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Man 400

**Human Resource Management
The Contribution of The Human Resource Department
To Organization**

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ABSTRACT

There has been an increase in the recognition of the role Human Resource Management plays in improving an organization's performance. Parallel to this role of the Human Resource department is also becoming more important and vital to all organizations.

In this study, The Human Resource department in TRNC organizations were examined. Based on a study of randomly selected organizations from variety of sectors, the extent to which the Human Resource departments contributes to the organization's planning and overall performance was analyzed.

The study reached the conclusions that eventhough the department plays an active role in the organization's planning process it is only to a small extent, dealing with mainly just recruitment, selection, and training efforts.

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I - INTRODUCTION

1.1 The Human Factor

The Human resource is the one of the most important ingredients in the world. There are many resources on the world, such as the natural resources, for example petroleum, coal etc. but non is as important as the human resource, since it is the humans that shape the world.

" Our people are our most important asset". Many organizations are using this phrase to acknowledge. The important role that employees/human resources play in organizational success. (Robbins and Coulter,2001).

In modern history, and with the trend of globalization of the world economy, it is increasingly more important to use the human resources. The states that use their human resources more efficiently, are also more successful in economic and social aspects. Every country or organization should aim to use their human resources as efficiently as possible.

Human resource management should deal with human resource in two stages. They should aim to get the best quality of human resource to their work, and they should use them most effectively.

The first stage is to recruit of the right people. The process to do this should be carefully tailored so that they get the right people for the right job. Detailed application forms, interviews and tests are usually used to make selection.

The second aspect is to use the resources already at the work place, as efficiently as possible.

This is done by incentives, training and education. These activities are intended to get most out

of the employees, and at the same time create a healthy and happy working atmosphere. To achieve this, they have orientation programs for new employees, programs for efficiency improvement, measurement of abilities and hidden values of the employees

In recent years we can see that there are many changes in the philosophy of management towards human resources, and efficiency. In the past the management believing that they knew everything better, almost dictated the work to be done. Most of the work forces were not even aware of what they were doing, and they usually did not have a say in how things should be done. Management had different units to deal with the quality.

World market is becoming a one big global market. There are many economic unions in the world, such as European Union, where the member states enjoy total freedom of exchange of goods and trade between themselves. There are no longer any trade restrictions or barriers towards trade. International organizations like GATT make sure that there are no barriers.

Another reality is that the world states are still in competition with each other. Competing ground today is the quality. The organizations and the states work harder to attain higher quality to remain leaders. (Morden, 1993)

Due to these developments importance of human factor is more recognized. Modern managements of today do not dictate what their workers should do. The approach is to allow everybody participate in the process. All the people from top to bottom are working towards improvement of quality. There are four basic key factors in implementing total quality management successfully. The first is the determination of the top management, second is to put the quality as the top priority.

Third factor is to be realistic about the implementation plan. Fourth factor, which is very important, is the participation of each and every individual in the process.

Total Quality management is not dealing only with the quality of the products, but it also involves the quality of the working conditions, the wages, the social security and many more aspects. So we can accept this as a new philosophy behind the human resource management.

Human resource management (HRM) is an approach to the management of people, based on four fundamental principles. First, human resources are the most important assets an organization has and their effective management is the key to its success. Second, this success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans. Third, the corporate culture and the values, organizational climate and managerial behavior that emanate from that culture will exert a major influence on the achievement of excellence. This culture must therefore be managed, which means that organizational values may need to be changed or reinforced, and that continuous effort, starting from the top, will be required to get them accepted and acted upon (Pearson, 1991). Finally, HRM is concerned with integration: getting all the members of the organization involved and working together with a sense of common purpose.

1.2 Importance of Human Resource Management

Human resource management in the organization specialized function of planning how to obtain employees, oversee their training, evaluate them, and compensate them. Employees are an important component of every business. More and more companies consider employees their most valuable asset, and such attitudes are fueled the rising emphasis on obtaining the people a

company needs and then overseeing their training and development, motivation, evaluation, and compensation. This specialized function, formerly referred to as personnel management, is now termed Human Resource Management to reflect the importance of a well - chosen and well managed workforce in achieving company goals.

