cut, and many have skimpy employer sponsored pension that many not be able to cover their expenses. Finally, age discrimination legislation and the outlawing of mandatory retirement ages have created constraints on organizations on organizations' ability to unilaterally deal with an aging workforce.(Stodghill, 1997)

- Employing temporary workers : (Schiff,1997) Temporary employment afford firms the flexibility needed to operate effciently in the face of swings in the demand for goods and services. There are several advantages of tempoorary employment arrangements. Firstly, to size flexibility, to use of temporary workers frees the firm from many administrative tasks and financial burdens associated with being the “ employer of record” for example, McDonnell Douglas.(Caudron, 1994) Secondly , small companies that cannot afford their own testing programs often get employees who have been tested by a temporary agency. Thirdly, temporary agencies train employees before sending them to employers, which reduces training costs and eases the transition for both the temporary worker and the company. (Flynn,19954) For example United Parcel Services (UPS). Finally, the temporary worker as little experience in the host firms, brings an objective perspective to the organization's problems and procedures that is sometimes valuable. Also ,since the temporary worker may have a great deal of experience in other firms. (Caudron ,1995)
- Outsourcing: An organization!s use of an outside organization for a broad set of services. For Example. American Airlines established a contact with Jonson Controls Inc. To povidе ticket agents for American's operations at 28 second-tier airports. This

case cost control was the main reasons. American paid its veteran agents at major airports \$19 an hour plus benefits the going market rate for this industry. (Cothran, 1995)

- **Overtime and Expanding Worker Hours:** Companies facing a shortage of labor may be reluctant to hire new full-time or part-time employees. Under some conditions, these firms may have the option of trying to garner more hours out of the existing labor force. Many employers opted for this strategy. Despite having to pay workers time-and-a-half for overtime production, employers see this as preferable to hiring and training new employees- especially if they are afraid that current demand for products or services may not extend to the future. Also, for a short time at least, many workers enjoy the added compensation. However over extended periods, employees experience stress and frustration from being overworked in this manner. For example 1998 General Motors strikes. (Koretz, 1998)

2.4.3 Program Implementation and Evaluation

The programs developed in the strategic-choice stage of the process are put into practice in the program – implementation stage. A critical aspect of program implementation is to make sure that some individual is held accountable for achieving the stated goals and has the necessary authority and resources to accomplish this goal. It is also important to have regular progress reports on the implementation to be sure that all programs are in place by specified times and that the early returns from these programs are in line with projections. The final step in the planning process is to evaluate the results. The most obvious evaluation involves checking whether the company has successfully avoided any potential labor shortages or surplus. Although this bottom-line evaluation is critical, it is also

important to go beyond it to see which specific parts of the planning process contributed to success or failure. (Bernstein, 1998)

2.4.4. The Special Case of Affirmative Action Planning

We argued that human resource planning is an important function that should be applied to an organization's entire labor force. It is also important to plan for various subgroups within the labor force. For example, affirmative action plans forecast and monitor the proportion of various protected group members, such as women and minorities, that are in various job categories and career tracks. The proportion of workers in these subgroups can then be compared with the proportion that each subgroup represents in the relevant labor market. This type of comparison is called a workforce utilization review. This process can be used to determine whether there is any subgroup whose proportion in the relevant labor market is substantially different from the proportion in the job category. (Powell, 1997)

2.5 Recruitment

2.5.1 The Human Resource Recruitment Process

The human resources recruitment is defined as any practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees. It thus creates a buffer between planning and actual selection of new employees. (Barber, 1998)

Recruitment activities are designed to affect. (Breaugh, 1992)

1. Number of people who apply for vacancies
2. The type of people who apply for them
3. The likelihood that those applying for vacancies will accept positions if offered.

The goal of an organizational recruitment programs is to ensure that the organization has a number of reasonably qualified applicants (who would find the job acceptable) to choose from when a vacancy occurs.

The goal of the recruiting is not simply to generate numbers of applicants. If the process generates a sea of unqualified applicants, the organization will incur great expense in personnel selection , but few vacancies will actually be filled.

The goal of personnel recruitment is not to finely discriminate among reasonably qualified applicants either. Recruiting new personnel and selecting new personnel are both complex processes. Each task is hard enough to accomplish successfully, even when one is well focused. Organizations explicitly trying to do both at the same time will probably not do either well. For example , (Stevens, 1998) research suggests that recruiters provide less information about the company when conducting dual –purpose interviews (interviews focused on both recruiting and selecting applicants). Also applicants apparently remember less information about the recruiting organization after dual purpose interviews.(Barber, 1994)

2.5.1.1 Personnel Policies: Personnel policies is a generic term we use to refer to organizational decisions that affect the nature of the vacancies for which people are recruited. If the research on recruitment makes one thing clear, it is that characteristics of the vacancy are more important than recruiters or recruiting sourcess when it comes to predicting job choice. (Milkovich, 1990)

2.5.1.2 Internal versus External Recruiting: One desirable feature of vacancy is that it provides ample opportunity for advancement and promotion. One organizational policy that

affects this is the degree to which company “promotes from within” that is , recruits from upper-level vacancies internally rather than externally.

This policy affects the nature of both the job and the individual who apply. We focus on the effects that promote – from- within policies have on job characteristics, noting that such policies make it clear to applicants that there are opportunities for advancement within the company. These opportunities spring not just from the first vacancy but from the vacancy created when a person in the company fills that the vacancy. For example , in company with three levels of management a vacancy the the third level that is filled from within may “trickle down” , creating a vacancy at the second level . this , in turn , creates a vacancy at the first level. (Marks, 2001)

2.5.1.3 Lead – The Market Pay Strategies: Pay is an important job characteristics for almost all applicants, companies that take a “ lead – the – market” approach to pay – that is a policy of paying higher than current market wages – have a distinct advantage in recruiting. Pay can also make up for a job’s less desirable features.

Increasingly, organizations that compete for applicants based on pay do so using pay forms other than wages and salary. Bonuses and stock options are preferable for many employers because , unlike wages and salary, they tend not to compound over time can be administered more flexibly. However, due to the recent downturn in the economy and the demise of many dot-coms, job applicants are showing less interest in stock options. (Clarck, 1997)

2.5.1.4 Employment – at – will Policies: Employment at will policies state that either party in the employment relationship can terminate that relationship at any time , regardless of cause. Companies that do not have employment at – will provisions typically have extensive due

process policies. Due process policies formally lay out the steps an employee can take to appeal a termination decision. (Schwore, 1989). Recent court decisions have increasingly eroded employers' rights to terminate employees with impunity (M. Leonard, 1983). To protect themselves from wrongful discharge suits, employers have been encouraged to state explicitly, in all formal recruiting documentation, that the employment is "at will". (Magnus, 1985)

2.5.1.5 Image Advertising: Organizations advertise just to promote themselves as a good place to work in general (Rynes and Barber, 1990). Image advertising is particularly important for companies in highly competitive labor markets that perceive themselves as having a bad image (Breaugh, 1997). Whether the goal is to influence the perception of the public in general or specific segments of the labor market, research clearly shows that job seekers form beliefs about the nature of organizations well before they have any direct interviewing experience with those companies. Thus, it is critical for organizations to systematically assess their reputation in the labor market and redress any shortcomings they detect relative to their image. (Cable, 2000)

2.5.2 Recruitment Sources

The sources from which a company recruits potential employees are a critical aspect of its overall recruitment strategy. The total labor market is expansive; any single organization needs to draw from only a fraction of that total. The size and nature of the fraction that applies for an organization's vacancies will be affected by how (and to whom) the organization communicates its vacancies. The type of person who is likely to respond to a job advertised on the internet may be different from the type of person who responds to an ad in the classified section of a local newspaper. (Conrad, 1986)

2.5.3 Internal versus external sources

In general, relying on internal sources offers a company several advantages. Firstly it generates a sample of applicants who are well known to the firm. Secondly, these applicants are relatively knowledgeable about the company's vacancies. Which minimizes the possibility of inflated expectations about the job. Thirdly it is generally cheaper and faster to fill vacancies internally. (Breaugh, 1997)

2.5.4 Internal Recruitment Methods

Management should be able to identify current employees who are capable of filling positions as they become available.

Internal Recruitment Include:

- Replacement charts and summaries
- Job posting: is a procedure for informing employees that job opening exist.
- Job bidding: A technique that permits employees who believe that they possess the required qualifications to apply for posted job. (Lecture Handbook, 2004)

Table 2.1

The job posting and Bidding Procedure

Responsibility	Action Required
HR Assistant/Specialist	Upon receiving information about job opening he/she post the opening by memo, e-mail, etc to each appropriate supervisor stating that a job exists. The message should indicate the details of the job (from JD and JS)

Supervisor/Line Managers	Ensure that the message is communicated to all within then department /section
Interested Employees	Contact the HR department

(Source: Lecture Handhook)

2.5.5 External Recruitment Sources

- Universities and collages
- Competitors and other organizations
- The unemployeed
- The retired

2.5.6 External Recruitment Methods

1. Advertising: a way of communicating the organizations employment needs to the public through media such as radio , newspaper or infustry publications. In determining the connent of an advertising message , an organizaiton should give prospective employee an “ accurate picture” of the job and organizaiton. Also how the interested person shouls apply must also be indicated.
2. Private and Publiz Employment Agencies: An employment, agency is an organization that assists firms in recruiting employees adn aslo aids individuals in their attempts to locate jobs.
3. Internship: Is a special from of recruiting that involves placing a student in a temporary job with no obligations either by the organizations to hire the student permanantly or by the student to accept a permanent position with the organization following graduation.

