



A Study on the Evaluation of Developments in the Field of HRM within the Scope of Organization Theories

İKY Alanındaki Gelişmelerin Örgüt Kuramları Kapsamında Değerlendirilmesine Yönelik Bir Çalışma

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Abstract

In order to compel the limits of other production factors in competitive environment, there is a need for the full use of the potential of human resources and the use of human creative intelligence and talents. In this case, the organization should be able to develop a holistic understanding or culture to understand, interpret, develop and manage multifaceted, variable, complex, and diverse human behaviors. This understanding includes the human resources approach. It is seen that the evolution in human management passes through the stages of personnel management, human resources management (HRM), and strategic HRM, respectively. It is observed that various approaches in organizational theories are also effective in this development. The aim of this study is to examine the developments in the field of HRM in light of the developments in organizational theories. Organizational theories also evolved over time. In this respect, the pioneers of each approach will be discussed and their effects on the development of HRM will be examined. It is aimed to contribute to the field literature with this study since organizational theories and the discipline of HRM have been studied separately so far and there is a lack of study in the literature for comparative consideration of these subjects.

Anahtar Kelimeler: Scientific management approach, neoclassical organization theory, modern organization theory, human resources management

Makale Türü: Review

Öz

Günümüzün rekabetçi ortamında şirketler için örgütsel hedeflerin başarılmasında ve örgütün başarıya ulaşmasında insan kaynaklarının önemi açıktır. Ancak insanın bir kaynak olarak öneminin anlaşılması hemen olmamış ve örgütsel süreçte bazı aşamalardan geçilerek bugünkü algı ve anlayışa ulaşılmıştır. İnsan yönetimindeki örgütsel gelişimin, personel yönetimi, insan kaynakları yönetimi ve stratejik insan kaynakları yönetimi aşamalarından geçtiği gözlenmektedir. Örgüt kuramları içerisinde çeşitli yönetsel yaklaşımlar olduğu ve bu yönetsel yaklaşımların İKY gelişiminde etkili olduğu görülmektedir. Çalışmanın amacı, insan kaynakları yönetimi alanındaki gelişmeleri, örgüt kuramlarındaki gelişmeler ışığında incelemektir. Bu açıdan her bir yaklaşımın öncüleri ele alınarak insan kaynakları yönetiminin gelişmesine etkilerinin incelenmesine çalışılacaktır. Öncelikle örgüt ve insan kaynakları yönetimi arasındaki ilişki incelenerek personel yönetiminden insan kaynakları yönetimine geçiş süreci ve insan kaynakları yönetiminin stratejik insan kaynaklarına nasıl evrildiği ele alınacaktır. Örgütlerin benimsediği yönetim felsefesi ile insan kaynakları uygulamaları arasında ilişki bulunmaktadır. Söz konusu ilişki göz önünde bulundurularak yönetsel düşüncenin izlediği süreç dâhilinde örgüt kuramlarındaki gelişmelerin insan kaynakları yönetimi disiplinine ve örgütlerin insan kaynakları pratiklerine nasıl yansıdığı analiz edilmeye

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çalışılacaktır. Literatürde örgüt kuramlarını ele alan çalışmalar mevcuttur. İnsan kaynakları yönetimine ilişkin de yazılmış çok sayıda kaynak vardır. Ancak bu iki konunun karşılaştırmalı olarak birlikte ele alındığı yeterince çalışma olmamasından yola çıkılarak söz konusu çalışma ile alan yazınına katkı sağlanması amaçlanmıştır.

Keywords: Bilimsel yönetim akımı, neoklasik örgüt kuramı, modern örgüt kuramı, insan kaynakları yönetimi

Paper Type: Derleme

Introduction

Organizations are systems that are formed as the result of the planned coordination of group or individual activities for the realization of a common purpose. Management, on the other hand, is defined as the process of realizing the common goal within the organization. The main element of both the organization and the management is the human factor. One of the most important duties of organizational managers is the management of human resources (Can et al., 2001, pp. 4-5). Human resources (HR) in an organization refers to “human factors that are outside of the capital and natural resources and include all employees of the organization, from the lowest level worker to the highest-level manager” (Mucuk, 2016, p. 313).