Can Human Resource Management be an important strategic tool? Can 't help establish an organization's sustainable competitive advantage? The answers to these questions seem to be yes. Various studies have conducted that an organization's human resources can be a significant source of competitive advantage (Wright and McMahan,1992).

Achieving competitive success through people requires a fundamental change in how manager think about their employees and how they view the work relationship. It involves working and through and seeing them as partners, not just as cost to be minimized or avoided.

In addition to their potential importance as part of organizational strategy and contribution to competitive advantage, an organization's Human Resources Management practices have been found to have significant impact on organization performance (Robbins and Coulter, 2001).

Human recourse management is becoming more complex in the 1990's and its increasingly viewed as a strategic one. The workforce the economy, and corporate culture are being transformed at an accelerating place; changes in technology alone have already created crucial mismatches between employees skills and employers needs. Furthermore these changes are taking place within a social environment in which employees rights, privacy, and health risks are but a few of the factors at stake.

What exactly do human resource department do? Human resources staff members plan how to meet a company's human resources needs, recruit and select employees, train and develop employees and managers and appraise employee performance. The staff also administers pay and employee benefits and oversees changes in employment. (Small Business Reports, 1987)

The first step in staffing business organizations, as , in , any other management endeavor, is to, plan. As one human resources staff director explains a company must have " people on hand at the right time and in the right place to make a thing go".

Planning is a critical step. A miscalculation could leave a company without enough employees to keep up with demand resulting in lost business because customers or clients go elsewhere.

Supply and demand is factors in human resources planning just as they are in more general business planning. Forecasting begins with estimates of demand, the numbers and kinds of employees that will be needed at various times. For example, a shoe chain that is planning to open another store within six months would estimate that it needs and additional store manager and an assistant manager as well as part time salespeople. (Mondy et al., 1994)

The next task is to estimate the supply of available employees, in many cases, that supply is within the company already-perhaps just needing training to fill future requirements. The shoe chain may well find that the assistant manager at an existing store can be promoted to manage the new store, and one of the current salespeople can be named assistant manager. If existing employees cannot be tapped for new positions, the human resources manager must determine how to find people outside the company who have the necessary skills. The shoe chain may have to look outside for the new manager, assistant manager, and additional salespeople, which would mean hiring them and providing training in the store's operations.

Every business needs to know whether enough people with the required skills are available in the general workforce. Keeping track of the labor market is not easy, because it is undergoing substantial change.

Jobs are important to individuals: They help determine standards of living, places of residence, status and even one's sense-worth. Jobs are important to organizations because they are the vehicles through which works are accomplished.

Manager must know the requirements of all the jobs in the company. Management needs a more formal and objective method of evaluating job requirements. That method is called job analysis. Several questions must be asked in job analysis: What tasks are involved in the job? What qualifications and skills are needed to the job? In what kind of setting does the job take place? Does the job entail much time pressure or little time pressure?

After the job analysis has been completed, the human resources managers develop a job description, a specific statement of the tasks involved in the job and the conditions under which the holder of the job will work. The manager may also develop a job specification, a statement describing the skills, education, and previous experience that the job requires.

The next step in the staffing is to match the job specification with an actual person or selection of people. This is done through recruiting, the process of attracting suitable candidates of an organizations jobs. (Mondy et al., 1994)

Recruiters are specialists on the human resources staff who are responsible for obtaining these candidates. When recruiters have difficulty finding qualified candidates in the immediate area ,

they become creative in their efforts. They may advertise in areas where a similar business has recently closed or downsized, enter into cooperative arrangements with vocational schools that offer training in desired skills, or look abroad for people with the needed skills.

Following stage is hiring process in recruiting, selecting needed number of qualified candidates from the total number of application received.

In one way or another, every new employee needs training. Each company has its own way of doing even routine procedures. To make sure that all new employees understand the company's goals, policies and procedures, most large organizations and many small ones have well-defined orientation programs. Although they vary such programs usually include these topics.