4. Employee Referrals: Many organizations have found that their employees can serve an important role in the recruitment process by actively soliciting applications from their friends and associates.
5. Walk-ins and write-ins: If any organization has the reputation of being a good place of work, it may be able to attract qualified prospects even without extensive recruitment efforts.
6. Electronic : The growth of the information superhighway has opened up new vistas for organizations trying to recruit talent. There are many ways to employ the internet, and increasingly organizations are refining their use of this medium. In fact a recent 2001 survey of HR executives indicated that electronic job boards were the most effective source of recruits for 36 percent of the respondents, well ahead of local newspapers 21 percent, job fairs 4 percent and walk-ins and referrals 1 percent. (Noe, Hollenbeck, Gehart, Wright, 2003)

2.6 Selection and Placement

Whereas recruitment encourages individuals to seek employment with an organization the purpose of the selection process is to identify and employ the best qualified individuals. Defined as selection is the process for choosing from a group of applicants. The individual best suited for a particular position and organization. (Lecture Handbook, 2004)

The Selection Process

1. Preliminary Interview
2. Review of Applicants/CV
3. Employment Tests
4. Employment /Selection Interview

5. Reference and Background Checks
6. Physical Examination
7. Supervisory Interview
8. Relistic Job Interview
9. The Selection Decisions

Personnel selection is the process by which companies decide who will or will not be allowed into their organizations. Several generic standards should be met in any selection process; reliability, validity, generalizability, utility, and legality. (Noe, Hollenbeck, Gerhart, Wright, 2003)

- Reliability: much of the work in personnel selection involves measuring characteristics of people to determine who will be accepted for job opening. For example, we might be interested in applicants' physical characteristics (like strength or endurance), either cognitive abilities (such as mathematical ability or verbal reasoning capacity), or aspects of their personality (like their initiative or integrity). Whatever the specific focus, in the end we need to quantify people on these dimensions (assign numbers to them) so we can order them from high to low on the characteristic of interest. Once people are ordered in this way, we can decide whom to hire and whom to reject. One key standard for any measuring device is its reliability. We define reliability as the degree to which a measure is free from random error. If a measure of some supposedly stable characteristic such as intelligence is reliable, then the score a person receives based on that will be consistent over time and in different. (Nunnally, 1978)
- Validity: We define validity as the extent to which performance on the measure is related to performance on the job. A measure must be reliable if it is to have any

validity. On the other hand, we can reliably measure many characteristics that may have no relationship together someone can perform a job. For this reason, reliability is a necessary but insufficient condition for validity. (Schmitt, 1984)

- Criterion-Related Validity: a method of establishing the validity of a personnel selection method by showing a substantial correlation between test scores and job performance scores
 - Predictive Validation: A criterion-related validity study that seeks to establish an empirical relationship between applicants test scores and their eventual performance on the job.
 - Concurrent Validation: A criterion – related validity study in which a test is administered to all the people currently in a job and then incumbents scores are correlated with existing measures of their performance on the job. (Cohen, 1997)
 - Content Validation: A test – validation strategy performed by demonstrating that the items, questions, or problems posed by a test are a representative sample of the kinds of situations or problems that occur on the job. (Lawshe, 1985)
-
- Generalizability: Generalizability is defined as the degree to which the validity of a selection method established in one context extends to other contexts. There are three primary method “contexts” over which we might like to generalize: different situation (jobs or organizations), different samples of people, and different time periods. Just as reliability is necessary but not sufficient for validity, validity is necessary but not sufficient for generalizability. (Schmidt, 1980)

- Utility: The degree to which the information provided by selection methods enhance the effectiveness of selecting personnel in real organizations.(Boudreau,1992)
- Legality:The final standard that any selection method should adhere to is legality all selection methods should conform to existing laws and existing legal precedents.(Ebert,1991)

2.7 Training

2.7.1 What is Training?

Training a planned effort to facilitate the learning of job- related knowledge, skills and behavior by employees. Recently it has been acknowledge that to offer a competitive advantage, training has to involve more than just basic skill development.(Meister,2000)

Training:

- Increase employees' knowledge of foreign competitors and cultures, which is critical for success in foreign markets
- Help ensure that employees have the basic skills to work with new technology, such as robots and computer- assisted manufacturing processes.
- Help employees understand how to work effectively in teams to contribute to product and service quality
- Ensure that the company's culture emphasizes innovation, creativity, and learning
- Ensure employment security by providing new ways for employees to contribute to the company when their jobs change , their interests change of their skills become absolute

- Prepare employees to accept and work more effectively with each other , particularly with minorities and women..(Goldstein,1990)

2.7.1.1 High Leverage Training: Training practice that links training to strategic business goals has top management support relies on an instructional design model and is benchmarked to programs in other organizations. (Carnevale,1990)

2.7.1.2 Continuous Learning: A learning system that requires employees to understand the entire work process and expect them to acquire new skills, apply them on the job, and share what they have learned with other employees. (Roscow,1988)

2.7.1.3 Learning organization:An organization whose employees are continuously attempting to learn new things and apply what they have learn to improve product or service. (Senge,1991)

System –Level: a companys ability to preserve what is learned over time.

There are several ways to create and share knowledge

1. Use technology and software
2. Publish directories that list what employees do , how they can be contacted and the type of knowledge
3. Developed informational maps that identify where specific knowledge is stored in company
4. Create a chief information officer position for cataloging and facilitating the exchange of informaiton in the company.
5. Require employees to give presentations to other employees about what they have learned from trainng programs they have attend

6. Allows employees to take time off from work to acquire knowledge of study problems
7. Create an online library of learning resources such as , technical manuals, training opportunities, and seminars.(Gephart,1991)

2.7.2 Designing Effective Training Systems

Instructional Design Process:A systematic approach for developing training programs.

1. Assessing needs
 - Organizational analysis person analysis
 - Task analysis
2. Ensuring employees' readiness for training
 - Attitudes and motivation
 - Basic skills
3. Creating a learning environment
 - Identification of learning objectives and training outcomes
 - Meaningful material
 - Practice
 - Feedback
 - Observation of others
 - Administering and coordinating program
4. Ensuring transfer of training
 - Self-management strategies
 - Peer and manager support
5. Selecting training methods
 - Presentational methods

- Hands – on methods

- Group methods

6. Evaluating training programs

- Identification of training outcomes and evaluation design
- Cost-benefit analysis

(Noe,2001)

2.7.3 Factors Influencing Training

(Lecture Handbook,2004)

- Change
- Technological influences
- Management and specialist support
- The learning principles
 - Partipation
 - Reputation
 - Relevance
 - Transference
 - Feedback

2.7.4 The steps in the Training Process.

- 1) Determine Taining needs
- 2) Establish Taraining objectives
- 3) Select Training methods
- 4) Implement Training programs
- 5) Evaluate Program.

Table 2.2

Needs Assessment Process

Reasons or "Pressure Points"	What is the context?	Outcomes
<ul style="list-style-type: none"> • Legislation • Lack of basic skills • Poor performance • New Technology • Customer request • New Product • Higher Performance Standards • New Jobs • Support for Business strategy 	<div>Organization Analysis</div> <div>Task Analysis</div> <div>Person Analysis</div>	<ul style="list-style-type: none"> • What trainees need to learn • Who receives training • Type of training • Frequency of training • Buy-versus-build training decision • Training versus other HR options such as selection or job redesign

Source: Goldstein I.L.-Breveman E.P."Needs Assessment",1991,pp.5-35

Needs Assessment: The Process used to determine if training is necessary

Organizational Analysis: A process for determining the business appropriateness of training

Task Analysis: The process of identifying the tasks, knowledge ,skills,and behaviours that need to be emphasized in training.

Organizational Analysis: Managers need to consider three factors before choosing training as the solution and pressure point: the company's strategic direction, the training resources available and support of managers and peers for training activities. (Goldstein-Braverman, 1991)

2.7.5 Implications of Business Strategy for Training

Strategy: Concentration

Emphasis:

- Increase market share
- Reduce operating costs
- Create or maintain market niche
- Market development

How achieved

- Improve product quality.
- Productivity improvement or the technical process innovation.
- Customize products or services.

Key Issues:

- Skill currency
- Development of existing workforce

Training Implications

- Team building
- Cross-training
- Specialized program
- Interpersonal skill training
- On-the – job training

Strategy : Internal Growth

Emphasis

- Product development
- Innovation
- Joint ventures

How achieved:

- Market existing products/add distribution channels
- Global market expansion
- Modify existing products
- Create new or different products
- Expand through joint ownership

Key issues.

- Creating new jobs and tasks
- Innovation

Training implications:

- Support or promote high –quality communication of product value
- Cultural training
- Develop organizational culture that values creative thinking and analysis
- Technical competence in jobs
- Manager training in feedback and communication
- Conflict negotiation skills

Strategy: External Growth (acquisition)

Emphasis

- Horizontal integration
- Vertical integration
- Concentric diversification

How achieved

- Acquire firms operating at same stage in product market chain (new market access)
- Acquire businesses that can supply or buy products
- Acquire firms that have nothing in common with acquiring firm

Key issues

- Integration
- Redundancy
- Restructuring

Training Implementations

- Determine capabilities of employees in acquired firms
- Integrate training systems
- Methods and procedures of combined firms
- Team building

Strategy: Disinvestment

Emphasis

- Retrenchment
- Turnaround
- Divestiture
- Liquidation

How achieved

- Reduce costs
- Reduce assets
- Generate revenue
- Redefine goals

- Sell off all assets

Key Issues

- Efficiency

Training Implications

- Motivation ,goal setting,time management,cross-training
- Leadership training
- Interpersonal communications
- Outplacement assistance
- Job-search skills training

(Carnevale,1990)

2.7.6 Person Analysis: Person analysis helps the manager identify whether training is appropriate and which employees need training. (Rummler,1996)

- 1- Person characteristics: an employee's knowledge ,skills, abilities,and attitudes.
- 2- Input: Instructions that tell the employee what, how and when to perform: also the support they are given to help them to perform
- 3- Output: A job's performance standards
- 4- Consequence: The incentives that employees receive for performing well
- 5- Feedback: Information that employees receive while they are performing concerning how well they are meeting objectives.