The ‘human factor’ which was considered a cost or input item for employers in the first years of industrialization did not receive the necessary importance and appreciation but started to be accepted as a valuable resource for the organization following the developments in production technologies and as a result of the awareness of organizations which aim to provide a competitive advantage. The perception of human added value has changed over time. As a matter of fact, in today’s information societies, employees who think that they are not cared enough or their needs and expectations are not adequately met by the organization, may exhibit negative attitudes and behaviors toward the management, which in turn has a negative impact on the overall success of the organization. It is natural for organizations that understand the importance of human resources to aim to use and manage this resource in the most effective way to obtain maximum benefit from their employees. At the same time, a change in perception towards human resources has taken place in organizations with prominent issues such as expanding this resource, diversifying it, equipping it with different abilities and skills, educating and motivating this resource, and harmonizing the needs and expectations of the employees with the goals and plans of the organization and attributing strategic value to the employees.

This study aimed to examine the development stages in HRM in the context of their interaction with organizational theories. The subject has been prepared and presented under the title of two chapters. In the first part, the relationship between organization-management-HRM and the transition from personnel management approach to HRM are examined and the strategic aspect of HRM is emphasized. In the second chapter, the development of HRM and the point it has reached today are under discussion within the scope of its interaction with organizational theories. In the last section, a general assessment is presented.

1. Organization-Management-HRM Relationship and the Evolution of HRM

The most important task of management is to motivate people for joint performance, to make their strengths more effective, and to downplay their weaknesses. This is the reason why management is the determining and critical factor in the organizational structure (Drucker, 2000, p. 232). Human resources management (HRM) is one of the most important products of

management in recent years (Orhan, 2010, p. 273). The HRM department is an organizational unit that takes decisions to regulate the relations of the organization with employees and the relations of employees with each other. It includes managerial practices and decisions on employee selection, training, rewarding, regulation of relations between employees, and similar issues (Barutçugil, 2004, pp. 32-33).

HRM is a discipline that includes applications for people in organizations and has a wide field of study. Since the birth of management thought, all kinds of developments and changes towards work-life and people have affected the scope of HRM practices (Demirkaya, 2006a, p. 2).

Management is the sum of efforts and activities aimed at ensuring the cooperation of people to achieve organizational goals. In other words, management is the process of achieving goals through others (Tosun, 1984, p. 5). Therefore, with the emergence of management, it is possible to see examples of HR processes and practices (Demirkaya, 2006b, p. 2).

The transition to a knowledge-based society has led to the restructuring of the labor market. Accordingly, in order for an organization to gain a competitive advantage, it has become a must to have human skills that cannot be replicated (Göksel & Baytekin, 2008, pp. 81-96). An effective working individual creates added-value for the organization, thus organizations become stronger, and ultimately the individual values of the employees rise even more (Baltaş, 2005, p. 222). The way to have individuals who create value is possible by ensuring that their needs are satisfied (İnce, 2005, p. 330).

In today's business world, the increase in capital and investments or the developments in technology will not carry organizations to a higher level unless human resources are paid attention. Factors of production such as technology, natural resources, and capital do not make sense on their own. The element that makes these inputs meaningful is the human factor. HR units in businesses are the units that operate to maximize the efficiency that can be obtained from this resource (Kaya & Kesen, 2014, p. 98). HRM has a dual function, which is defined as both ensuring the realization of organizational goals by using human resources effectively and meeting the expectations of employees from the organization (Filizöz, 2003, p. 162). It is possible that the decisions taken by the HR department also concern other department managers and the effects of these decisions spread to the whole organization (Palmer and Winters, 1993, p. 25).

The first HR department was founded in 1920, marking the beginning of HR functions approximately 90 years ago. Since that time, this discipline has continuously advanced and developed. Over the years, HR's roles have expanded beyond record keeping to participation as a strategic partner. The industrial revolution marked the beginning of HR transformation. The practices employed to manage the workforce were influenced by the industrial revolution. It was around this period that HR theories began to emerge. As a result of increased production, the workforce increased, necessitating the adoption of additional new regulations by managers to control the workplace (Oswal & Narayanappa, 2015, p. 22).

The personnel function, which was the forerunner of HRM, performed a "caretaker function" in the early 20th century and before World War II by keeping clerical records of employee information. The dominant management theory at the time was known as "scientific management." Because there were so little government impacts on labor relations at this time in history, it was up to the business owners to decide on employment terms, practices, and circumstances. As a result, violations like child labor and hazardous working conditions were widespread. Some firms create labor welfare and administration divisions to protect the rights of employees by keeping track of payroll, hours worked, and health and safety records (Thite et al., 2012, p. 8).