- Company background and structure, including the chain of command.
- Employment policies, including overtime requirements, paydays termination procedures, and the like.
- Standard of employee conduct, such as dress codes and smoking policies.
- Benefit programs, including insurance benefits, pensions plans and vocation policies.
- job duties and responsibilities.

The new employees supervisor typically spend time making her or him feel comfortable, introducing co-workers, and giving a tour of the facilities. This attention helps reduce any anxiety the new comer might feel setting him or her on the right track from the beginning. It also helps new employees figure out where the fit in the organization.

Many companies have developed performance appraisal systems to objectively evaluate employees according to set criteria. Such systems promote fairness because their standards are usually job-related. When performance appraisals are used, the standards are written down so that both employee and supervisor understand what is expected and are therefore able to determine whether the work is being done adequately.

Finally many performance appraisal systems require the employee to be rated by several people. This practice further promotes fairness by correcting for the possible bias that might influence one person's appraisal.

In return for their services, employees receive compensation, a combination of payments, benefits, and employer services. Although it isn't the only factor in motivating employees, proper compensation plays an important role. In fact, many people use compensation as a yardstick for measuring their success in the world of work.

On what basis should employees be paid? How much should they be paid? These questions relate to wage and salary administration, one of the major responsibilities of the human resources department.

Companies regularly provide employee benefits, financial benefits other than wages, salaries and incentives.

The other function is Health and Safety programs for Human Resource Management in the organization. Health and Safety programs reduce potential suffering and keep health-related losses to a minimum, which is why they are a major concern for human resources manager. By educating employees in safety procedures, setting and enforcing safety regulations,

and redesigning work environments to minimize to potential for death. Injury and illness, business can make the workplace safer for employees and, at the same time, cut health-related losses. Some companies go beyond the requirements set by the occupational health administration, a federal agency that sets standards for employee safety, although some small employers are so preoccupied with survival that they may not even meet minimum safety requirements. (Mondy et al., 1994)

1.3 Objective of The Study

The basic objective of this study is to examine whether Human Resources departments exist in organizations in the TRNC, and if it is to what extent, and how it affect organization performance. In other words, the role and contribution of the Human Resources department to organizational performance.

2. THE HUMAN RESOURCE DEPARTMENT

Especially in the large departments it is necessary to have a separate department to deal with the human resources. These departments are usually headed with Vice-CEO. The department is responsible for all aspects including the recruitment, selection, orientation and training.

In essence the Human Resource Department aims to provide the best-qualified personnel to work place and also to meet the needs of the employees. When the human resource department helps employees meet their personal objectives, employee satisfaction tends to improve, which may benefit the organization through lower turnover costs. Turnover is expensive. Not only the recruiting and selection expenses but also the costs associated with creating new employee records in the human resource department, establishing payroll records in accounting, giving new employees training, and providing them with necessary safety equipment are lost when employees leave. These costs ever appear on the profit and loss statement as "turnover expenses", although maybe if they did, top management might pay closer attention to turnover. Instead, the costs of turnover are reflected in the budgets of the personnel, accounting, training, and safety departments. The exact cost per employee probably can never be determined accurately. For entry-level, unskilled workers who quit in the first day or so, the expense is likely to be a few hundred dollars. For newly hired salaried managers and professionals particularly if the employer had to pay a search firm fee the cost of turnover can be many thousands of dollars.(Pearson,1991)

To a large firm, a few thousand dollars may seem inconsequential. But if thousands of employees leave each year, the costs of turnover can quickly escalate into the millions of dollars. At IBM, for example, turnover averages 3 percent of its 242,000 domestic work force, or more than 7000

employees leave annually. And when experienced, long-service employees quit, the loss may be incalculable because of the training, knowledge, and skills that these workers take with them. In general, the human resource department can reduce turnover by meeting the personal objectives of employees. When that happens, both the employee and the organization can benefit.

The first step of the Human Resource Department is placement. Placement is the assignment or reassignment of an employee to a new or different job. It may include the initial assignment of new employees, or the promotions, transfer or demotion of present employees. The process of placing an employee within an organization is less elaborate for existing employees than when new employees are hired. It is assumed that the present employee already is familiar with the organization and needs little general orientation, although a department-specific orientation is often quite "useful". Perhaps more important though, the employee is a "known quantity". Except in the largest bureaucracies, the employee's work performance is known (Mondy et al., 1994).