2.7.7 Task Analysis: A task analysis is a statement of an employee's work activity in a specific job. there are four steps in task analysis

- 1- Select the job(s) to be analyzed
- 2- Develop a preliminary list of tasks performed on the job by interviewing and observing expert employees and their managers talking with others who have performed a task analysis
- 3- Validate or confirm the preliminary list of tasks. This involves having a group of subject matter experts (job incumbents, managers, and so on) answer in a meeting or on a written survey several questions regarding the tasks. The types of questions or in a written survey, several questions regarding the tasks. The types of questions that may be asked include the following : How frequently is the task performed? How much time is spent performing each task? How important or critical is the task for successful performance of the job ? how difficult is the task to learn ? is Performance of the task expected of entry – level employees
- 4- Identify the knowledge, skills or abilities necessary to successfully perform each task. (Schneider, 1988)

2.7.8 Ensuring Employees' Readiness for Training

- 1- Motivation to Learn: the desire of the trainee to learn the content of a training program. (Noe, 1986)
- 2- Self efficiency: The employees' belief that they can successfully learn the content of a training program. (Gist, 1989)
- 3- Understanding the benefits or consequences of Training. These benefits may include learning a more efficient way to perform a process or procedure, establishing contacts with other employees in the firm (network), or increasing opportunities to pursue different career paths. (Hicks, 1987)

- 4- Awareness of Training Needs, Career Interests and Goals: To be motivated to learn in training programs, employees must be aware of their skill strengths and weaknesses.(Noe,1986)
- 5- Work environment Characteristics: Employees' perceptions of two characteristic of the work environment-situational constraints and social support – are critical determinants of motivation to learn. Situational constraints include lack of proper tools and equipment, materials and supplies, budgetary support, and time. Social support refers to managers and peers willingness to provide feedback and reinforcement. (Peters,1985)

2.7.9 Creating a Learning Environment

(Schneier,1974)

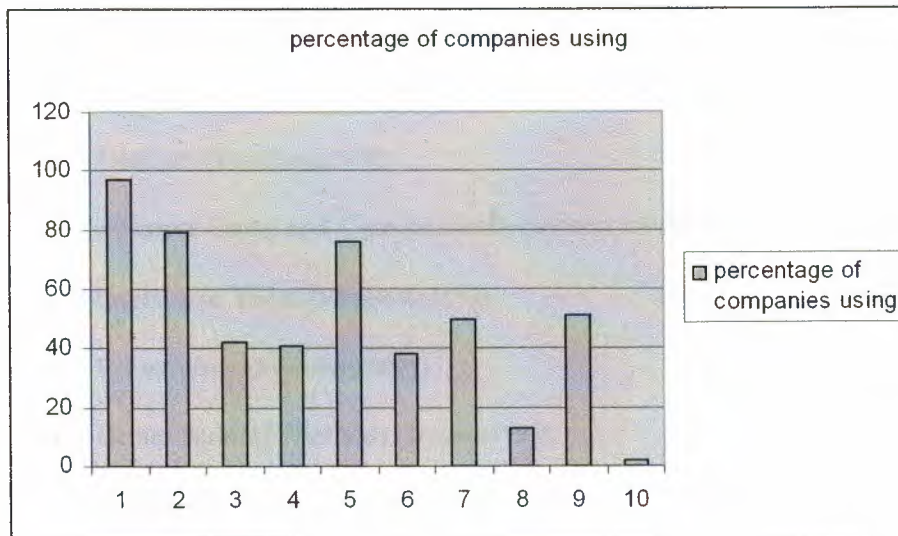
- 1- Employees need to know why they should learn
- 2- Employees need meaningful training content
- 3- Employees need opportunities to practice
- 4- Employees need feedback
- 5- Employees learn by observing, experience, and interacting with others
- 6- Employees need the training program to be properly coordinated and arranged.

2.7.10 Selecting Training Methods

A number of different methods can help employees acquire new knowledge, skills and behaviour.(Van Buren,2000)

Table 2.3

Use of Instructional Methods



Source: "Industry report 2000", Training Magazine October, 2000. Minneapolis, MN.

Classroom:97%,Video:79%,Role play:42%,Case study:41%,Computer-based training using CD-ROM,Games:38%,Computer-based training using intranet50%,Adventure learning:13%,Computer-based training using internet:51%,Virtual reality:2%.

2.7.10.1 Presentation Method: Methods refer to methods in which trainees are passive recipients of information. Presentation methods include traditional classroom instruction. (Hannum,1995)

- Classroom Instruction
- Distance Learning
- Audiovisual Techniques

2.7.10.2 Hands on Methods: Are training methods that require to be actively involved in learning. (Carnevale,1989)

- On the Job Training
- Self-Direct Learning. (Youst,1989)
- Apprenticeship. (Glover,1986)
- Simulations. (Cheng,1990)
- Business Game and Case studies Behaviour modeling. (Hequet,1995)
- Interactive Video.(Filipowski,1992)
- E-Learning. (Rosenberg,2001)
- Group Bulding Methods.(Wagner,1991)
- Adventure Learning. (Wagner,1991)
- Team Training.(Froiland,1994)
- Action Learning. (Froiland,1994)

2.7.11 Legal Issues: Certain training situations can make an employer vulnerable to take legal actions. Managers should ensure that employees are warned of potential dangers from incorrectly using equipment and that safety equipment is used. (McAfee,1985).

2.7.11.1 Training Program Cost (Example)

Table 2.4 Training Program Cost

Direct Costs	
• Instructor	0
• In house instructor(12 days @\$ 125 per day)	1,500
• Fringe benefits (25% of salary)	375
• Travel expense	0
• Materials (\$60x56 trainees)	3,360
• Classroom space and audiovisual	

equipment(12 days @ \$50 per day)	600
• Refreshment (\$4 per days x3 days x56 trainees)	
• Total direct costs	672
	\$6,507
Indirect Costs	
• Training management	0
• Clerical and administrative salaries	
• Fringe benefits (25% of salary)	750
• Postage,shipping, and telephone	187
• Pre-and posttraining learning materials(\$45x56 trainees)	0
• Total Indirect Costs	224
	\$ 1,161
Development Costs	
• Fee for program purchase	3,600
• Instructor fee	1,400
• Travel and loding	975
• Salary	625
• Benefits (25% of salary)	156
• Total Development sots	\$ 6,756
Overhead costs	
• General organizational support, top management time(10% of direct, indirect, and development costs)	1,143
• Total oeverhead costs	
	\$1,143
Compensation for trainees	
• Trainees' salaries and benefits (based on time away from job)	\$ 16,969
• Total Training costs	\$ 32,836
• Costs per trainee	\$ 587

Source:Adapted form ,1989, Robinson D.g. -Robinson J. "Training for impact," 1989.

Employee Injury During Training

- Employees or Others Injured Outside a Traning Session
- Breach of confidentiality or Defamation
- Reproducing and Using Copyright Material in Training Classes without Permission
- Excluding women,minorities, and older employees from trainng program
- Not ensuring equal treatement of all employees while in training

- Requiring employees to attend programs that might be offensive
- Revealing discriminatory information during a training session
- Not accommodating trainees with disability. (Robinson, 1989)

2.7.12 Cross Cultural Preparation

Increase in global operations, employees often work outside their country of origin or work with employees from other countries. An expatriate works in a country other than his or her country of origin. For example Microsoft is headquartered in the US but has facilities around the world. Cross cultural preparation educates employees (expatriates) and their families who are to be sent to a foreign country. (Ettorre, 1994)

2.7.12.1 Steps in Cross-Cultural Preparation

To succeed overseas, expatriates (employee on foreign assignments) need to be : (Tung, 1981)

- Competent in their areas of expertise
- Able to communicate verbal and nonverbal in the host country
- Flexible, tolerant of ambiguity and sensitive to cultural differences
- Motivated to succeed, able to enjoy the challenge of working in other countries, and willing to learn about the host country's culture, language, and customs
- Supported by their families

1. Predeparture Phase: Before departure, employees need to receive language training and an orientation to new country's culture and customs. (Black, 1991)

2. On Site Phase: On site training involves continued orientation to the host country and its customs and cultures through formal programs or through a monitoring relationship. (Harris,1991)
3. Repatriation: Prepare expatriates for return to the parent company and country from the foreign assignment. (Lancaster,1999)

2.8 Managing Workforce Diversity

The process of creating an environment that allows all employees to contribute to organizational goals and experienced personal growth.

2.8.1 Managing Diversity Through Adherence to Legislation: One approach to managing diversity is through affirmative action policies and by making sure that human resource management practices meet standards of equal employment opportunity laws. This approach rarely changes employees values , stereotypes and behaviour that inhibit productivity and personal development.(Jackson,1992)

2.8.2 Managing Diversity Through Diversity Training Program: Training designed to change employee attitudes about diversity and develop skills needed to work with a diverse workforce.(Thomas,1999)

2.8.3 Attitude Awareness and Change Programs: Program focusing on increasing employees' awareness of differences in cultural and ethnic backgrounds, physical characteristics that influence behaviour toward others. (Solmon,1989)

2.8.4 Behavior – Based Program: A program focusing on changing the organizational policies and individual behaviours that inhibit employees' personal growth and productivity. (Paskoff,2000)

2.8.5 Characteristics of Successful Diversity Efforts: Is behavior –based or an attitude awareness and change program most effective. Increasing evidence shows that attitude awareness programs are ineffective and that one –time diversity training programs are unlikely to succeed.(Rynes, 1995)

Characteristics associates with diversity programs' long-term success. (Rynes-Rosen, 1994)

- Top management provides resources, personally intervenes and publicly advocates diversity
- The program is structured
- Capitalizing on a diverse workforce is defined as a business objective
- Capitalizing on a diverse workforce is seen as necessary to generate revenue and profits.
- The program is evaluated
- Manager involvement is mandatory
- The program is seen as a culture change, not a one –shot program
- Managers and demographic are not blamed for problems
- Behaviores and skills needed to successfully interact with others are taught
- Managers are rewarded on progress toward meeting diversity goals.

2.9 Socialization and Orientation

Organizational Socialization is the process used to transform new employees into effective company members. Anticipatory socialization process that helps individuals develop expectations about the company, job working conditions, and interpersonal relationship. Realistic job preview provides accurate information about the unattractive and attractive aspects of the job, working conditions, company and location. (Fiedman, 1996)

2.9.1 Content of Orientation Programs. (Weslowski, 1995)

I. Company –Level information

- Company overview
- Key policies and procedures
- Compensation
- Employee benefits and services
- Safety and accident prevention
- Employee and union relations
- Physical facilities
- Economic factors
- Customer relations

II. Department –Level Information

- Department functions and philosophy
- Job duties and responsibilities
- Policies, procedure, rules and regulations
- Performance expectations
- Tour of department

- Introduction to department employees

III. Miscellaneous

- Community
- Hausing
- Family adjustment

2.10 Performance Management

Performance Management: the menas through which mangers ensure that employees' activities and outputs are congruent with the organizaiton's goals. (Lee, 1996)

2.10.1 Problem and Possible Solutions in Performance Management

Table 2.5 Problem and Solution

PROBLEM	SOLUTION
Discourages teamwork	Make collaboration criterion on which employees will be evaluated
Evlutors are inconsistent or use different criterion and standards	Provide training for managers:have the HR department look for patterns on appraisals that suggest bias or over -or- underevaluation
Only valuable for very good or very poor employees	Evaluate specific behaviours or results to show specifically what employees need to improve
Encourages employees to achieves short-term goals	Include both long -term and short -term goals in the appraisal process
Manager has complete power over the employee	Managers should be appraised for how thay appraise their employees
Too subjective	Evaluate specific behavior or results
Produces emotional anguish	Focus on behavior;do not criticize employees;conduct appraisal on time.