As the transition from the classical management approach to the modern management approach, the human factor began to turn into an important capital factor, and thus the attention

was focused on the employees (Önelge, 2007, p. 31). Performance can be expressed as a quantitative and qualitative expression of whether it has reached a certain goal or how much it has been achieved for the individual, the group, and the organization (Tinaz, 1999, p. 389). It is possible to express performance as “quality of labor” in terms of human resources (Önelge, 2007, p. 31).

HRM has a significant impact on organizational performance. As a matter of fact, the effectiveness of HR policies in an organization is important for the decrease in production costs, increase in business performance (Bhattacharya et al., 2005, p. 624; Marangoz & Biber, 2007, p. 202) and increase in competitiveness, achieving organizational goals faster and for the longer survival in uncertain environmental conditions (Cho, 2004, p. 9).

The evolution in human management has passed through the stages of ‘personnel management (PM)’, ‘human resources management’, and ‘strategic human resources management (SHRM)’, respectively (Yüksel, 1997, p. 32). Personnel management in the 1920s (in the USA) was largely concerned with technical issues such as recruiting, evaluating, training, and paying wages and benefits and constituted the majority of the personnel function in most organizations (Chukwunonso, 2013). The evolution of the personnel function was significantly influenced by the mobilization and use of labor during the war. Managers realized that a firm’s profitability was significantly impacted by staff motivation and productivity. After the war, the human relations movement stressed that motivation for workers came from a variety of social and psychological variables, such as getting praise for a job well done or conforming to workplace standards, in addition to financial rewards (Thite et al., 2012, p. 8). The term “human resource” began to appear in the academic literature with the studies carried out in the field of industrial relations and economics, in the late 1950s (Kaufman, 2002, p. 964).

Western companies that faced the transition from a supply economy to a demand economy in the 1950s and 1960s had begun to give importance to the competitiveness of organizations and their outwardly sensitive organizational structures. Organizations have taken the path of product equality and personalization of the product according to consumer demands in order to respond to different market demands. Therefore, open systems and contingency approaches have dominated the management literature, and it has begun to be accepted that ‘the best’ changes from situation to situation (Güçlü, 2003, p. 65).

With the emergence of modern organizational theories, the process of PM and industrial relations have changed; within the framework of the systems approach, the issues of individual-organization harmony, the harmony of the organization with the environment, and the ability to change have come to the fore and are seen as conditions for success. With the developments in organizational theory, the ‘personnel management’ approach has begun to evolve into the ‘human resources management’ process (Demirkaya, 2006a, p. 8).

Between 1963 and 1980, during the social issues era, the number of labor laws in the United States increased dramatically. These laws governed different aspects of the employment relationship. As a result, the personnel department was given the extra task of complying with laws, which necessitated gathering, analyzing, and reporting vast amounts of data to statutory authorities (Thite et al., 2012, p. 10). PM was acknowledged as a crucial organizational activity and a stand-alone theory in the study of management and organizations by the end of the 1970s (Carberry & Cross, 2019, p. 4). Around this time, human resources departments started to replace personnel departments, and the field of HRM emerged (Thite et al., 2012, p. 10).

By the 1980s, a second shift from a hard HRM strategy to a softer HRM strategy started to emerge. The hard approach put a strong emphasis on business performance and strategic fit. On the other hand, the soft approach focused mostly on how human resources affected the organization’s internal and external stakeholders. Contrasting strategies caused HRM to evolve from calculated actions intended to use resources effectively and efficiently to management choices that valued both the employer and the employee (Richman, 2015, p. 123).

When personnel textbooks, journals, academic courses, professional organizations, and organizational departments began to gradually change their names to ‘human resources management’, there were the claims that HRM was not radically different from personnel management, instead, the new title was just simply seen as more prestigious and up-to-date (Strauss, 2001, p. 878).