The line manager makes most placement decisions. Promotions that are based on merit are almost entirely up to the discretion of line managers. Seniority-based promotions may require the manager to check with personnel to insure the proper seniority procedures are being followed.

Transfers and demotions are a slightly different matter. Transfer often involve two or more different line managers and the personnel department is asked to become involved in the process of coordinating the change of position. In the case of demotions, the personnel department is often involved to provide some counseling for the employee.

Whether the demotion is for inability to perform, disciplinary, or the employee's request, the personnel department can play an important role in the helping the employee adjust to the new

situation. Another important activity of the department is orientation. After people are hired, they must be oriented to the organization and to their jobs.

Orientation is the introduction of new employees to the organization, their work unit, and their job. Employee receives orientation from their fellow employees and from the organization. The orientation received from fellow employees is usually unplanned and unofficial, and it often provides the new employee with misleading and inaccurate information.

This is one of the reasons the official orientation provided by the organization is so important. An effective orientation program has an immediate and lasting impact on the new employee and can make the difference between a new employee's success or failure.

Since there are two distinct levels of orientation, the human resource department and the new employee's immediate manager normally share responsibility for orientation. The human resource department is responsible for initiating and coordinating both levels of orientation, training line managers in procedures for conducting the general company orientation, and following up the initial orientation with the new employee.

The content of department and job orientation depends on the specific needs of the department and the skills and experience of the new employee. Experienced employees are likely to need less job orientation. However, even experienced employees usually need some basic orientation. Both experienced and inexperienced employees should receive a thorough orientation concerning departmental matters.

Small business seldom have a formal resource unit and Human Resource Management specialists. As figure 2.1 shows. Rather, other managers handle human resource functions. The focus of their activities is generally on hiring and retaining capable employees (Mondy et al., 2002).

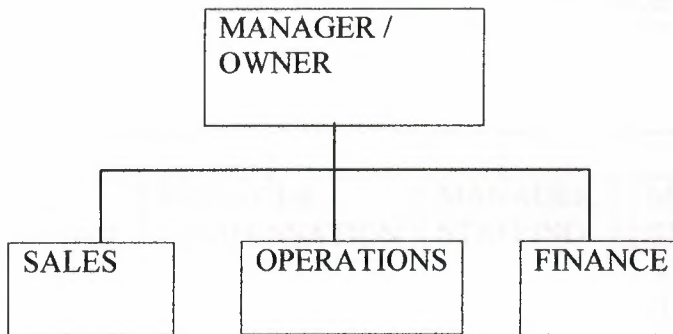


Figure: 2.1 The Human Resource Function in a Small Business

Source: Human resource management, 8th edition, R. Wayne Mondy, Robert M. Noe, Shane R. Premeaux , Pearson Education, New Jersey, 2002,pp12.

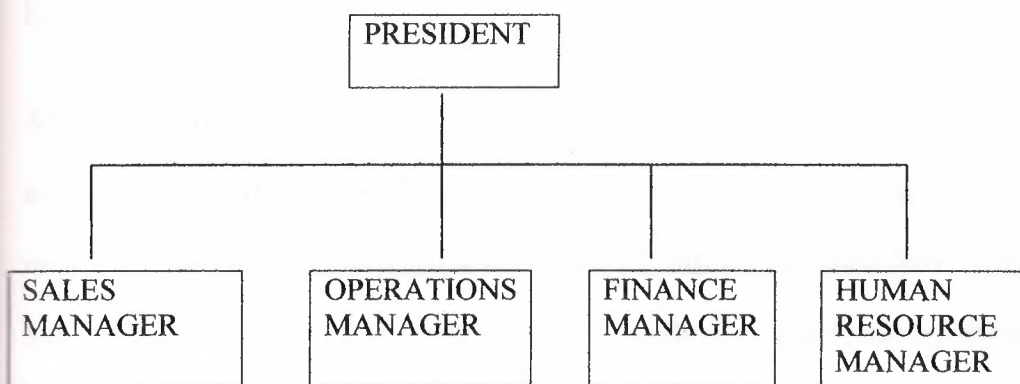


Figure: 2.2 The Human Resource Function in a Medium Sized Business

Source: Human resource management, 8th edition, R. Wayne Mondy, Robert M. Noe, Shane R. Premeaux , Pearson Education, New Jersey, 2002,pp13.