Source:Based on J.A. Siregel, "86 Your Appraisal Process?" HR Magazine, October 2000,pp.199-202

Performance Appraisal; The process through which an organization gets information on how well an employee is doing his or her job. performance Feedback; The process of providing employees information regarding their performance effectiveness.(Fortune Magazine,2000)

2.10.2 Purpose of Performance Management: The purpose of performance management systems are of three kinds. (Commerce Clearing house,1985)

- 1- Strategic Purpose. (Cleveland,1989)
- 2- Administrative Purpose. (Beer,1985)
- 3- Developmental Purpose.(Colkgenecker,1986)

2.10.3 Performance Measures Criteria: People differ about criteria to use to evaluate performance management systems, believed to have five major points. (Banks, 1999)

- 1- Strategic Congruence
- 2- Validity
- 3- Reliability
- 4- Acceptability
- 5- Specificity

2.10.4 Approaches to Measuring Performance: The comparative approach to performance measurement requires the rater to compare an individual 's performance with that of others.(Moody,1985)

- Ranking
- Forced Distribution
- Paired Comparison

- Evaluating the Comparative Approach

2.10.4.1 The Attribute Approach: The performance management focuses on the extent to which individuals have certain attributes (characteristics or traits) believed desirable for the company's success.(Blanz,1987)

- Graphic Rating Scales
- Mixed-Standard Scales
- Evaluating the Attribute Approach

2.10.4.2 The Behavioral Approach; The performance management attempts to define behaviors an employee must exhibit to be effective in the job.(Smith,1963)

- Critical Incidents
- Behaviorally Anchored Rating Scales
- Behavioral Observation Scales
- Organizational Behavior Modification
- Assessment Centers Evaluation of the Behavioral Approach

2.10.4.3 The Result Approach ; Focuses on managing the objective , measurable results of a job or work group.This approach assumes that subjectivity can be eliminated from the measurement process and that results are the closest indicator of one's contribution to organizational effectiveness.(Patten,1982)

- Management By Objectives. (O'Donnel,1989)
- Productivity Measurement and Evaluating Systems. (Pritchard,1989)
- Evaluation of the Results Approach.(Wright,1993)

2.10.4.4 The Quality Approach; Thus far we have examined the traditional approaches to measuring and evaluating employee performance. (Cardy, 1988)

2.10.5 Choosing a Source for Performance Information: Whatever approach to performance management is used, it is necessary to decide whom to use as the source of the performance measures. Each source has specific strength and weakness. Five primary sources are; (Becker, 2000)

- Managers
- Peers
- Subordinates
- Self
- Customers

2.10.6 Rater Errors in Performance Measurement: Research consistently reveals that human have tremendous limitations in processing information. Because we are so limited, we often use "heuristics", or simplifying mechanism, to take judgements, whether about investments or about people. These heuristics, which appear often in subjective measures of performance, can lead to rater errors. Performance evaluations may also be purposefully distorted. (Tversky, 1973)

- Similar to me (is the error we make when we judge those who are similar to us more highly than those who are not)
- Contrast (contrast error occurs when we compare individuals with one another instead of against an objective standard)

- Distributional errors (are the results of a rater's tendency to use only one part of the rating scale)
- Halo and Horns (these errors refer to a failure to distinguish among different aspects of performance)

2.10.6.1 Performance Feedback: The performance feedback process is complex and provokes anxiety for both the manager and the employees.

To provide effective performance feedback managers should consider the following recommendations. (Giles, 1990)

- Feedback should be given frequently, not once a year
- Create the right context for the discussion
- Ask the employee to rate his or her performance before the session
- Encourage the subordinate to participate in the session.
- Recognize effective performance through praise
- Focus on solving problem
- Focus feedback on behaviour or results, not on the person
- Minimize criticism
- Agree to specific goals and set a date to review progress

2.10.7 What manager can do to manage the performance of marginal employees;

Marginal employee performing at a barely acceptable level due to lack of ability and /or motivation to perform well. Performance is not due to poor work conditions. (London, 1993)

Ways to manage employees' performance

Table 2.6 Ways to manage employee's performance

	Ability		
		High	Low
	High	Solid performance -Reward good performance -Identify development opportunities -Provide honest, direct feedback	Misdirected effort -Coaching -Frequent performance feedback -Goal setting -Training or temporary assignment for skill development -Restructured job assignment
Motivation	Low	Underutilizers -Give honest, direct feedback -Provide counseling -Use team building and conflict resolution -Link rewards to performance outcomes -Offer training for needed knowledge of skills -Manage stress levels	Deadwood -Withholding pay increases -Demotion -Outplacement -Firing -Specific, direct feedback on performance problems

Source: Based on M. London, "Job Feedback" (Mahwah, NJ: Lawrence Erlbaum Associates, 1997) pp. 96-97.

2.11 The Relationship Between Develeopment, Training and Careers

Development; the acquisition of knowledge ,skills and behaviors that improve and employee's ability to meet changes in job requirements and in client and customer demands.(London,1989)

Table 2.7 Comparison between Training and Development

	Training	Development
Focus	Current	Future
Use of work experiences	low	High
Goal	Preparation for current job	Preparation for changes
Participation	Required	Voluntary

Source:J.H. Greenhaus and G.A. Callanen, Career Management,2nd ed.1994

- Protean Career;(Arthur-Claman-DeFillippi,1995) A career that is frequently changing due to both changes in the person's interests abilities and values and changes in the work environment.(Rousseau,1996)
- Psychological Conract; the expectation that employers and employees have about each other. (Sellers,1994)
- Psyshological success; the feeling of pride and accomplishment that comes from achieving life goals.(Seller,1994)
- Career management system; a system to retain and motivate employees by identifying and meeting their development needs. (also called development planning systems). (Lubin,1997)

2.12 Approach to Employee Development

Four approaches are used to development employees: (Byrene,1995)

1- Formal Education; Employee development programs, including short courses offered by consultants or universities executive MBA programs and university programs.

Table 2.8 Examples of Development Programs General Electric

Program	Description	Target Audience	Courses
Executive Development Sequence	Courses emphasize strategic thinking, leadership, crossfunctional integration, competing globally, customer satisfaction	Senior professionals and executives identified as high potential	Manager development Global business management Executive development
Core Leadership Program	Courses develop functional expertise, business excellence, management of change.	Managers	Corporate entry leadership Professional development New manager development Experienced manager
Professional Development Program	Courses emphasize preparation for specific career path.	New employees	Audit staff Financial management Human resources Technical leadership

Source: Based on website <http://www.ge.com/ibcruc18.htm>

2- Assessment

Collecting information and providing feedback to employees about their behavior, communication style or skills. (Hirsch, 1992)

- Myers – Briggs Type indicator.; A psychological test used for team building and leadership development that identifies employees' preferred for energy, information gathering, decision making, and life style.
- Assessment center; A process in which multiple raters evaluate employees' performance on a number of exercises

- Leaderless group discussion; process in which a team of five to seven employees solve an assigned problem together within a certain time period.
- Interview; employees are questioned about their work and personal experiences , skills, and career plans.
- In basket; a simulation of the administrative tasks of a managers's job.
- Role plays; a participant taking the part or role of a manager or other employee.
- Benchmarks; An instrument designed to measure the factors that are important to managerial success.
- Performance appraisals; the process through which an organization gets information on how well an employee is doing his or her job.
- Upward feedback; a performance appraisal process for managers that includes subordinates' evaluations.
- 360-degree feedback systems; a performance appraisal system for managers that includes evaluations from a wide range of persons who interact with the manager. The process includes self- evaluations as well as evaluations from the manager's boss, subordinates, peers, and customers.

3- Job Experiences; Job experiences; the relationship, problems, demands, tasks, and other features that employees face in their jobs. (McCall, 1983)

- Job enlargement; assign challenges or new responsibilities to an employee's current job
- Job rotation: The process of systematically moving a single individual from one job to another over the course of time. The job assignments may be in various functional areas of the company or movement may be between jobs in a single functional area or department.

- Transfer: The movement of an employee to a different job assignment in a different area of the company.
- Promotion; Advances into positions with greater challenge, more responsibility, and more authority than the employee's previous job.
- Downward move: A job change involving a reduction in an employee's level of responsibility and authority.
- Externship: when a company allows an employee to take a full-time operational role at another company.

4- Interpersonal Relationship.

- Mentoring ; An experienced, productive senior employee who helps develop a less-experienced employee.
- Career support; Coaching ,protection,sponsorship and providing challenging assignments, exposure,and visibility.
- Psychological support; serving as a friend and role model, providing positive regard and acceptance and creating an outlet for a protege to talk about anxieties and fears.
- Group monitoring program ; a program paired a successful senior employee with a group of four to six less experienced proteges.
- Coaching; a peer or manager who works with an employee to motivate her, help her develop skills, and provide reinforcement and feedback.(Geiger,1992)

2.13 Career Management and Development planning Systems.

(McMahon-Merman,1996)

- 1- Self Assessment
- 2- Reality check

3- Goal setting

4- Action planning

2.14 Compensation

2.14.1 Compensation; The total of all rewards provided to employees in return for their services

Compensation;

Financial Compensation include two parts: Direct and Indirect Financial Compensation. Direct Financial compensation consist of the pay that a person receives in the form of wages , salaries bonuses. Indirect financial compensaiton includes all financial rewards that are not include in direct compensaiton.

Non-financail Compensation: Consists of the satisfaction that a person receives from the job and the job physical environment. If you want keep your employee long term, you must have a balance of both finance and nonfinance compensation.

From the employer's point of view, pay is a powerful tool for furthering the organization's strategic goals. First, Pay has large impact on employee attitudes and behaviors. It influences the kind of employees who are attravted to the organization, and it can be a powerful tool for aligning current employee compensaiton is typically a significant organizational cost and thus requires close certainty.(Lecture handbook,2004)

2.14.2 Equity:A worker's perception that he is being treated fairly.

- External Equity; Exists when and organizations employees are paid comparable to workers who perform similar jobs in other organizaitons.

- Internal Equity, Exist when employee are paid according to the relative value of their jobs within the same organization.
- Employee Equity; Exist when individuals performing similar jobs for the same organization are paid according to factors unique to the employee.
- Team Equity, is achieved when more productive teams are rewarded more than less productive groups. (Lecture handbook, 2004)

2.14.3 Developing Pay levels:

Market Pressure: (Loght, 1992)

- Product market competition,
- labor market competition.