This transformation is also reflected in the field of vocational education. In the early 1980s, HRM began to be taught as a course, and human resources departments were established in businesses. At first, it is difficult to argue that these departments carried out real human resources activities since the conversion to human resources was initially just a change of signboard. In order to realize a structuring in accordance with the human resources philosophy in an organization, the HR manager should be directly subordinate to the top manager, HR should be the general subject of senior management meetings, HR should be taken into account when making strategic decisions, HR should be evaluated well and their weaknesses should be strengthened and strengths should be fully exploited and investing in the people recruited, keeping the training and development budget in high amounts should be provided by the organization (Demirkaya, 2006b, pp. 7-8). This shift in perception was caused by a variety of circumstances. Due to the 1980s recession, which resulted in high employment rates, fierce competition in the market—especially from Japan—and other factors, an emphasis on productivity and quality came to be recognized as characteristics of cutting-edge businesses. Traditional manufacturing industries experienced a collapse, while the service sector has grown significantly and the knowledge worker has emerged (Carberry & Cross, 2019, p. 3).

U.S. and other multinational companies have intensified their attention on cost reduction through automation and other productivity enhancement techniques in response to greater competition from emerging European and Asian economies. In terms of HRM, the expanding administrative burden made it more important than ever to comply with an increasing number of legal regulations, while the general functional emphasis switched from managing employees to encouraging employee growth and involvement. The HR departments were under pressure to use technology that was becoming more affordable and potent in order to increase effectiveness and efficiency in service delivery through cost savings and value-added services (Thite et al, 2012, p. 11).

With technological innovations, changes in production and management models, globalization, and increasing international competition (Bayat, 2008, p. 73), HRM has begun to be seen as strategically important and this understanding has paved the way for participation in senior management; it has made itself a voice in the formation of organizational decisions and policies (Demirkaya, 2006b, p. 9).

In the historical process, there has been a transition from a management approach in which employees are expected to do the work that is assigned to them and the employees are considered ineffective, to a different management perception that accepts employees and customers as strategic partners. This differentiation of perception clearly reveals the process experienced in the transition from the PM approach to HRM (İnce, 2005, p. 327).

Today, HRM evaluates the human factor as an entity that has needs and provides added value to the organization as long as he/she is satisfied in response to the personnel management’s attitude that sees people as ordinary production staff (Tunçer, 2012, p. 206). In strategic HRM, the HR unit makes suggestions to the top management regarding the compatibility between its opportunities in human resources and the goals and plans of the organization, develops and implements behavior-influencing (rewarding and performance evaluation) systems in order to ensure that the personnel behave in the desired manner and assumes a consultancy role between the employer and the employee (Uyargil & Dündar, 1997, pp. 24,25).

The relations between HRM and organizational strategy started to be discussed at the beginning of the 1990s (Ayyıldız Ünnü & Keçecioglu, 2009, p. 1172), and some factors were

noted in the transition to the ‘strategic’ management of human resources. First, strategic management of human resources focuses on organizational performance rather than individual performance. Second, it emphasizes the role of HRM systems as solutions to business problems rather than individual HRM practices (Becker & Huselid, 2006, p. 899).

Therefore, it is possible to define SHRM as planning human resources activities to achieve organizational goals. This definition emphasizes the connection between human resources practices and the strategic management process of the organization (Wright & McMahan, 1992, p. 298).

It is emphasized that SHRM is largely about compliance and integration. Particular emphasis is placed on: (1) HRM is fully integrated with the strategy and strategic needs of the business; (2) HR policies should be compatible with both policy areas and hierarchies; (3) HR practices are accepted and used by line managers and employees as part of their daily work (Schuler, 1992, p. 18).

The value given to the strategic aspect of HR in organizations is associated with the quality phenomenon (Demirkaya, 2006b, p. 8). With the emergence of total quality management, HR has gained even more importance. Because total quality management, which focuses on the unconditional satisfaction of customer needs and expectations, can only be achieved if all employees fulfill the obligations expected of them (DİSK Genel-İş, 2000, p. 13). For this reason, HR has gained strategic importance and other motivators (motivation, job enrichment, job enlargement, autonomous working groups, etc.) have begun to be used in addition to material elements in order to motivate the workforce more towards success (Demirkaya, 2006b, p. 8).

