

# Human Resources Management Functions of Selected Istanbul Hotels & Implementations of Strategic Human Resources Applications

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**Abstract:**-The following research is an example of Quantitative research intended to measure the functions of the Human Resources department of “Standalone,” owner operated and branded (Franchise-Management contracted) hotels in Istanbul, Turkey. A questionnaire form consisting of 7 sections with a total of 44 questions was sent to 24 hotels; of which half of them were “Standalone”, owner operated and the other half were branded (Franchise-Management operated) hotels located in the central district of Taksim-Talimhane and Şişli province. The hotels were deliberately chosen as owner operated and as franchise/management contracted to identify the level of tasks carried out in different functions of Human Resources department at each property. The answers to the questionnaire were designed as Yes/No; better known as dichotomous questions. “No” and any “Unanswered” questions were marked as zero (0); while all questions answered “Yes” received one (1) point. The answers received were also tested to Cronbach-Alpha and Kuder-Richardson KR-20 to measure the reliability of the questions as well as the consistency of the results within the “Standalone” and “Franchised/Management” groups as well as for the total survey.

**Keywords:**-Strategical Mindset, Innovation, Long-Term Planning, Advisory Role.

## I. QUANTITATIVE RESEARCH

Quantitative research refers to the systematic empirical investigation of any phenomena via statistical, mathematical or computational techniques. Quantitative research develops and employs mathematical models, theories, and hypotheses about an phenomena.

The quantitative research utilizes scientific methods, which include:

- The generation of models, theories, and hypotheses
- The development of instruments and methods for measurement
- Experimental control and manipulation of variables
- Collection of empirical data
- Modelling and analysis of data
- Evaluation of results

### A. Advantages

- Quantitative studies give the researcher capability to measure and examine data.
- Researcher’s goal is to find measurable findings as a result of the research.
- Quantitative studies may be used to check hypotheses in experiments because of its statistics potentials.

### B. Disadvantages

- The main disadvantage of quantitative research is the context of the study or experiment is ignored.
- Quantitative research does not study things in a natural setting or discuss the meaning things have for different people.
- A big sample of the populace needs to be studied for reliability. (Bogdan & Taylor, 1975), (Bryman, 1989)

## II. INTRODUCTION

The survey carried out in 24 hotels in Taksim & Şişli districts of Istanbul was to test the degree of implementations of different functions of the Human Resources and to find out if the HR departments were involved in any strategic plans of the company. The evolution of today’s HR started with companies dealing with timekeeping, payroll, social security and other mandatory issues requested by law. In its first phase, it was more of a Personnel office dealing with limited issues stated above and with some degree of in-house recruitment tasks.

Over the years with technological developments companies became more complex and diverse as they developed. The change in certain areas of production, product & service developments, standards, sales & marketing, finance, tracking of customer needs & feedback regarding satisfaction regarding companies products and services; caused the HR functions to further developed and become more complex. As current management skills and future growth of companies required more professional staff and qualified experts, the role of HR had to shift from a reactive nature to a trend-setting position. Hence, getting involved with each department with guidance and counseling staff by company objectives required a forward-looking, dynamic department.

### III. LITERATURE REVIEW

#### A. Traditional HR vs. Strategic HR

The much talked about the spine of any industry is its human resource management. The growth and simultaneous change in industrial practices, has given rise to the debate on traditional versus Strategic HR. 'Let's go by the book' is the Traditional HR practice while changing the rulebook with each experience is what the Strategic HR does.

When talking regarding control, traditional HR practice exercises strict control over the employees while the Strategic HR exhibits leniency. Traditional HR goes completely through the book while Strategic HR makes use of any control mechanism that is helpful in generating results. Traditional HR is always involved in policy-making procedures or bureaucratic approach while Strategic HR focuses on mingling with the employees for better outputs

With regard to job design, Strategic HR loves to cross train people while Traditional HR believes in specialization. Strategic HR practices teamwork against the individualism promoted by Traditional HR. Strategic HR believes in making each level autonomous reducing the dependency while Traditional HR believes in individual expertise. Traditional HR focuses on people but does not count them as investments. On the contrary is STRATEGIC HR, which understands the value of its employees and believes that if a company invests in retention with the knowledge base, it is bound to hit the rivals hard.