Employees a a resource: (Gerhart, 1990)

- Deciding what to pay ,used efficiency wage theory. Stating that wages influence worker's productivity.
- Market pay surveys: To compete for talent, organization use benchmarking. Benchmarking is comparing an organization's practices against those of the competition.
- Rate Ranges; different employees in the same job may have different pay rates
- Key jobs ; benchmark jobs, used in pay surveys, that have relatively stable content and are common to many organizations
- Nonkey jobs, jobs tha are unique to organizations and cannot be directly valued or compared through the use of market surveys. (Gerhart, 1990)

2.14.4 Developing a Job Structure

- Job evaluation, an administrative procedure used to measure internal job worth.

- Compensable factors; the characteristics of jobs that an organization values and chooses to pay for. (Noe, 2003)



2.14.5 Developing a Pay structure

- Market survey data, Pay policy line; A mathematical expression that describes the relationship between a job's pay and its job evaluation points
- Pay policies line; a greater degree of internal consistency into the structure.
- Pay grades: jobs of similar worth or content grouped together for pay administration purposes.
- Pay spread, (ranges) the distance between the minimum and maximum amounts in a pay grade. (Gerhard, 1992)

2.14.6 Indirect Financial Compensation

Benefits and Services; most organizations recognize their responsibility to their employees and provide them with insurance and other programs for their health, safety, security and general welfare. These programs are called benefits and include all financial rewards. That generally are not paid directly to the employee, benefits cost the organization money but employees usually receive them indirectly. (Lecture handbook, 2004)

Legally Required Benefits (has to)

- Social security
- Unemployment compensation
- Workers compensation
- Family and medical leave

- **Voluntary Benefits(wants to)**

- Health benefits
- Security benefits;retirements plans and life insurance
- Employee services; relocation,childcare,educational assistance.

2.14.7 Non-Financial Compensation

Non financial compensation is often a very powerful factor in the compensation equation for jobs that people hold maybe boring or even so distasteful. That employees dread going to work this situation is very sad consider the time people spend on their jobs. The tasks of management create work that is meaningful and staff. These jobs with people that best fit them. The job environment must also be satisfactory in that employees must be able to work with others and there must be mutual trust and respect.(Lecture handbook,2004)

III. RESEARCH METHODOLOGY

As mentioned previously in the project, the main objective of the study was examine the human resources management practices in Cyprus Turkish Airlines and to understand how this organization manages its human resources.

The main areas of interest related to HRM were;

- Planning
- Recruitment and Selection
- Orientation
- Training and Development
- Performance Appraisal
- Compensation policies

The survey instrument used in the study was likert scale questionnaire and nonprobability sampling with convenience sampling. I prefer focus group, their department was cabin crew. The questionnaire was prepared in English (see appendix 1). The questionnaire had to be translated into Turkish because many of the respondents did not understand English. First, the questionnaire is ready open ended but later change to the likert scales for easy analysis. The questionnaire had questions regarding the organization's recruitment, selection, orientation, training, performance appraisal and compensation policies. The organization was contacted and an appointment with General Manager was requested. Before the appointment was given the General Manager and requested to examine the questionnaire. The organization's General Manager unfortunately did not accept this interview.

The labour union president helped in the interview and gave all specific data about the organization. The interview was done outside the company with cabin crew and these respondent gave their opinion about the organization human resources policies. The questionnaire was given to 40 cabin members and answer time for each was approximately 11 minutes. The questionnaire question were 60 in number. It has taken a week to prepare the questionnaire and alternations had to be made three times. All interview were completed within 3 days (26th-29th January 2005).

IV. CYPRUS TURKISH AIRLINES

4.1 A Brief Company Profile

COMPANY NAME : CYPRUS TURKISH AIRLINES (CTA9

COMPANY ADDRESS : Bedreddin Demeirel Str.Lefkoşe

GENERAL MANAGER : Saadettin GEZMEK

SECTOR :Airlines

TAKEN INTO PRIVATIZATION PORTFOLIO: 22 August 1990

CAPITAL (PAID): 64.391 billion YTL

SHARE HOLDING STRUCTURE: 50% Privaziation Administration (01 % gold share include), 26% Adalı Company, 24% Cyprus Development Fund. The gold share 01%

NET SALAES(2003):117.614 billion TL

NET SALES (2004/2003):21.908 billion TL

NET PROFIT/LOSS (2004):5.223 billion TL (profit)

NET PROFIT/LOSS (2004/2003):2.218 billion TL (profit)

NUMBER OF EMPLOYEES: 751 (2004)

MARKET SHARE(2004): 74.6 %

PRIVATIZATION METHOD:The works on the privaziation strategy continuous.

SUMMARY OF PRIVATIZATION IMPLEMENTATION: By transferring of Turkish Airlines (THY) in to the privatization portfolio in 1990, the THY shares in CTA have been taken indirectly into the privatization program. During the preparation works for the privatization of Turkish Airlines, CTA shares have been transferred to TURBAN. After liquidation of TURBAN, CTA shares have been taken over by the privatization. In December 2004 , the Cash Development of Consolidated Fund of the Assembly of the Cyprus Turkish Community's share (26%) transferred to the ADALI Company.

CTA established on December 4th , 1974. founders THY and The Cash Development of the Consolidated Fund of the Assembly of the Cyprus Turkish Community. Directorate of Privatization of the Turkish Prime Ministry has become the shareholder of CTA, subsequent to CTA transferring its share to this entity. First scheduled flight realized on Feb. 3rd, 1975. In 1976 Aircrafts of types DC-9, Boeing -727 and Boeing - 707 were released. In 1981 Scheduled LONDON flights commenced. 2 Boeing -727 purchased in 1990. In 1991 Ground Operations staff and Cockpit / cabin crew were employed. 26 Cockpit crew were employed and CTA introduced its own premises for Catering in 1992. The third Boeing -727 purchased in 1993. First Airbus -310 purchased in 1995. In 1996 Fourth Boeing -727 purchased. Second Airbus 310 purchased in 1999. In 2000 2 Boeing 737 – 800 purchased. Third Boeing 737 - 800 purchased in 2001. In 2002 4 Boeing 727 's upon completion of technical flight –hours , were grounded on sold. In 2004 3 Airbus 321-200 were long term leased.

4.1.1 Passenger Service

- Reservation and Check- in
- Baggage Information
- Lost or Damaged Baggage
- Lost Tickets
- No show
- Unaccompanied Minor, Ill Passengers and Pregnant Women
- Animals in Transit
- Before The Flight
- Flight Safety

4.1.1.1 Reservations and Check in:

All adults, children or babies carrying valid tickets bought from any of sales offices or agents are eligible to fly on scheduled flights of Cyprus Turkish Airlines. All check-in procedures for scheduled flights commence two hours before take off time, as stated on the ticket and end half an hour before take off. All passengers must arrive at the check-in desk during this period to complete their baggage and passport procedures, presenting where appropriate their visa, identity card, army discharge papers etc. Any passenger failing to appear during this period will not be entitled to fly, and his or her reservation will be cancelled. In such a case, passengers will be reimbursed with 25% of their ticket fees. Greater reimbursement will only apply to passengers canceling reservations more than 24 hours before the flight time. This rule does not, however, apply to passengers flying to the UK.

According to C.T.A regulations, should you be staying more than 72 hours at your destination, you should reconfirm your next journey – otherwise you could find your reservation cancelled. On making your reservation you should leave a contact telephone number in order to allow company to get in touch with you should there be changes in flight times or a cancellation. If your reservation is for a return journey, give company a contact number in the country you are visiting. This will enable company to inform you of any changes in schedules. .

4.1.1.2 Baggage Information:

For the purposes of security, all passengers are obliged to travel with their own luggage, and not that of anyone else. Moreover, there are restrictions on the contents of baggage. These include: fluids, perishable foods, gas, dangerous substances, valuable minerals, money, jewels, bonds etc.

Fragile items such as electronic equipment, calculators and lap top computers should also not be included in your hold luggage, and nor should important documents, identity papers, commercial agreements and such related items. The baggage allowance for flights to Turkey is 20kg, and that for the UK is 25kg. Passengers under two years of age have no baggage allowance.

In the case of passengers with large items of luggage, and in the case of families traveling together, the maximum weight of all baggage should not exceed 30kg. An item of luggage between 30 and 35 kg is classified as heavy luggage, and any item over 35kg will not be accepted.

In addition to this, hand luggage up to a certain size (45x35x20) with the maximum weight of 5kg can also be taken to the cabin.

Should baggage exceed this limit, a charge will be levied. Passengers may not discard excess baggage items and board the plane without them.

Permitted in the cabin are:

- 1 coat or 1 shawl or 1 blanket
- 1 small handbag for women or a small shoulder bag
- 1 umbrella or walking stick
- 1 small camera and/or a pair of binoculars
- a reasonable number of books
- baby food

Excess Baggage Charges:

Charges for Excess baggage are as follows between Cyprus-Turkey-Cyprus:

Geçitkale-Ýstanbul-Geçitkale or Geçitkale-Ýzmir-Geçitakle: 1, 60 USD

Ercan-Ankara-Ercan: 1, 50 USD Ercan-Adana-Ercan: 1, 30 USD

Ercan-Antalya-Ercan or Ercan-Dalaman-Ercan: 1, 40 USD

Charges for Excess baggage are as follows between Cyprus-UK-Cyprus:

Cyprus-UK: 03.50 USD UK-Cyprus: 06.00 GBP

Charges for Excess baggage are as follows between Turkey-UK-Turkey:

Izmir-UK:	04.00	USD
Antalya-Uk:	04.00	USD
Dalaman-UK:	04.00	USD
UK-Turkey:	06.00	GBP

Wheelchairs do not attract extra charges, but will be added to controlled hold baggage

4.1.1.3 Lost and Damaged Baggage

Both the Warsaw Convention and the Hague Protocol limit the responsibility of Cyprus Turkish Airlines for lost baggage. The Protocol limits this responsibility to “real damage and/or loss.” Maximum responsibility, as stated on the ticket, is for the “controlled weight.”

Any baggage damaged during the flight will mean a damage report must be issued after landing and before leaving customs. Without such a report no action can be taken. Compensation for any damage will be set according to the lost baggage regulations. In the case of the loss of a checked in and controlled item of baggage a property loss report must be issued. Should such a report not be issued, no action can be taken. All luggages should have labels and should be identifiable by owners. Any damage to items that have not been controlled and have not been checked in is the responsibility of the owner.