To better understand the stages in HRM processes, the table below summarizes the milestones in the history, evolution, and development of HRM,

Table 1. Milestones in the history, evolution, and development of HRM.

| Period | Time | HR factors and characteristics |
|---------------|-------------|--|
| Pre-World War | 1700-1900 | The advent of scientific management theory as the dominant management philosophy at the time, the beginning of the industrial revolution that resulted in the displacement of small industries by large factories, the growth of a sizable workforce brought on by immigration, the introduction of personnel functions primarily for keeping workers’ records, the rise of middle-level supervisors, the greatest level of worker exploitation, the rise of child labor, the widening of the gap between workers and supervisors, and poor working conditions, emergence of labor unions to |

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|-------------------|-----------|---|
| | | fight for workers' rights; broadening of personnel duties to encompass administration and welfare, particularly in the UK and the USA. |
| | 1920-1930 | The Hawthorne research has led to an increase in motivational techniques as well as attempts to improve employee satisfaction through improved payment and favorable working conditions. |
| Post-World War II | 1945-1960 | The human relations movement influenced the management philosophy of the era, placing a strong emphasis on employee productivity through various motivational techniques, welfare concerns, the emergence of job descriptions that improved recruitment and selection, the emergence of compensation and evaluation strategies, the official recognition of trade unions in various countries, primarily in the UK and the USA, the introduction of computer technology and its application for record-keeping, the development of job analysis, the growth of the personnel function including hiring, training labor relations, benefits, and government relations; advancements in computer technology for accounts, payroll, and inventory. |
| Social Issues Era | 1963-1980 | The civil rights movement influenced management thought at the time, HRM replaced personnel management, and the HR |

function was increasingly computerized, increasing trade unionism for better working conditions, which also resulted in the adoption of a number of laws regarding retirement benefits, occupational health and safety, and tax regulation, the emergence of employee involvement in management decision-making, and an increase in employee empowerment.

| | | |
|-------------------------------|------------------|--|
| Cost-Effectiveness Era | 1980-early 1990s | Increased use of automation in the workplace to increase productivity; a shift away from employee administration toward employee involvement and development, a focus on efficiency and effectiveness through the help of technology; the emergence of hard and soft HR approaches. The question of whether an employee is a wasteful expense to be reduced or removed or a crucial resource to be developed, is under debate. |
| Technological Advancement Era | 1990-Present | This period is characterized by globalization, enormous technological advancements, and focus on efficiency. All industries are characterized by fierce competition, the emergence of SHRM, talent management, balanced scorecard approach, the influence of mass media, ethics, green economy, e-HR, e-training, e-recruitment, work life balance etc. |

Kaynak: Rotich, 2015.

2. The Developments in HRM within the Scope of Organizational Theories

Organizational structure, functions and operations, information systems that examine the group behaviors and individual behaviors in the organization are expressed as organizational theories. Depending on industrialization, organizational theories have followed three stages of development. Classical, neoclassical, and modern organizational theories (Yang et al, 2013, p. 4470). It is obvious to see that the different managerial approaches included in organizational theories affect the evolution of HRM (Yüksel, 2000, p. 11).

The industrial revolution in late nineteenth-century England is where HRM first emerged. The growth of the factory system was facilitated by the introduction of steam power, the manufacture of iron, and new machine-based manufacturing techniques. Men, women, and children had to work in dreadful conditions in the factories. However, some firms made improvements to the working environment for their staff. Some employers have religious motivations, but others are aware of the link between employee welfare and the level of production in their enterprises. This initial stage of HRM signified a change in how management saw companies and gave rise to various HRM practices, such as adhering to safe and healthy laws or offering benefits to employees like sick pay and pensions. It is shown that there is a connection between employee benefits and productivity, which remains a key issue in HRM today (Carberry & Cross, 2019, p. 3).

2.1. Classical Organization Theory and Personnel Management

Classical organizational theories emphasize that organizational characteristics are impersonal and rational, and the organizational structure focuses on the basic principles and basic management functions of organizations. Classical organizational theories are the philosophies based on the economic-human hypothesis from the perspective of the human-machine relationship, and in the theory in question, the metaphors of organization and people are ‘machines’ and ‘gears/screws’. People have turned into machines rather than human beings and have lost their initiative in work (Yang et al., 2013, p. 4471).

2.1.1. Scientific Management Approach

Increasing production costs in this century have led organizations to find solutions to increase productivity, and with the work of F. Taylor and his followers, significant developments have been made in work-related methods (Can et al., 2001, pp. 8-9).