Traditional HR focuses on capital investments made on the employed workforce while Strategic HR asks to invest in employees who can make use of companies' resources to maximize the returns. Both the practices are necessary on their part but owing to the current competitive scenario; Strategic HR scores areslightlyhigh.(RAO, 2012)

#### B. Progress from Personnel Management to Strategic Human Resources

Personnel management took the stage after the II. World War. The development was prominent especially after 1950's where as a result of organizational development the departments and section of companies required trained and professional staff.

Personnel offices gradually started to get involved with record keeping, recruitment, orientation, salary & wages issues as well as safety and compensations of personnel at all levels.(Bingöl, 2016)

#### C. Personnel Management

The effective and efficient day to day management of personnel and staff in a company. The tasks of personnel management involve processes such as recruitment, salary and wages, paid-unpaid leave issues and dealing with unions.(Personel Yönetimi, 2005)

The employees characteristic is concerned with the procurement, improvement, compensation, integration, and upkeep of the employees of a company to contribute toward the accomplishment of that organization's major goals or objectives. Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those operative functions.(Flippo, 1971)

Personnel management is the field of management which has to do with planning, organizing, and controlling various operative activities of procuring, developing, maintaining and utilizing a labor force. Thus, the objectives and interest for which the company has been mounted and attained as effectively and economically as viable, and the goals and interest of all of employees, company and the community is served equally.(Jucius M.J., 1982)

Manpower management effectively describes the processes of planning and directing the application, development, and utilization of human resources in employment.(Dale Yodder, 1970)

Employees administration is a technique of developing the prospects of personnel, so that they are satisfied and provide their exceptional efforts to the employer.(Myres, 1961)

#### D. Definition of Personnel Management & Effective Management of Personnel

Organizational management requires the breakdown of specific departments and sections with their roles and functions. Furthermore, it needs to fulfill the tasks of these departments with most qualified human resources to be able to assist the organization in its purpose of being. The human resources include all personnel regardless of their status or role within the organization. This ongoing process starts with proper recruitment of staff, providing suitable conditions for efficient and effective performance of staff. Instilling mutual trust between company and staff in areas of objectives of both parties, salaries, compensation and other issues such as dealing with union & social security and benefits issues.

In summary, personnel management acts as an intermediary in achieving proper recruitment and providing personnel the tools to work as effective and efficient as possible to achieve organizational goals and objectives.

#### E. Tasks of Personnel Management

In general, these tasks can be agrouped accordingly:

1. Planning and budgeting of human resources,
  2. Recruitment process,
  3. Development and assessment of personnel,
  4. Proper wage & salary structure,
  5. Health & safety issues of personnel,
  6. Industrial/labor relations of personnel
- (Ekodiolog, 2000)

*F. Human Resources Management*

The motive of HRM is to make sure that the personnel of is used in a manner that the employer obtains the greatest feasible gain from their abilities while the personnel is to obtains both material and psychological rewards from work (Graham, 1978)

HRM is an exclusive approach to employment control which seeks to gain competitive benefit via the strategic deployment of an exceptionally dedicated and capable team of workers, using an array of cultural, structural and personnel techniques.(Storey J. , 1995)

HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy.(Buchanan, 2004)

HRM is a strategic method to managing employment relations which emphasizes that leveraging human beings' capabilities is vital to reaching competitive gain, executed via a unique set of integrated employment rules, packages, and practices.(Bratton, 2007)

There seem to be quite number of definitions and traits of HRM it can be visible from the above definitions that HRM is a aggregate of humans-orientated manipulate practices that views personnel as belongings, not costs; and its

essential cause is to create and maintain a skillful and committed personnel to establish a competitive gain.

The useful human resource of a corporation consists of all the efforts, capabilities or abilities of all of the staff working for that organization. A few agencies may additionally call this useful human resource as a team of workers or staff or employees, but the primary meaning remains the same. All individuals who within a company are workers. However, some corporations may additionally name individuals who do manual jobs as 'employees' and describe others who do non-manual work as a workforce. The executives of an employer are alleged to manage its human resource with maximum efficiency so that personnel works properly both at work and also has a meaningful social life outside of work. It is essential to have a proper functioning HR department within the company.(Azteca, 2014)

Human Resources Management (HRM) involves all management decisions and actions that affect the nature of the relationship between the organization and employees – its human resources.(Beer, 1984)