Responsibility for lost luggage on the part of Cyprus Turkish Airlines is limited by the Warsaw Convention and the Hague Protocol. Responsibility is limited to “damaged and/or lost luggage.” The extent of this responsibility is determined by the checked weight of the luggage – as stated on the ticket. In the event of luggage being damaged during a flight a damage report must be made upon landing and before clearing customs. In the absence of such a report no action can be taken. Compensation for lost items will be arranged in accordance with the Lost Baggage Regulations. All items inside the lost item must be written down by the passenger concerned and included in the lost baggage report along with the baggage sticker and the ticket. Loss of or damage to the contents of the baggage item is the responsibility of the passenger.

Lost or Damaged Baggage Services:

Cyprus- Geçitkale Airport Tel:(0392)3932098 Fax:(0392) 3932095

TURKEY

4.1.1.4 Lost Ticket

Passengers who lose their tickets prior to flying from the UK either to Turkey or to Cyprus will be required to pay 20 pounds Sterling if they declare the loss no later than four days before the flight and 50 pounds Sterling if they declare the loss within four days of the flight. Those flying from Cyprus to the UK must pay \$50 US should they lose their tickets, and those flying between Cyprus and Turkey must pay \$20 US. These matters are dealt with by Cyprus Turkish Airlines offices. At ordinary points of sale there is no service regarding lost tickets.

4.1.1.5 No Show:

Passengers who make a reservation but fail to appear at check in at the appointed time without having made a cancellation is designated as "No Show." If you cancel your flight you can enable someone on the waiting list to fly.

In the case of a cancellation less than 24 hours before the flight time, Cyprus Turkish Airlines will refund 25% of the price of the ticket.

NB This does not apply to flights to England, Scotland or Northern Ireland

4.1.1.6 Unaccompanied Minors, Ill Passengers and Pregnant Women

Pregnant Women:

Pregnant women will not be permitted to fly during the four-week period prior to birth (after the 35th week of pregnancy).

Pregnant women can fly on submission of a doctor's report stating that there is no reason why they should not fly. This report should be submitted seven days before departure. The return flight must be before the abovementioned four-week period before birth.

Passengers with wheelchairs:

The airline provides wheelchairs at almost all locations for the use of disabled passengers. Should a passenger bring his/her own wheelchair, or should a passenger require a wheelchair at his/her destination, notification must be given in advance.

Individual's wheelchairs can be carried in the hold at no extra charge, but will not be permitted in the cabin. Great care is taken, particularly with motorized wheelchairs to ensure there is no damage.

Unaccompanied children:

Unaccompanied children between the ages of six and twelve can be accepted on board on completion of a form with detailed information. They are obliged to make their own reservations, and they must have parental/guardian consent to their travel.

Babies:

Babies can be accepted on board as long as seating capacity (up to 10%) is available. Babies may only travel with their parents or guardians. Some categories of people who may not fly.

These include those with contagious illnesses (tuberculosis, hepatitis, measles, smallpox etc.). Also, those who have recently suffered a heart attack (that is, within eight weeks of their flight time), those who have recently suffered paralysis (they may fly eight weeks after the event), those who need special equipment on board to cope with changes in air pressure, and those who would require oxygen-related equipment during the flight.

Ill passengers:

Passengers who have a doctor's report stating that they are fit to travel should submit the document seven days before the flight. In such cases all necessary support from the crew, provision of a wheelchair etc., can be arranged.

Sick and disabled passengers:

Those who must lie down during the flight, and deaf, dumb and blind passengers, can rest assured that Cyprus Turkish Airlines is fully

4.1.1.7 Animal in Transit:

Cats, dogs and small birds, all with valid vaccination and health certificates and in their own cages, can be transported in the cabin. Other categories of animal will be carried in the hold. Each passenger can carry two pets into the cabin as long as the cage or box does not exceed 5kg, is no larger than 55cm X 40cm X 20cm and is waterproof. The cage or box must be labeled with the name of the passenger and the animal

4.1.1.8 before The Flight:

Should you make a reservation and then wish to change or cancel it, we would be much obliged if you could inform C.T.A. office or agents. This will enable another potential passenger on a waiting list to take up his or her option.

You must be at the airport two hours prior to departure in order to complete ticket and luggage procedures.

When traveling between Cyprus and Turkey, TRNC citizens can use their TRNC identity cards or passports or their Turkish Republic identity cards or passports. Traveling to any other country will mean obtaining a visa.

4.1.1.9 Flight Safety:

For your own safety you should switch off any mobile phones, laptop computers, stereos, radios, game boys, CD players, electronic toys and any other electronic equipment such as lasers because they can badly effect the electronic systems of the aircraft.

Never carry luggage or parcels on behalf of people you do not know.

Never leave your luggage unattended at the airport.

Never carry dangerous substances (explosives, radioactive materials, inflammable substances etc.)

4.1.2 Catering at Cyprus Turkish Airlines

As Cyprus Turkish Airlines Catering department their aim is customer satisfaction and a relaxing experience for their passengers while they are in a period of flux and development. For this reason the catering department strives for the best possible level of service

The Catering Unit is situated in eastern side of Ercan Airport. It covers approximately 7500 sq m and its operational usable space is 1800 sq m. From serve about 3000 customers every day. Apart from their own flights, they have served Turkish Airlines from Ercan since 1995.

On short and long haul flights, the breakfast or meal and snack services are given according to the time of day. In general, breakfast or a snack is served until 09:59, cold meals or snacks from 10:00 till 23:59. For international scheduled flights, they serve hot meals and alcoholic drinks or hot breakfasts according to the flight time. Customer satisfactions are their main concern.

Special Meal Request may be made at the point of sale:

VGML Vegetarian Meals (no red meat or milk, cheese etc)

DBML Diabetics Meals (glucose free)

4.1.3 Cyprus Turkish Airlines Cargo

Cyprus Turkish Airlines Cargo is committed to providing you with the very best service when you send cargo between Europe, Turkey and all the destinations of Turkish Airlines. Company commitment has been to ensure you receive the best price, the fastest delivery and most professional service in all the 30 years of experience since 1974

4.1.4 Cyprus Turkish Airlines Flight Destination (Example)

Table 4.1 Flight Destination

Schedule times show local times

Cyprus Turkish Airlines flights are non-smoking

* is the day change indicator which means the flight will arrive the next or sometimes the day following the next day of the departure day.

Day

20-11-2004

From

Ercan

To

Adana

Return

Flight	Scheduled From	Scheduled Until	Departure Time	Arrival Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun
YK021			1600	1645	✓		✓		✓		✓
YK421	21NOV	21NOV	1600	1645							✓
YK423	21NOV	21NOV	1900	1945							✓

Day		From		To							
20-11-2004		Ercan		Ankara							
Flight	Scheduled From	Scheduled Until	Departure Time	Arrival Time	Mon Tue Wed Thu Fri Sat Sun						
YK943			0835	0945							✓
YK443	21NOV	21NOV	1145	1245							✓
YK043	21NOV		1200	1310	✓	✓	✓	✓	✓	✓	✓
YK441	28NOV	28NOV	1215	1315							✓
YK441	25NOV	25NOV	1230	1330				✓			
YK043		20NOV	1600	1710							✓

4.1.5 Definition of Terms

"AGREED STOPPING PLACES" means those places, except the place of departure and the place of destination, set forth in the ticket or shown in Carrier's timetables as scheduled stopping places on the passenger's route.

"AUTHORISED AGENT" means a passenger sales agent who has been appointed by Carrier to represent the Carrier in the sale of air passenger transportation over the services of the Carrier and, when authorized over the services of other air carriers.

"BAGGAGE" means such articles, effects and other personal property of a passenger as are necessary or appropriate for wear, use, comfort or convenience in connection with the trip. Unless otherwise specified, it includes both checked and unchecked baggage of the passenger.

"BAGGAGE CHECK" means those portions of the ticket which relate to the carriage of the passenger's checked baggage.

"CARRIER" includes the air carrier issuing the ticket and all air carriers that carry or under-take to carry the passenger and/or his or her baggage there under.

"CARRIER'S REGULATIONS" means rules, other than these conditions, published by Carrier and in effect on date of ticket issue, governing carriage of passengers and/or baggage and shall include any applicable tariffs in force.

"CHECKED BAGGAGE" means baggage of which Carrier takes sole custody and for which Carrier has issued a baggage check.

"CONVENTION" means whichever of the following instruments is applicable to the contract of carriage:

- the convention for the Unification of Certain Rules Relating to International Carriage by Air, signed at Warsaw, 12 October 1929 (hereinafter referred to as the Warsaw Convention)
- the Warsaw Convention as amended at The Hague on 28 September 1955;
- the Warsaw Convention as amended by Additional Protocol No.1 of Montreal 1975;
- the Warsaw Convention as amended at The Hague 1955 and by Additional Protocol No. 2 of Montreal 1975;
- the Warsaw Convention as amended at The Hague 1955 and by Additional Protocol No. 3 of Montreal 1975;

"DAMAGE" includes death, injury, delay, loss, partial loss or other damage arising out of or in connection with carriage or other services performed by Carrier incidental thereto.

"FLIGHT COUPON" means that portion of the ticket that bears the notation good for passage and indicates the particular places between which passengers is entitled to be carried.

"PASSENGER" means any person, except members of the crew, carried or to be carried in an aircraft with the consent of Carrier.

"PASSENGER COUPON or PASSENGER RECEIPT" means that portion of the ticket issued by or on behalf of Carrier, which is so marked and which ultimately is to be retained by the passenger.

"STOPOVER" means a deliberate interruption of the journey by the passenger, at a point between the place of departure and the place of destination, which has been agreed to in advance by Carrier.

"TICKET" means the document entitled 'Passenger Ticket and Baggage Check' issued by or on behalf of Carrier and includes the Conditions of Contract and notices and the flight and passenger coupons contained therein.

"UNCHECKED BAGGAGE" means any baggage of the passenger other than checked baggage.

4.1.6 Human Resources

CTA has selected and employed high quality personnel since it was established. If any person wishes to join this company and are willing to work in this high quality atmosphere, can fill in a Job Application Form. All applications will be treated as highly confidential, and feedback will be given.

4.2 The Human Resource Management Function and Cyprus Turkish Airlines

Name of The organization: KTHY (Cyprus Turkish Airlines)

Number of Employee: 751

HR/Person Responsible for HR:

- Head of Human Resource (Özdemir Gül)
- Resource Development and Training Manager (Asu Atun)
 - Personnel Supervisor
 - Personnel Assistant
 - Training Supervisor
 - Secretary

4.2.1 Strategic Planning

The company uses forecasting technique and Compare human resource requirements and availability. This system is conducted by the board of directors, along with top management. The HR department given all data about the employee for analysis. Decision maker was this high committee.(3 persons from Privaziation Dept. 2 persons from Fund). There is a surplus of employee in base building, but there is a shortage of workers from airport department and flight operation department. The company need employee for Cockpit /cabin crew and for airport operation handling service. Flight and ground operation necessary employee 24 hours. The company used zero based forecasting and then used ratio analysis.