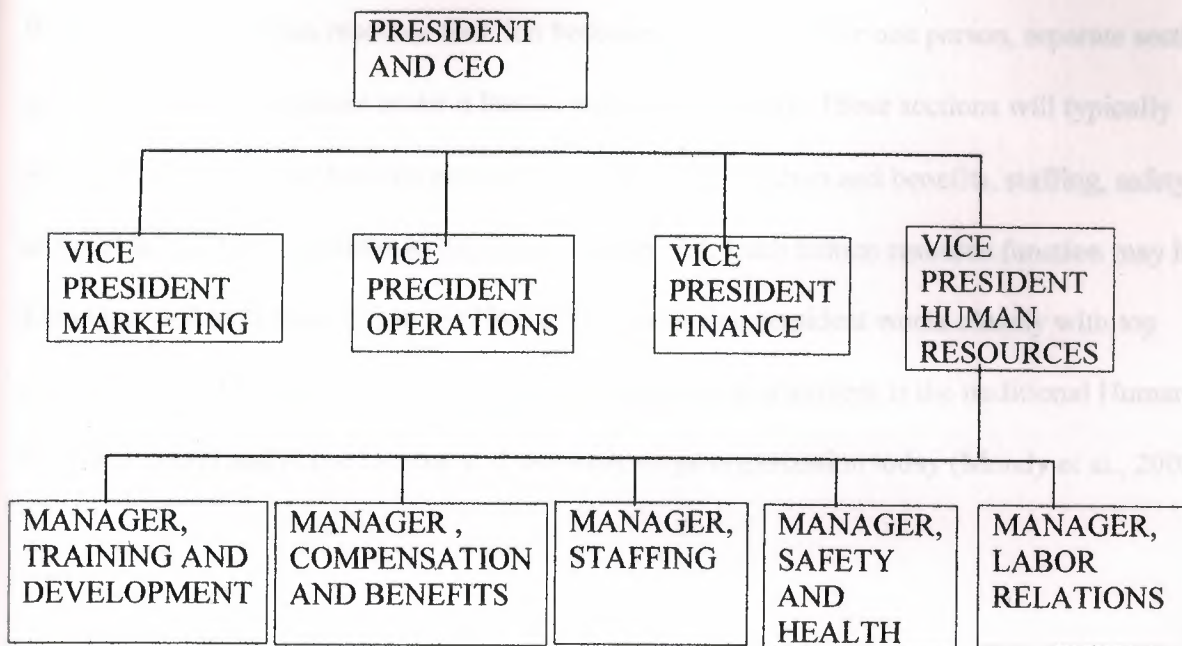


Figure: 2.3. The Human Resource Function in a Large Firm

Source: Human resource management, 8th edition, R. Wayne Mondy, Robert M. Noe, Shane R. Premeaux , Pearson Education, New Jersey, 2002,pp13.

Some aspects of human resource functions may actually be more significant in smaller firms than in larger ones. For example, a staffing mistake hiring an incompetent employee who turns off customers-may cause the business to fail. In a larger firm, such an error might be much less harmful.

As a firm grows, a separate staff function may be required to coordinate human resource activities. In a medium-sized firm, the person chosen to fill this role will be expected to handle most of the human resource activities as figure 2.2 implies. For these firms, there is little specialization. A secretary may be available to handle correspondence, but the human resource manager is essentially the entire department.

When the firm's human resource function becomes too complex for one person, separate sections are often created and placed under a human resource executive. These sections will typically perform tasks involving training and development, compensation and benefits, staffing, safety and health, and labor relations as depicted in Figure 2.3. Each human resource function may have a manager and staff reporting to the Human Resource vice president works closely with top management in formulating corporate policy. This basic arrangement is the traditional Human Resource model and is used in many, if not most, large organization today (Mondy et al., 2002).