HRM is the management and work of people towards desired ends.(Macky, HR Management, 2008)

HRM is a frame of knowledge and a collection of practices of the organization regarding the management of employee relationships.(Macky, HR, 2008)

<b>PERSONNEL MANAGEMENT</b>	<b>HUMAN RESOURCES MANAGEMENT</b>
Task-focused	Personnel focused
Operational role	Advisory role
Record keeping	Data analysis
Static state of being	Dynamic state of being
Considering the human element as a cost	Considering the human element as an asset
Rules & regulations	Mission, vision and values
Classical management	Management by objectives
Personnel to do the job	Personnel to get the job done with specific objectives
Internal planning	Application of strategical planning

(Personel Yönetimi-İnsan Kaynakları Yönetimi, 2015)

Table 1. Personnel Management ► Human Resources Management

*G. Strategic Human Resources*

There really shouldn't be any mystery about the word strategic in the phrase strategic human resources management.

According to Horace Parker, director of strategic education at the Forest Products Company, a 17,000-person division of Weyerhaeuser in Seattle, Washington, strategic human resources management is about "getting the strategy of the business implemented effectively."

For Bill Reffett, senior vice president of personnel at the Grand Union, a 20,000-person supermarket operation on the East Coast, strategic human resources management means "getting everybody from the top of the human organization to the bottom doing things that make the business successful."

The viewpoints of the academics, although stated in slightly different terms, echo the same themes. A composite definition from this source might include the following:

Strategic human resources is basically controlling integration and variation. Its concern is to make certain that: human resources (HR) control is absolutely integrated with the approach and the strategic needs of the firm; HR rules cover coherently areas from top to bottom and across hierarchies, and HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work. Together, these viewpoints suggest that strategic HR management has many different components, including policies, culture, values, and practices. The various statements also imply what strategic human resources management does, i.e., it links, it integrates, and it coheres across levels in organizations. Implicitly or explicitly, its purpose is to more effectively utilize human resources vis-à-vis the strategic needs of the organization. (Schuler, 2000)

Strategic human resource management (strategic HRM, or SHRM) is an approach to managing human resources that support long-term business goals and outcomes with a strategic framework. The approach focuses on longer-term people issues, matching resources to future needs, and macro-concerns about structure, quality, culture, values, and commitment. (Strategic Human Resources Management, 2017)

SRM is the proactive management of the employees of a company or organization. Strategic human resource management includes typical human resource components such as hiring, discipline, and payroll, and also involves collaboratively working with employees to boost retention, improve the quality of the work experience, and maximize the mutual benefit of employment for both the employee and the employer. (strategic-human-resource management)

Notwithstanding, or in all likelihood directly because of, the crucial position SHRM performs in theories of and attempts to explain, understand, critique and exchange companies and theories of organizational systems and functioning, without a doubt not possible to define SHRM. There is no such component as SHRM because SHRM is not a unitary phenomenon but a group of phenomena. It consists of various phenomena: prescriptions, fashions, theories, and critiques. (Graeme Salaman, 2005)

Strategic HRM is an approach to making choices on the intentions and plans of the enterprise concerning the employment courting and its recruitment, training, improvement, overall performance management, praise and employee members of the family techniques, policies and practices. The key characteristic of strategic HRM is that it is integrated. HR strategies are integrated vertically with the business strategy and horizontally with one another. The HR

strategies developed by a strategic HRM approach are essential components of the organization's business strategy. (Lingham, 2000)

#### *H. Difference between Human Resources Management and Strategic Human Resources Management*

Conventional and strategic human resources models are integrated and evolved from one and other. Many corporations have moved towards the strategic HR version due to its technological software applications in building and maintaining an organization. Strategic human resources management is geared towards developing strategic plans that match the large shape of the business enterprise's plans, while conventional HR management is nearly merely administrative.