4.2.2 Recruitment and Selection Practices

Recruitment is an important component of human resource management. It is basically the process of searching for prospective employees through various means and attracting the most suitable among them for employment.

Cyprus Turkish Airlines uses a mixture of methods to find new employees with no single method being used exclusively. The methods used are newspaper advertising, through word of mouth, through the connection of friends and family (employee referrals), C.V archives and internet.

According to previous studies conducted Julien (1998) notes that the recruiting process usually starts only when the business sees the necessity for recruiting a new employee. First they start with internal sources but this method not conduct for cabin crew, then move to the external sources for recruiting new employees

According to Deshpande & Golar (1994) in house recruiting is the prime method both in small and large companies , and promotion occupies an important place in all organizations.

Julien (1998) concludes that employee referrals are used by over 65 percent of small and medium sized organization, with Deshpande & Golar (1994) finding that small firms do not make much use of external sources of recruitment such as employment agencies and educational institutions.

As a results of recrutiment the suitable candidates are then required to go through a brief selection process. This begins with screaning which involves emliminating the candidates that seem unsutable according to their C.V , application forms and the related jobs job descirption and job specifications information. Then employment tests are conducted. These tests are of two categories; one is job related which aims to measure the applicants technical abilities and the second test is an English test. The Cockpit and Cabin crew test include standardizaiton,norms, reliability and validityand then conduct cognitive aptitude test, psychomator ability test,job knowledge test, work sample test and personality test. If they unsuccessfull the company not accept these employee.Applicants that successfull pass the employment test are then interviewed by the human resource manager,general manager assistant and the related line manager to further judge their job suitability, upon which the employment decision is made.

Thus , the selection process of Cyprus Turkish Airlines is as follows;

- Screening
- Short listing
- Employment test
- Interview
- Second short listing
- Employment Decision
- High committee decision(end decision)

4.2.3 Orientation Practices

A formal orientation program does exist in the organization, however its contents and duration varies according to the position in question. The program is designed and conducted by the human resource department's Training & Development Manager, the Training & Development Supervisor and Department Supervisor. The orientation conduct usually during the training when the employee attend to the company and when they started the job. The supervisor given notes about the company. Very short data .

4.2.4 Training and Development Activities

Training is important component of human resource management activities. All organizations both large and small provide some sort of training. The training program very important and necessary for CTA because related the Civil Aviation Organizations in Europe and Turkey. The Civil Authority made control for each 6 months how was the training and results. Because Cockpit and Cabin crew must took all necessary training. And their result must be 100 out of 100 (100%). In the company there are two training program and training department. Firstly HR training program , it involves all employee and general training and Flight Operations Training Department., its involve cabin and cockpit training activities. Each cabin crew must take all lecture every year and all cockpit crew must go to simulation for each 6 months.this department related HR Training Department and must given report about the training activities.

One training method is via on the job training internally within the organization after the lecture and exams. Alternatively , off –the job raining can be provided through external

resources, such as workshops and seminars. These seminars usually gone selection employee who selection from supervisor.

Cyprus Turkish Airlines provides training to all its employees. At specific interval the organization conducts training need accessments in order to determine the need for training and the type of training required. The reservation employee have taken ticketing training and the traffic employee for balance sheet and operation training. and Cabin Crew for MOCK-up training. Here, department heads and training supervisor play an active role by providing information about their observations on their employees' performance. The cabin crew supervisor always make observations to their employee performance during the flight and given report to the head supervisor according to those of cabin crew needed training. Training is usually conducted from every 6 months to 1 year, and tend to be off- the -job conducted professionals. The newly employed cabin and cockpit crew tke one month training before conducting.

In related studies sonducted, Despande&Golar (1994) emphasized the importance of training new employees, however, studies report opposing views regarding the perception of managers on the importance of training. Hornsby &Kuratko (1990) point ouut that the relative importance assigned by managers in small businessess to training places it in fifth place with a relatively low weight score.

4.2.5 Performance Appraisal

Performance appraisal programs are present in the organization and are conducted annually by supervisors purely for control purposes. The cabin and cockpit crew conduct

each flight performance appraisal report. And the cabin supervisors made spot –check before the flight during the preflight briefing. After the flight made de-briefing about the flight and about the employees performance appraisal. Performance appraisal forms are prepared by the human resources department for supervisor to record the results of the appraisal conducted. Employee performance results are then computerized making up a databank of performance results. These data renew each 5 years. However, performance appraisal data is not used for and other purpose (such as compensation, training, or promotional purpose) apart from regular annual control purpose. The flight operations department used these data to evaluate the employee.

4.2.6 Compensation Policies

The organization for not providing information about wage rate that offers its human resources, but the wages range are very complicated. If the new employee is not a registered labour union member they can take higher wages or salary from 15 years at employment. There are not hierarchical grade for salary.

However benefits offered to include;

- Health insurance(not conduct only record)
- National Insurance (not conducted)
- Seasonal tickets (4 tickets for all employee, 10 tickets for Cockpit member)
- Mobile telephone for senior supervisors
- Training benefits
- Declaration form for flight operations employee who have international landing card. This form used only Turkey flight.

V.CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Human resource management is an approach to the people function in an organization. Human resource management includes all the necessary arrangement that provide people to work effectively, efficiently, productively and in fully satisfaction. Human resource management can also be explained as finding the best suitable person to the organization. Human resources are the people who are ready , willing and able to assist to organizational goals. Now a days, organizations are begining to understand the growing importance of human resources. Therefore, the role of people has been considerably changed and begins to play a core factor for all organizations. Organizations are getting a competitive advantage through people – through their employees – and consequence of this people factor organizations play key important role in international arena.

Today human resource management is growing rapidly as a discipline especially in Europe and United States of America. Beside these two continents, applications of human resource management is widely spread in Turkey and Cyprus. Supervisors in this field must be properly informed about the background, context and characteristics of human resources. Also it is necessary to handle these applications in a proper way in order to gain a satisfactory results. Human resource management accepts people as a key factor and this the main characteristics of human resources.

Through the ages, learning and training have played an important role in human life. Training and Development is a continuous effort by management in order to improve

employee competency levels and organizational performance. Training includes the activities which help employees to increase their present jobs, capabilities, skills, knowledge and so perform a current job in a better way. Simply training is for now.

Cyprus Turkish Airlines gives a great importance to its human resources, training programs. This is the main reason of being leader in the airline sector. With respect to this study, it is very obvious that T.R.N.C. the most important deficiency of the organizations is the absence of human resource management. This may be because of being a small island and presence of embargos. This effects all the necessary performance of the organizations to stand in the leader position in this market.

Cyprus Turkish Airlines is leading one in the airline sector and gives greater importance while selecting and recruiting thier personnel but the company related with political affects from outside and they cant select best employee. Theoretically, they apply every recruited person a detailed training program. After training they cant layoff unsuccessful employee they must accept all of them. Orientation (or lack of it) will make a significant difference in how quickly an employee can become more productivel, and also has long term effects for the organization. To help you in the orientation process, we have included a checklist for the Job –Specific Orinetation. Note that any complete program will include other elements... those that wpold be included in the overview orentation.

5.2 Recommendations:

Cyprus Turkish Airlines long time manage Autocratic and Custodial model. The employee motivation going to zero sometimes like herzberg thory. The company doesn't

want to give some data about company for this research. They don't want anybody to speak to their employees. And the employee can't speak to their company's management systems.

For human resource the company must change their system and must work like European Airlines company, the company immediately ready job description and job specification for all department and provide widely communication into the company with their employees and their customers. The company must attention customer comment and must change organization structure. The catering service and passengers service are not good, the company first of all must think about their passengers satisfaction and employees motivations. Other side the island need too much customer for tourism company must flight different destination for foreign customer. The company must input output analysis and must take necessary employee for future. They must pay attention to existing employees and can take new flight. If don't make analysis there are too much flight but not enough flight crew. For the future can face each week delayed each flight. When the company doing internal recruitment, this system must cover all employee not only ground personnel. The company attention pay grades and pay level for employees motivation and workforce. The company must use equity systems for all employee. The company used very serious selection procedure and during the selection don't give attention to outside force for selection (political or shareholders effects), the company must select successful employee and must give very serious training to the employee. Orientation program also important for all company, the company must give serious information to the employees.

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VIII. APPENDIX

Appendix 1: Original Questionnaire

Name of Organization:

Number of Employees:

Department:

Date:

I. Planning

- 1-What are the department supervisor (line)activities?
- 2-What are the personnel specialist (staff) activities?
- 3-What are the main activities for job function
- 4-HR management function?
- 5-How is your company job analysis?
- 6-What are the job analysis document.job description, job specification
- 7-How does job analysis method?
- 8-Who is conducting job analysis?
- 9-What are the HR planning?
- 10-How is working your company HR process?
- 11-What is your co. Strategic planning for HR?
- 12-What is HR forecasting techniques?Requirements and availability
- 13-Surplus of workers and shortage of workers-what did you do.

- 14- Organization of structure chart
- 15-What are the Recruitment source and methods-which one did you used.
- 16-What are the recruitment methods for manager,technican,engineers,lower-level personnel
- 17-What are the internal recruitment methods?
- 18-Are you using a "Replacement summary for the position"?
- 19-Are you using "job posting and job bidding"?
- 20-What are the "job posting and job bidding " procedure?

II.Selection

- 1-What is your co. goal of the selection?
- 2-What are the selection process?
- 3-How are the employment/selection test?
- 4-What are "types of employment test"? (cognitive aptitude, psychomotor abilities, job knowledge, work sample, personality)
- 5-How are the "Employment/selection Interview"?
- 6-What are the spteps in the interview process? (Preparation, creation of rapport, information exchange, termination, evaluation)
- 7-What are "Reference and Background check"? Include
- 8-Who is responsible supervisory interview?
- 9-Who conducts these process? Who makes the final employment decision? profassional, managers, and other personnel?

10-What are the elements in attracting personnel to the organization?(eg. Frinde benefits,high salary,interesting jobs, etc.)

11-HR turnover level

12-Temporary,part time,seasonal and other employee numbers?