3. RESEARCH METHODOLOGY

Although quantitative data can be identify the extent to which things are, or are not, occurring in organizations. Things are the way they are; therefore, most organizationally focused Human Resource projects include the use of qualitative data. (Anderson,2004)

Qualitative data can be broadly categorized encompassing information in the form of words and language from;

- a) Observation and participation;
- b) One-to-one interviews;
- c) Individual accounts / diaries of events / activities;
- d) Focus groups / group interviews;
- e) Questionnaire.

This study aimed to collect qualitative data from organizations through the use of a structured questionnaire in order to understand the role and contribution of the human resource department to organization success and performance.

A structured questionnaire was utilized to allow comparisons to be more easily made between different organizations. A copy of the questionnaire can be found in the appendix. The questionnaire was prepared in Turkish.

Twenty privately owned organizations were randomly selected within the TRNC and were administered with a questionnaire to be completed by the human resources manager / person responsible for Human Resources. The Human Resource manager was selected

as the respondent because he/she is the person most knowledge about Human Resource related issues. Also, organizations selected for study were from variety of sectors in order to enable the results of the study to be generalized.

Three to four days after the questionnaires had been administered follow up telephone calls were made in order to inquire on whether or not the questionnaires had been completed -unfortunately none of them had been completed. One week later, the second following calls were made but again none of the questionnaires had been completed. This process took place between the dates 5th-17th April 2004.

Due to this "non - response problem" a different data collection approach had to be considered. The approach had to be considered. The approach, which seemed appropriate for this situation was face- to- face interviews. Also face- to- face interviews are the most common form of qualitative data gathering approaches in the majority of projects by Human Resource researchers

Appointments were requested from the Human Resource managers in each organization. Even though appointments had been granted, in some organizations rescheduling was necessary. At the end of this process, which took place between the dates, 20th April-7th May 2004, only - completed questionnaires were obtained . This reflected the difficulty of data collection for academic research in the TRNC environment.

4- RESULTS OF THE STUDY

4 .1 Introduction

As can be seen from the questionnaire (found in the appendix) which was used in the study, the aim was to collect information from organizations about the Human Resource Management activities conducted and the contributions of the Human Resources Department to the organization affecting its performance and success, especially the contributions made as a result of the changes made in organizations due to the changes in the political and economical situation of the TRNC.

The Human Resource Management activities examined were the most basic ones namely recruitment, selection, training and development, and compensation.

The organizations that contributed to the study were as follows;

- 1) Kktcell - telecommunications
- 2) Leman spor -textile sector
- 3) T.Is bank - banking sector
- 4) The Colony Hotel -tourism
- 5) The Kooperatif Milk factory -Food and beverage sector

The respondents from each organization were as follows;

Turkcell - Mr. Sait Erkmen - Asst.HR Manager.

Leman spor - Mr. Aydin Yorganci - Owner, Finance and Marketing manager.

IsBank - Mr. Mustafa Yorulmaz - HR manager

The Colony Hotel - Mr. Fuat Solguner - HR Manager

The Kooperatif - Mr. Fehmi Turkey - HR Manager

4. 2 Turkcell

In Turkcell (KKTCELL). There is a human resource department which consists of 3 personnel

When recruiting, The organization usually uses newspaper advertisements are their main recruitment method. As a result, the pool of recruits that develop are called to the organization for a general preliminary interview conducted by the human resource department.

The aim of these interviews is to judge the general suitability of the recruited person for the vacant position and the organization. In this preliminary interview, general knowledge questions are asked. At the end of this process the "obvious misfits" are eliminated and the remaining applicants are asked to go through employment tests. Applicants that successfully complete the employment tests are notified and sent to the related line manager whom conducts a supervisory interview- an interview that is more technical and job related when compared to the initial / preliminary interview conducted by the human resource department. The most successful applicant(s) are then selected for employment.