- Human resources managers are frequently perceived as people liable for hiring and recruiting employees for open jobs inside an agency or business enterprise. Apart from the hiring and recruiting factor in their task, human assets managers and professionals spend a large amount of time acting administrative obligations which include completing office work for existing and newly hired personnel or training them for their new role and position.
- The number one difference in strategic HR, is that the human resources specialists are identified as the strategic companions of the company. They work with top executives and other management professionals to determine how to excel human resources initiatives within the standard strategic trajectory of the employer. This approach plays a greater role in planning and shaping the work force aligned with company objectives which is far more superior than basic administrative management.
- Conventional HR managers track the acquisition and exit of people from the company. In addition they play a major function in the training and education of the work force as well as the career development plan. Performance evaluations, safety and compliance issues and compensations are also tasks which they are involved with.
- Traditional HR management lacks focus on the overall strategic tasks of the company, while these tasks are mostly controlled by strategic human resources. Human resources policies and approaches revolve around those strategic plans and are developed in reaction to these plans. The conventional human resources department may additionally broaden guidelines in reaction to such plans, however it does not always play an essential function in the making of plans.

<b>KEY FUNCTIONS</b>	<b>PM</b> <b>Partially Involved</b>	<b>HRM</b> <b>Moderately Involved</b>	<b>SHRM</b> <b>Highly Involved</b>
<b>1 - Company Culture</b> <ul style="list-style-type: none"> <li>• Company Philosophy</li> <li>• Vision</li> <li>• Mission</li> <li>• Objectives</li> <li>• Dealing with Change</li> <li>• Media &amp; Press</li> <li>• Social Media</li> </ul>	Limited involvement in developing of Company culture, rather a transient in passing on the values & norms set by Executive Office	Works with top management in establishing company culture and actively takes part in sharing it with employees, guests, & general public	Reviews established values & norms analyses the change in guest demands as well as competitors to readjust. Acts as the main communicator and allows participation form all members of the company
<b>2 - Policy &amp; Guidelines</b> <ul style="list-style-type: none"> <li>• HR Policy-Employee Handbook</li> <li>• Do's &amp; Don'ts</li> <li>• Service &amp; Quality Standards</li> <li>• Job Analysis</li> <li>• Job profiles</li> <li>• Job Description</li> <li>• Standard Operating Policies &amp; Procedures</li> <li>• Labor Management</li> </ul>	Active and major contributor to setting up company policy & guidelines	Active and major contributor to setting up company policy & guidelines	Active and major contributor to setting up company policy & guidelines
<b>3 - Recruitment Process</b> <ul style="list-style-type: none"> <li>• Selection process</li> <li>• Salary Survey</li> <li>• Wages &amp; Salaries</li> <li>• Job Contract</li> <li>• Hiring process</li> <li>• Orientation Company/Departmental</li> </ul>	Active and major contributor to the recruitment process. However, has a general & overall approach to the process	Active and major contributor to therecruitment process. Handles each case individually for different staff and potential members (ad-hoc basis)  A more custom-tailored approach	Active and major contributor to the recruitment process. Handles each case individually for different staff and potential members (ad-hoc basis)  A more custom-tailored approach.  Plans future recruitment needs of the company by being interactive in the workplace through government offices, recruitment agencies,and others