With the concept of scientific management, Taylor aimed and defended the transition from a management approach based on personal experience, thought or estimation to a management approach based on scientific facts. By determining the best way to do the job, the standard amount in production in a given time will be determined. It was determined that when the standard amount in production was exceeded, the worker should be paid as much as the excess. In this way, it is aimed to motivate the worker for more production (Leblebici, 2008, pp. 106-107). These findings served as the foundation for piece-rate pay schemes, which were at the time considered to be the most effective means of motivating workers (Thite et al., 2012, p. 8).

In addition to the goals set by Taylor, he also established the foundation of today’s HRM. Prior to Taylor, hiring, training, and termination of employment were done by the closest supervisor. For the first time, Taylor proposed the establishment of a personnel department to carry out routine personnel activities. It has ensured the prevention of employee fatigue by using scientific methods, the creation of a promotion policy, and the implementation of personnel evaluation methods based on success at work (Yıldırım, 2013, p.12). However, Taylor’s views on the production process, his principles, and his approaches to management have been criticized by his colleagues and other scientists (Aktan, 2005, pp. 213-214). In response to the criticisms that he served the profitability of the business owners rather than the interests of the employees,

Taylor's views were expressed that the gains obtained as a result of productivity should go to the workers, not the owners of the company. By emphasizing that company owners and workers, capitalists and proletariat have common interests in productivity, Taylor is motivated to establish a social order in which harmonious relations develop between the employer and the employee (Drucker, 1993, p. 55).

The use of a scientific management approach to work resulted in strict employee control. Workers frequently opposed these methods, which are linked to the growth of trade unions and collective activities. The use of scientific management techniques also significantly increased the number of union members. Between 1896 and 1900 and again between 1900 and 1904, the number of union members in the USA doubled. By 1914, a quarter of workers in the UK belonged to a union. As a result, the organization's industrial relations were the focus of HR at this time (Carberry & Cross, 2019, p. 4).

Taylorism, which ignored job satisfaction, lost its theoretical importance in the 1930s. Regardless, Taylorism's introduction of scientific techniques into HRM is a significant development, and many of today's modern techniques are built on this legacy. The belief that the selection and motivation of employees can be carried out in accordance with objective, rational and testable criteria forms the basis of today's HRM (Koçak, 2006, p. 66).

2.1.2. Administrative Process Approach

In response to the views of Taylor and his followers on the design and way of doing work, the administrative process approach, pioneered by Fayol, focused on organizational management and organizational design (Koçel, 2001, p. 146).

The field of administrative management, a branch of classical management that focuses on monitoring the entire company, was developed by Henri Fayol and others in the late 18th century. He set out to provide a framework that other managers could use to practice successful leadership by relying on his own management experiences. The fundamental components of management that Fayol first defined are planning, organizing, leading, and controlling (Kadam et al., 2022, p. 213).

The scientific management approach mostly reflects the engineers' micro-perspective approach to the development of the technical side of the business, focusing on production issues at the worker level. The administrative process approach, on the other hand, is a macro perspective that tries to determine the methods and principles related to the organization and management (Can et al., 2011, p. 65).

The principles set forth regarding the administrative process have expanded the framework of PM, enabling it to be interpreted in a broader sense, including activities for the development of HR (Yüksel, 2000, p. 13).

2.1.3. Bureaucracy Approach

Bureaucracy, which is the third approach of the classical theory and was developed by the German sociologist Max Weber in the early 1900s, is used to express an effective organizational structure, contrary to its use in daily language in the sense of delaying and driving things up (Koçel, 2001, p. 160). The advantages of the bureaucratic management approach are expressed as follows: "speed, precision, file information, continuity, discipline, security, ... density and prevalence of services, universality, and being suitable for obtaining the highest efficiency" (Ertekin, 2017, p. 47).

According to Weber, in the historical process, rulers derive their administrative power from three types of authorities. The first one is ‘traditional authority’. There is a social acceptance that the king or leader, who uses the power and authority given to him by the traditions, can use the said power. The second type of domination that Weber mentioned is ‘charismatic authority’. In charismatic authority, the source of the legitimacy of sovereign power is not tradition, but the natural, God-given characteristics of the king or leader. The third type of sovereignty, in which existing laws and rules give power to the leader, is legal-rational sovereignty. In this understanding of sovereignty, the administrative device is bureaucracy (Leblebici, 2008, pp. 102-103). Among the characteristics of the ideal type of bureaucracy, there is the understanding of conducting the work by people who are experts in their fields (meritocracy). Employees come to their current positions in bureaucracies in line with their abilities and characteristics (Ergün, 2018, p. 139). Therefore, bureaucratic organizations are rational and centralized structures in which all tasks are carried out by people with appropriate skills and abilities and are dominated by rules and regulations (Can et al., 2015, p. 24).