The organization stresses the difficulty it faces in the recruitment and selection of technical personnel in the TRNC. In such situations the head office in Turkey usually sends technical personnel from Turkey.

The training activities for normal personnel in the organization tend to be informal on-the-job methods. However, technical personnel receive formal training in that they are either sent to head office Turkey for their training program or to educational institutions. After training a follow-up study is conducted to judge the effectiveness of the training program and learning process.

The organization also gives importance to conducting regular performance appraisals.

Obviously, like many organizations, Turkcell has also developed and are developing strategic plans for their future operations as a result of the changes in the political and economic situation of the TRNC. The most important plan for the organization is the development of a new "roaming system" for the forecasted increase in tourists and businessman expected to travel island. The human resource department plays an important role as a strategic partner in this strategic planning process in this it is carrying out human resource planning- ensuring that the required member and kind of human resources are available at the required time in order to implement organizational plans.

Also, the organization claims that as a result of the elimination of tariffs and embargos, the wage rate of the human resources will increase however this will not reflected in the price of the service offered by the organization. On the country, the organization claims that prices will fall.

4.3 Leman Sports

This organization is a family business consisting of 3 partners (whom are brother). Mr.Aydin Yorganci is the Finance and marketing manager, and is the person who deals with the organization's human resources issues due to there not being a human resource department in the organization.

When recruiting human resources, the organization uses the method of newspaper advertising. Applicants are then put through an interview and their physicals appearance is examined, especially for sales personnel. The organization stresses the importance of such personnel being well presentable and being of good character (honesty and integrity). If technical personnel are being selected, for example, machinist, then they are tested on the relevant machinery and equipment in order to test their capabilities.

The organization has difficulty in recruiting suitable human resources in that the wage rate offered in the private sector being less than the public sector thus people tend to try and find employment, and security, in the public sector.

The organization trains its administrative personnel on the premises, and performance appraisal is conducted for the human resources on an observation basis.

As a result of the changing position of the TRNC, the organization is in the process of contacting its old customers from abroad in order to establish new business agreements and are preparing plans to increase production to service the demands of the increase in the number of tourists expected to visit the island. This organization is a popular stop for many tour tourists.

Due to the expected increase in production, wages rates will increase as well as prices.

Also, the organization feels that they will no longer face so much difficulty in attracting and recruiting new human resources.

4.4 Kooperatif Süt

In the factory there is no human resource department, however, there is one at the head office.

Again, as in the other organizations examined, the recruitment method used is newspaper advertising. When skilled employees are required they are put through an interview and employment test. However, when unskilled employees are required the Department of Employee is contacted and informed of the organizations needs. The C.B. Then sends the required human resources to be employed.

The organization states that they have difficulty in finding qualified administrative and technical human resources because a majority of the educated population tend to seek employment abroad.

Training programs are conducted, However, any informal on-the-job programs, and performance appraisals are implemented.

The organization has strategic plans in order to increase production and bring production up to international standards. This will require a redesigning of the factory.

As a result employee wage rates will increase however the number of employees will decrease due to automation.

Because of the situation of the TRNC the organization believe that less of the university graduates will seek employment abroad this organizations will not face difficulties in recruiting and employing required personnel.

4.5 İş Bankası

The Is Bank has a human resource department situated in the head office, and all branches are connected to the department.

Applicants for employment firstly go through a preliminary interview conducted by the Human Resource department at head office and then an employment test. Successful applicants are then required to go through a second interview.

Because the bank trains and develops its own human resources it doesn't face difficulties in finding qualified personnel. As just mentioned, the bank designs and implements its own training programs. However, if there is a need for more technical training then human resources are sent to certain educational institutes for training.

Performance appraisal is a continues process and human resources are given feedback on their performance every six months. Superior performers are considered for promotion.

The bank states how it is constantly in a state or strategic planning. Especially with the new situation faced by the TRNC the bank is making efforts to improve and develop their services to cope with the increase in imports and exports forecasted.

As a result of increased services to cope with increased demand, the bank forecasts that there will be an increase in wage rates, however, how this will reflect in the price of the bank's services is yet unknown but it is predicted that there will be a decrease in prices.