<b>KEY FUNCTIONS</b>	<b>PM</b> <b>Partially Involved</b>	<b>HRM</b> <b>Moderately Involved</b>	<b>SHRM</b> <b>Highly Involved</b>
<b>4 - Remuneration Payroll</b> <ul style="list-style-type: none"> <li>• Legal Procedures &amp; Requirements</li> <li>• Social Security Payments</li> <li>• Deductions &amp; Overtime</li> <li>• Incentive Payments</li> <li>• Bonus Scheme</li> <li>• Other Benefits</li> <li>• Severance Pay</li> <li>• Legal Holidays</li> <li>• Yearly leave schedules</li> <li>• Workmen’s Compensation</li> <li>• Sick Leaves</li> <li>• Retirement Benefits</li> </ul>	Active and major contributor to remuneration process. However, has a general & overall approach to the process	Active and major contributor to remuneration process. Handles each case individually for different staff and potential members (ad-hoc basis)  Implements a more custom tailored approach	Active and major contributor to remuneration process. Handles each case individually for different staff and potential members (ad-hoc basis)  Implements a more custom tailored approach.  Plans future recruitment needs hence, analyzes the changing trends and conditions of each job and its requirements to allure selective & professional people to the company
<b>5 - Training &amp; Education</b> <ul style="list-style-type: none"> <li>• On the Job - Drills</li> <li>• Cross Training</li> <li>• Self-Improvement (Outsourced)</li> <li>• Foreign Languages</li> <li>• Motivation</li> <li>• Leadership</li> <li>• Teamwork</li> <li>• Time Management</li> <li>• Coaching</li> <li>• Counselling</li> </ul>	Passive contributor. Acts on the demands of the Executive Board and upper management regarding Training & Educational needs.  Usually solves the in-house training through Department heads and Outsources the Self-Improvement educations.	Active and major contributor. To all training & educational programs. Prepares a yearly calendar for the purpose.Submits to the approval of the Executive Board and upper management.  Has an Annual budget for the needs of employees at different levels	Active and major contributor. To all training & educational programs. Prepares a yearly calendar for the purpose.Submits to the approval of the Executive Board and upper management.  Has an Annual budget for the needs of employees at different levels. Reports on the progress to the Board on monthly basis
<b>KEY FUNCTIONS</b>	<b>PM</b> <b>Partially Involved</b>	<b>HRM</b> <b>Moderately Involved</b>	<b>SHRM</b> <b>Highly Involved</b>
<b>6- Performance Evaluation</b> <ul style="list-style-type: none"> <li>• Quarterly or Mid-Year Objective Reviews</li> <li>• Internal Promotions / Raise &amp; Rewards</li> <li>• Potential new positions</li> <li>• Career Development Program</li> <li>• Disciplinary Actions Committee</li> <li>• Dismissals</li> <li>• Resignations</li> <li>• Exit interviews</li> <li>• Legal Cases</li> </ul>	Passive contributor. Acts on the demands of the Executive Board and upper management regarding Performance evaluations, Promotions, Career development,etc. Usually applies a general & overall approach to the process  Deals with legal consultants on all disciplinary issues	Active and major contributor to Performance Evaluation process Handles each case individually for different staff and potential members (ad-hoc basis)  Implements a more custom tailored approach  Deals with legal consultants on all disciplinary issues	Active and major contributor to Performance Evaluation process. Handles each case individually for different staff and potential members (ad-hoc basis)  Implements a more custom tailored approach.  Plans future recruitment needs hence, analyzes the changing trends and conditions of each job and

			its requirements to allure selective & professional people to the company. Also deals with legal consultants on all disciplinary issues
<b>7 - Social Projects - Environment-Community</b> <ul style="list-style-type: none"> <li>• Greening Projects</li> <li>• Community projects</li> <li>• Neighborhood Cleaning</li> <li>• Blood Donations</li> <li>• Orphanage/Elderly/Handicapped</li> <li>• Schools/Hospitals</li> </ul>	Limited involvement in developing such projects. Depends largely on the views of the Executive Board and upper management	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events
<b>8 - Employee Events &amp; Gatherings</b> <ul style="list-style-type: none"> <li>• New Year Celebration-Party</li> <li>• Birthdays Celebration's</li> <li>• Employee of the Month Ceremonies</li> <li>• Picnics</li> </ul> <p>Sports &amp; Tournaments</p>	Moderate involvement in developing such projects. Depends largely on the views of the Executive Board and upper management	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events	Proposes to top management in establishing such projects on behalf of the company. Actively forms committees and motivates employees to take part in these events. Creates and enforces such activities part of company culture
<b>KEY FUNCTIONS</b>	<b>PM Partially Involved</b>	<b>HRM Moderately Involved</b>	<b>SHRM Highly Involved</b>
<b>9 - Trade Unions Employer Representation (HRM)</b> <ul style="list-style-type: none"> <li>• Employee Representatives</li> <li>• Grievances/Conflict Handling</li> <li>• Arbitrators</li> </ul>	Active and major contributor in Union affairs (Where Applicable)  The Unions are no longer active organizations in the Hospitality Industry in Turkey	Active and major contributor in Union affairs (Where Applicable)  The Unions are no longer active organizations in the Hospitality Industry in Turkey	Active and major contributor in Union affairs (Where Applicable)  The Unions are no longer active organizations in the Hospitality Industry in Turkey
<b>10 - Job Health &amp; Safety - Security</b> <ul style="list-style-type: none"> <li>• Chemicals</li> <li>• Explosive material</li> <li>• Electrical Equipment</li> <li>• Pressurized Equipment</li> <li>• Pools</li> <li>• Fire Safety</li> <li>• Hygiene &amp; Sanitation</li> <li>• Personal Health</li> </ul>	Active and major contributor to Job Health & Safety - Security  Prepares in-house and outsourced training& educational programs	Active and major contributor to Job Health & Safety - Security  Prepares in-house and outsourced training& educational programs	Active and major contributor to Job Health & Safety - Security  Prepares in-house and outsourced training& educational programs