13-How many employees working in foreign country?

14-How many managers working?

15-How many supervisor working?

16-Or how many employee work each department?

17-All department name?

III.Training and Development

1-Are there Training and Development department?each department are there

2-How is working Training and Development ?

3-What are the Basic Purpose Training and Development for your company?

4-Which are employee taking Tand D?

5-How often taking?

6-Where are they taking this program?

7-What are the company training methods(off-the job/on-the job)?

8-Who conducts this program?

9- Are there each department training supervisor or manager?

10-What are the steps in the Training and Development Process?a-Determine T&D needs,b-establish T&D objectives,c-selectT&D,d-implement T&D programs,e-evaluate T&D programs.

11-Are you used: Establishing→Pretest→T&D employee→posttest→Transfer to the job→Follow up studies.

12-What are the T&D methods?-Coaching,monitoring,business game, case study,videotapes,in basket training,internship,job rotation,classroom programs,on the job,apprenticeship training,simulators,universities and collages,

IV.Orientation

1-What is your company orientation program?

2-Who is conducts this program?

3-Why used this program? When?

V.Performance Appraisal

1-Are you using performance Appraisal system? How?

2-Is Performance Appraisal conducted? By Whom?

3-How often?For Which purposes?

4-Which performance Appraisal metthods used?

5-Are you using regular document for performance apprasial?(Critical Indicent,Rating scale,Ranking scale,paired comparison)

6-How is Performance Appraisal Data used?

7-What are the problems in Performance Appraisal? (unclear standard, halo effect, leniency/strictness, central tendency, recent behaviour bias, personal bias)

8-Are there characteristics of a good performance appraisal system? (job related, performance expectation, standardization, trained appraisers, continuous open communication, due process)

9-How is procedure the appraisal interview?

10-What is the manager basic purposes for PA?

11-What is the HR dept's responsibility When it comes to PA?

VI.Compensation

1-What are the benefits offered to personnel?

2-Direct –Indirect financial compensation?

The organization:

Three main policies

- a) Pay leader ☐
- b) Market /going rate ☐
- c) Pay follower ☐

3-Job Pricing Policies? Pay Grades-Pay ranges? For professional , managers, and other personnel?

4-Indirect Compensation: Benefits and Services?

5-Legally Required Benefits(has to)

6-Voluntary Benefits(wants to)

7-Non –Financial compensation?(the job-the environment)

8-Why you are working at CTA?

9-Do you like your job,?Are you satisfy your team or department?Are you Successfull ?

Appendix 2: Questionnaire Translated into Turkish

1-Organizasyon münhal ve personel alımında bölüm şefinin görevi iş analizini yapmak, ihtiyacı olan personel sayısını saptamak, bölümü ile ilgili testleri hazırlamak,mülakat ve seçme aşamasında bulunmaktır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

2-KTHY de bölüm şefi personelin eğitim ve gelişmesinde, değerlendirilmesinde ve performanslarını belirlemede çok etkilidir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

3-KTHY de bölüm şefi etkili ekip birliği kurarak bir lider gibi davranır ekibinin performansını yükseltmeten sorumludur.Ekip arasında ayrım yapamaz.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

4-Bölüm şefi personelinin çalışma performansları konusunda rapor hazırlar değerlendirme yapar ve sicil formu doldurur.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

5-Bölüm şefi personelinin derecesine göre mükafat verilmesini sağlar

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

6-İK bölüm şefi iş tanımı ve işin özellikleri konusunda forumlar hazırlar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

7-IK bölüm şefi iş konusunda personelin eğitim alması ve kendilerini geliştirmesi konusunda planlama yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

8-IK organizasyona yeni personel alımında kaliteli ve ihtiyaca cevap verecek derecede ve sayıda personel alınması için münhal çalışmaları yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

9-IK bölümü personel alımında ilk müracatları değerlendirir ve bölümüne göre ayırır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

10-Personel alımında IK ilk elemeyi yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

11-IK bölümü eğitim için gerekli tüm döküman ve ekipmanları hazırlar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

12-IK bölümü personelin piyasaya göre geliştirilmesi konusunda program hazırlar ve müdürüne sunar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

13-IK piyasadaki diğer firmalarda aynı işi yapan personelin ücretleri konusunda araştırma yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

14-IK bölümü personelin işine göre ve becerisine göre ücretinin belirlenmesinin çalışmasını yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

14-IK bölümü personele ücretleri dışında verilecek mükafatların belgelerini hazırlar(ücretli, ücretsiz izin vb).

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

16-IK bölümü ve diğer bölüm şef ve müdürleri sürekli iletişim içinde çalışırlar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

17-Organizasyon içinde yeni bir bölüm açıldığında veya bölüm değiştirildiğinde bu işin analizini yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

18-Her bölümde yapılacak işlerin tanımı görev, sorumluluk ve mesailer belirtilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

19-Her bölümdeki işlerin tanımı ve özellikleri aranan nitelikler konusunda dökümanlar mevcuttur ve her bölümde vardır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

20-IK bölüm fonksiyonları; planlama,münhal, personel seçme, eğitim ve geliştirme, ödeme ve mükafat, güvenlik ve sağlık konularını içerir.

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

21-İK organizasyonun misyonunu, vizyonunu ve stratejisine göre personel alımı planlaması yapar:

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

22-Şirketin personel ihtiyacı veya personel fazlası durumunda işgücünü ve verimliliğin analizini yapar.

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

23-Şirketinizde bir mevki boş ise bu mevkiye derhal bir personel alınır.

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

24-Şirketin sürekli olarak kaliteli , bilgili,iş gücü yüksek , kabiliyetli ve deneyimli personele ihtiyacı vardır.

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

25-Teknoloji veya iş durumuna göre şirket ihtiyaca göre uzman personel alır.

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

26-Şirkette bir mevkide boşluk varsa öncelikle iç münhal yöntemi ile kendi içinde personel alır.

- a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

27-Şirket dışardan personel alacaksa dış münhal yöntemi ile alır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

28-Dış münhalde şirket genelde üniversite mezunu personel alır ve duyurusunu üniversitelere gönderir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

29-şirket dış münhal yapacagında tüm basın organlarını kullanır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

30-Şirket münhal yöntemi olarak web-page kullanır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

31-şirket münhal açarken yerli ve yabancı tüm kaynakları kullanır..(Ada dışına da münhal verir.)

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

32-Şirket dış münhal verirken ada içinde sınırlı kalır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

33-Personel seçiminde ilk eleme olarak adayların CV ve başvuru formları incelenir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

34-Personel seçiminde mülakat, refereans özgeçmiş ve fiziksel yeterlilik aranır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

35-Personel seçiminde adayların başvurdukları bölüm konusunda yeterliliği olup olmadığı testleri veya sınavları yapılır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

36-Persoenn seçiminde adaylara mantıklı düşünme ,yetenek,konuşma becerisi ve beden dili konusunda testler yapılır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

37-Persoenn seçiminde adaylarda ekip çalışması ve koordinasyon özellikleri aranır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

38-Persoenn seçimi ve mülakatında mülakat hazırlığı ve sorulacak sorular önceden belirlenir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

39-Personel Seçiminde mülakata bölüm müdürleri ve İK müdürü veya şefi katılır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

40-Personel seçimi sonrasında alınmayacak adaylara bilgi verilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir
d)katılıyorum e) kesinlikle katılıyorum

41-Personel Eğitimi her aşamada personele verilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

42-Personel eğitimi yalnızca düşük performantaki personele verilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

43- Personel eğitimi teknolojik değişimler ve rekabet ortamı yaratmak için verilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

44-Personel eğitiminden sonra personel mutlaka takip edilir , eğitimin sonucu test edilir, uygun olmayan işe alınmaz.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

45-Personel eğitiminde sınıf dışında da eğitim verilir.(iş başında ve simulator olarak da yapılır..)

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

46-Şirkete yeni alınmış personele şirket misyonu , vizyonu ve stratejisi konusunda bilgi verilmez.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

47-Şirkete yeni başlamış personele şirket hakkında genel bilgi verilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

48-Personelin iş gücünü ölçmek için sürekli gözlem altında tutulur.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

49-Personelin performansını bölüm şefleri ayırım yapmadan gözlemler duygusal davranmaz.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

50-Personelin ekip içindeki çalışması tam performansını göstermez

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

51-Bölüm şefi performans değerlendirme formu doldurur ve her 3 ayda durmu değerlendirmesi yapar.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

52-Performans değerlendirirken diğer personelle karşılaşırma yapılır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

53-Personel performansı ölçerken her bölüm şefi objektif olur.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

54-Personelin maas derecesi hierarşiye göre belirlenir. (yukardan aşağıya)

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

55-Personele çalışma ücretinin dışında mükafat, ücretli ve ücretsiz izin verilir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

56-Üstün performans gösteren personele şirket mükafat verir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

57-Şirket personel fazlalığında öncelikle emekli etme yöntemine gider veya personel çalışma saatlerini azaltır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

58-Şirket personelin her tür maddi ve manevi ihtiyaçlarını karşılamak için sendika ile uyumlu çalışır.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

59- Şirket kendi personeline ne kadar maddi ve manevi haklar vercegine kendisi karar verir.

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

60- Şirket demeokratik bir şekilde tüm personelinin haklarına saygı gösterir, avrupadaki şirketlerle aynı statude çalışmak için hedeflerini personeli ile belirler

a)kesinlikle katılmıyorum b) katılmıyorum c) hiçbir

d)katılıyorum e) kesinlikle katılıyorum

Cinsiyet : Kadın ☐ Erkek ☐

Medeni Durumu: Evli ☐ Bekar ☐ Boşanmış ☐ Dul ☐

Bölümü:

Yaş:

Ankete katıldığınız için teşekkür ederiz.

Appendix:3

CYPRUS TURKISH AIRLINES

JOB APPLICATION FORM

Information will be treated in the strictest confidence. Knowingly withholding, falsifying or omitting relevant information at any stage of the selection process may lead to cancellation of the application.

Section 1 – Personal Details:

Name		Surname	
Title		Contact numbers Phone	
Date of Birth			
Nationality			
Military Service (if applicable)		E-mail Address	
Contact Address			

Section 2 – Education & Training

Graduation Date Obtained	School /College / University	Qualifications

Training Attendance Date Obtained	Institution	Qualifications

Section 3 – Present and Previous Employment (most recent first)

Dates from/to leaving Employer's name Position held, main duties and reason for

Section 4 - Preferred Departments / Jobs in Cyprus Turkish Airlines

Department Responsibilities