4.6 The Colony Hotel

The Colony Hotel has a human resource department, which consist of two personnel.

When there is a vacant position in the hotel, that position is first analyzed and information about its requirements are gained from the relevant manager. The hotel firstly tries to fill the position from within, however, if suitable candidates are not present than external recruitment methods are used to attract recruits. The recruits are put through an interview and employment test.

The hotel faces difficulties in attracting personnel, especially administrative and managerial, because even though most applicants are tourism graduates they are inexperienced.

Training programs are designed and implemented within the hotel and performance appraisal is constantly conducted.

As well as this leading to an increase in wage rates, it will also be reflected in the price of the services offered by the hotel.

5. CONCLUSIONS AND DISCUSSION

In modern history, and with the trend of globalization of the world economy, it is increasingly more important to use the human resources. The states that use their human resources more efficiently, are also more successful in economic and social aspects. Every country or organization should aim to use their human resources as efficiently as possible.

Human resource management in the organization specialized function of planning how to obtain employees, oversee their training, evaluate them, and compensate them. Employees are an important component of every business. More and more companies consider employees their most valuable asset, and such attitudes are fueled the rising emphasis on obtaining the people a company needs and then overseeing their training and development, motivation, evaluation, and compensation. This specialized function, formerly referred to as personnel management, is now termed Human Resource Management to reflect the importance of a well - chosen and well managed workforce in achieving company goals.

In the TRNC, the Human Resource departments functions are restricting in the organizations. Departments apply their roles only recruitment, selection and training, it depends on the size of business.

In the TRNC, all organizations have plans for the future. In this point, it is increasingly more important that the Human Resources departments, when the organizations expand their capacity, that the Human Resources department contributed to decision making and preparing strategic future plans and adapting the trend of globalization of the world economy.

Finally, Human Resources department affecting the organizations performance and success, especially the contributions made a result of the changes made in organizations due to the changes in the political and economical situation of the TRNC.

5.2 Limitations of The Study

1. The low response rate makes it difficult to generalize results.
2. The time scale to complete the study also made it difficult to research a larger number of organizations.
3. The unwillingness of organizations to contribute to the study.

The topic selected for study, if analyzed and researched in more detail, should provide results that could be valuable for all organizations and managers in the TRNC.

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7. APPENDIX : Sample Questionnaire

KURUMUN ADI:

TARİH:.....

1) Kurumunuzda bir insan departmanı varmı?

() Var, ise kaç kişi çalışıyor?

() Yok, ise insan kaynakları departmanı görevleriyle
hangi pozisyon ilgileniyor.....

2) Kurumunuzda çalışmak üzere olan adaylarınızı hangi kriterleri
kullanarak seçiyorsunuz ve uyguladığınız bir metod var mı?

.....

3) Kalifiye eleman bulma sıkıntısı çekiyormusunuz?

() Evet

() Hayır

Neden:.....

4) Kurumunuzca işe yeni başlayan takım arkadaşlarınıza eğitim programları

uyguluyormusunuz, uyguluyorsanız programı kendi bünyenizdemi

gerçekleştiriyorsunuz yoksa eğitim kuruluşlarını mı tercih ediyorsunuz?

Ve verdiğiniz eğitimleri performans ölçümü ile test ediyormusunuz?

() Evet

() Hayır

Neden:.....

5) Ülkemize uygulanan amborgaların hafifletilmesi veya kalkması

durumunda şimdiden ileriye dönük bir stratejik rekabet planı geliştirdinizmi?

() Evet

() Hayır

Neden:.....

6) Ülkemize uygulanan amborgaların hafifletilmesi veya kalkması

durumunda, çalışan ücretlerinin artması olasılığıyla bu artışın verdiğiniz hizmetlerin ücretlendirilmesine yansarmı?

() Evet

() Hayır

Neden:.....

7) Ülkemize uygulanan amborgaların hafifletilmesi veya kalkması

durumunda kalifiye eleman bulma sıkıntısı çekiceğinizi düşünüyor musunuz?

() Evet

() Hayır

Neden:.....