Table 2: Personnel Management ► Human Resources Management ► Strategic Human Resources Management

**IV. MEASUREMENT TOOLS**

Reliability Calculator, created by Del Siegle (del.siegle@uconn.edu) for EPSY 5601

Test result of “Standalone properties”(12 participants)

Cronbach's Alpha 0.747360902 Split-Half (odd-even) Correlation 0.787277898

Split-Half with Spearman-Brown Adjustment 0.88097984

KR20 Test (use only 0 and 1 to enter data for this) 0.747360902

Test result of “Franchised & Management Contracted properties”(12 participants)

Cronbach's Alpha 0.786912379

Split-Half (odd-even) Correlation 0.871462034

Split-Half with Spearman-Brown Adjustment 0.931316819

KR20 Test (use only 0 and 1 to enter data for this) 0.786912379

Test result of complete survey (44 participants)

Cronbach's Alpha 0.768594176

Split-Half (odd-even) Correlation 0.802436792

Split-Half with Spearman-Brown Adjustment 0.890391048

KR20 (use only 0 and 1 to enter data for this) 0.768594176

### V. FINDINGS

The questionnaire was prepared in seven sections consisting of; general questions, recruitment, training & development, employee relations, safety, compensation & benefits and compliance. The hypotheses were to test the level of performance of HR offices in selected properties. Results regarding the degree of implementation would clarify the hotels which function more like a personnel office rather than an HR department and the degree of implementation of strategic human resources practices. Specifically, most of the questions in the general questions section were asked to reveal if there were any strategic tasks, programs, reviews where HR had an input in the management of the hotel and its future objectives.

APPENDIX 3				HR – SURVEY – FRANCHISE & MANAGEMENT			
HR – SURVEY – STANDALONE				HR – SURVEY – FRANCHISE & MANAGEMENT			
	QUESTIONNAIRE FORM	NO	YES		QUESTIONNAIRE FORM	NO	YES
<b>A</b>	GENERAL QUESTIONS	0,88	<b>0,12</b>	<b>A</b>	GENERAL QUESTIONS	0,25	<b>0,75</b>
<b>B</b>	RECRUITMENT	0,50	<b>0,50</b>	<b>B</b>	RECRUITMENT	0,33	<b>0,67</b>
<b>C</b>	TRAINING & DEVELOPMENT	0,83	<b>0,17</b>	<b>C</b>	TRAINING & DEVELOPMENT	<b>0</b>	<b>100</b>
<b>D</b>	EMPLOYEE RELATIONS	0,67	<b>0,33</b>	<b>D</b>	EMPLOYEE RELATIONS	0,16	<b>0,84</b>
<b>E</b>	SAFETY	0,17	<b>0,83</b>	<b>E</b>	SAFETY	0,16	<b>0,84</b>
<b>F</b>	COMPENSATION & BENEFITS	0,66	<b>0,33</b>	<b>F</b>	COMPENSATION & BENEFITS	0,33	<b>0,67</b>
<b>G</b>	COMPLIANCE	33,0	<b>0,66</b>	<b>G</b>	COMPLIANCE	0,0	<b>100</b>
	<b>SURVEY TOTAL</b>	26	18		<b>SURVEY TOTAL</b>	8	36
		<b>0,59</b>	<b>0,41</b>			<b>0,18</b>	<b>0,82</b>

Table 3: The Percentage of Sectional Results can Be Seen in Appendix 3

Overall results of the survey indicated that Standalone properties performed %41 of the tasks stated in the questionnaire. Thus they functioned more as a Personnel Office as opposed to a more full-fledged HR department. While the Franchised and Management operated properties performed %82 of the tasks stated in the questionnaire thus functioning more like an HR Office within the company.

### VI. CONCLUSION

Research indicates that a typical set up of an HR department in owner operated, stand-alone properties usually perform Personnel related issues such as timekeeping, payroll, social security and other mandatory record keeping tasks requested by the government.

While the majority of the franchised and management operated companies have regular Human Resources departments dealing with; Recruitment, Training & Development, Performance Evaluations, Safety, Compensation & Benefits, Compliance and Employee Relations.



Areas above mainly involve administrative tasks and are not future focused. The new role of HR should be dynamic and future looking as opposed to stagnant and solely limited to administrative issues.

Strategic issues about product & service development, revenue generation, industry surveys, competition checks, cost containment, financial goals and budgetary objectives, a better understanding of the human element as well as companies' future objectives are the core values of the company. These areas need strategic goals and objectives to be attained with a specific plan. Furthermore, the plan has to be shared across the board and monitored departmentally on a daily basis. The plan, its results must be shared with all employees across the board regardless of rank or seniority. Understanding and proper implementation of these values by each employee will bring success to the company. The results of the survey indicate that Standalone properties perform %43 of the tasks indicated in the questionnaire. Thus they function more as Personnel Offices as opposed to a more full-fledged HR department. While the Franchised and Management operated properties perform %82 of the tasks indicated in the questionnaire thus functioning more like an HR Office within the company.

The main issues identified by the research was that Strategic HR involvement in multinational chain properties was at a greater advantage over the standalone properties as they had already developed policies & programs regarding company objectives and shared the implementation of specific targets in training and development of personnel as well as within their career advancement programs.

For the sake of the research, a bigger sample of hotels nation-wide need to be studied for reliability.

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## APPENDIX

<b>HR – SURVEY – STANDALONE – APPENDIX 1</b>				
	<b>QUESTIONNAIRE FORM</b>	NO	YES	Total
<b>A</b>	<b>GENERAL QUESTIONS</b>			
1	Is the total amount of employees in the HR department less than 3			
2	Is there a company Vision-Mission Statement			
3	Are the objectives tied to company philosophy			
4	Are the policy procedures produced in-house, property of your company			
5	Do you have departmental SOP's			
6	Do you attend financial & sales meetings (budget, forecast etc.,)			
7	Do you prepare monthly forecasts			
8	Do you handle schedules on daily and weekly intervals			
		0,88	0,12	100
<b>B</b>	<b>RECRUITMENT</b>			
9	Is the hiring process handled in-house			
10	Do you conduct personality & psychology tests on candidates			
11	Do you conduct salary scale research			
12	Do you conduct employee orientation programs			
13	Do you source candidates from on-line			
14	Is the rate of employee turn-over high in the departments			
		0,50	0,50	100
<b>C</b>	<b>TRAINING &amp; DEVELOPMENT</b>			
15	Do you have an in-house training department?			
16	Do you employ a Training Manager?			
17	Do you have an on-line training program?			
18	Do you provide personal development sessions for employees?			
19	Do you conduct monthly departmental trainings?			
20	Is there a designated monetary reward for employees?			
		0,83	0,17	100
<b>D</b>	<b>EMPLOYEE RELATIONS</b>			
21	Do you conduct employee opinion surveys?			
22	Do you conduct exit interviews?			
23	Do you have voluntary work groups in the hotel?			
24	Do you conduct employee of the month ceremonies?			
25	Do you celebrate employee birthdays?			
26	Do you plan routine staff activities (picnic, sports, entertainment etc.)?			
		0,67	0,33	100

<b>HR – SURVEY – STANDALONE – APPENDIX 1</b>			
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<b>E</b>	<b>SAFETY</b>			
27	Is there an emergency action plan in the hotel covering guests & staff?			
28	Do you provide training & proper tools-outfit for high risk jobs?			
29	Is there a fire & safety team in the hotel?			
30	Do you execute fire & safety drills every 3 months			
31	Is routine inspection carried for elevators, generator, steam-gas & electrical machinery and supplies?			
32	Do you have an in-house doctor-nurse? & agreement with a hospital?			
		0,17	<b>0,83</b>	100
<b>F</b>	<b>COMPENSATION &amp; BENEFITS</b>			
33	Do you process the payroll?			
34	Do you provide a private independent retirement program? (BES)			
35	Do you provide a private health insurance package?			
36	Do you automatically carry out yearly wage adjustments?			
37	Is there an established incentive scheme-bonus plan in your company?			
38	Is the comp & benefits tied to budget and objectives			
		0.66	<b>0,33</b>	100
<b>G</b>	<b>COMPLIANCE</b>			
39	Are you a fair & equal opportunity employer?			
40	Do you have a contracted labor attorney or a consultant?			
41	Do you provide reasonable areas for staff changing rooms, restrooms, break areas and cafeteria?			
42	Do you have energy consumption & green practices in implementation?			
43	Do you safe working conditions in the work place?			
44	Does management understand & apply mandatory compliance issues			
		33.0	<b>0.66</b>	100
	<b>SURVEY TOTAL</b>	26	18	44
		<b>0,59</b>	<b>0,41</b>	<b>100</b>

<b>HR – SURVEY – FRANCHISE &amp; MANAGEMENT – APPENDIX 2</b>				
<b>QUESTIONNAIRE FORM</b>		<b>NO</b>	<b>YES</b>	<b>Total</b>
<b>A</b>	<b>GENERAL QUESTIONS</b>			
1	Is the total amount of employees in the HR department less than 4			
2	Is there a company Vision-Mission Statement			
3	Are the objectives tied to company philosophy			
4	Are the policy procedures produced in-house, property of your company			
5	Do you have departmental SOP's			
6	Do you attend financial & sales meetings (budget, forecast etc.,)			
7	Do you prepare monthly forecasts			
8	Do you handle schedules on daily and weekly intervals			
		0,25	<b>0,75</b>	100
<b>B</b>	<b>RECRUITMENT</b>			
9	Is the hiring process handled in-house			
10	Do you conduct personality & psychology tests on candidates			
11	Do you conduct salary scale research			
12	Do you conduct employee orientation programs			
13	Do you source candidates from on-line			
14	Is the rate of employee turn-over high in the departments			
		0,33	<b>0,67</b>	100
<b>C</b>	<b>TRAINING &amp; DEVELOPMENT</b>			
15	Do you have an in-house training department?			
16	Do you employ a Training Manager?			
17	<b>Do you have an on-line training program?</b>			
18	Do you provide personal development sessions for employees?			
19	Do you conduct monthly departmental trainings?			
20	Is there a designated monetary reward for employees?			
		0	100	100
<b>D</b>	<b>EMPLOYEE RELATIONS</b>			
21	Do you conduct employee opinion surveys?			
22	Do you conduct exit interviews?			
23	Do you have voluntary work groups in the hotel?			
24	Do you conduct employee of the month ceremonies?			
25	Do you celebrate employee birthdays?			
26	Do you plan routine staff activities (picnic, sports, entertainment etc.)?			
		0.16	<b>0.84</b>	100

**HR – SURVEY – FRANCHISE & MANAGEMENT – APPENDIX 2**

<b>HR – SURVEY – FRANCHISE &amp; MANAGEMENT – APPENDIX 2</b>				
<b>E</b>	<b>SAFETY</b>			
27	Is there an emergency action plan in the hotel covering guests & staff?			
28	Do you provide training & proper tools-outfit for high risk jobs?			
29	Is there a fire & safety team in the hotel?			
30	Do you execute fire & safety drills every 3 months			
31	Is routine inspection carried for elevators, generator, steam-gas & electrical machinery and supplies?			
32	Do you have an in-house doctor-nurse? & agreement with a hospital?			
		0,16	<b>0,84</b>	100
<b>F</b>	<b>COMPENSATION &amp; BENEFITS</b>			
33	Do you process the payroll?			
34	Do you provide a private independent retirement program? (BES)			
35	Do you provide a private health insurance package?			
36	Do you automatically carry out yearly wage adjustments?			
37	Is there an established incentive scheme-bonus plan in your company?			
38	Does management understand & apply mandatory compliance issues			
		0,33	<b>0,67</b>	100
<b>G</b>	<b>COMPLIANCE</b>			
39	Are you a fair & equal opportunity employer?			
40	Do you have a contracted labor attorney or a consultant?			
41	Do you provide reasonable areas for staff changing rooms, restrooms, break areas and cafeteria?			
42	Do you have energy consumption & green practices in implementation?			
43	Do you safe working conditions in the work place?			
44	Does management understand & apply mandatory compliance issues			
		0.0	<b>100</b>	100
	<b>SURVEY TOTAL</b>	8	36	44
		<b>0,18</b>	<b>0,82</b>	<b>100</b>