As a result, classical theorists conceived organizations as smoothly functioning machines. It has been argued that in case of problem, it is due to the inadequacies of the engineers (Bayramoğlu, 2016, p. 53). The most important shortcoming of the theory is that it overlooks the internal relations of the organization by attributing too much importance to the formal structure. The classical organization theory’s view of the organization as a mechanical, closed system and its emphasis on economic rationality led to the adoption of labor productivity-enhancing methods and monetary incentives in PM as the basic approach (Yüksel, 2000, p. 13).

Until the First World War, managers did not have any concerns about creating a suitable working environment for their employees and they saw the necessary regulations as a waste of time and money. However, with the start of the war, the labor force went to war and the managers began to have difficulties in finding personnel to work in the factories, which led to some changes. The famine and poverty experienced after the war caused the 1929 World Economic Crisis. The economic and socio-cultural problems that emerged with the crisis also affected the organizations and the classical management approach became insufficient to respond to these organizational problems. As a result, the foundations of the neoclassical approach were laid with the Hawthorne research conducted by Elton Mayo et al. (Kula, 2006, p. 21).

2.2. Neoclassical (Behavioral) Organization Theory and Importance of Human Relations

Determining the working conditions for the highest level of efficiency has been determined as the main problem of the classical school. As a matter of fact, Taylor examined the works with a stopwatch in his hand and tried to reveal “how the work is done, in which environment, what kind of tools are used and with the help of which movements, the fastest results are obtained”. The works were examined with technical truths and engineering knowledge, and the reasons and compensation for time losses in the way the work was done were emphasized (Dikmen, 2015, pp. 88,133).

The facts that classical organizational theories do not attach sufficient importance to human factors, ignore the human element in the solution of organizational problems, and therefore cannot find timely and effective solutions to many problems have led to the emergence of neoclassical management approach (Öğütoğulları & Akpınar, 2016, p. 37). This process, which started with the explanation of the results of Hawthorne research, initially continued as the human relations approach, then HRM, and today as organizational behavior, and was based on human behavior in organizational structures (Koçel, 2001, p. 171). In this approach, the understanding that what is good for the person will also be good for the organization is dominant (Kocakaya, 2006, p. 20).

2.2.1. Hawthorne Studies and Human Relations School

The beginning of approaching organizational problems from the perspective of human behavior was with the research conducted at the Hawthorne factory. Studies have been carried out to test the classical theory that productivity will increase when physical conditions such as heat, lighting, rest periods, etc. are improved (Koçel, 2001, p. 172).

The work that started in the Western Electric Company in 1923 had an unexpected result. It was seen that the physical elements tested were insufficient to explain the resulting increase in yield (Orhan, 2010, p. 276). Despite the improvements in physical conditions, results were obtained that the productivity did not change or the productivity increased without any improvement. It has been seen that the intra-group relations and norms that people create among themselves rather than the physical factors in the workplace are effective in production and productivity. It has been observed that workers determine their own norms in groups they form among themselves (Koçel, 2001, pp. 172-173) and choose their informal leaders (Orhan, 2010, p. 276).

Although the Hawthorne studies played a very important role in the development of the behavioral approach, they have also been the subject of criticism in many respects. While these criticisms are mostly towards the methodological and technical scientificness of the research, there have also been criticisms that the research is manipulative (Koçel, 2001, p. 173).

It can be said that the two most important psychology branches affecting HRM are behaviorism and human needs hierarchy. Behaviorism, pioneered by John B. Watson, who believed that human behavior could be studied scientifically, led to the formation of tests and evaluation systems, which are also a part of modern HRM. Abraham Maslow's theory of the hierarchy of human needs also broke new ground and determined that employees should not be seen as a part of the production chain that can be changed immediately (Koçak, 2006, p.67).

Maslow gathered the human needs, which came to the forefront with the Human Relations School, in five levels and stated that people cannot turn towards higher-level needs until the lower-level needs are satisfied. This point is remarkable in terms of PM. Until their basic physiological needs and safety needs are satisfied, the employee obeys the directives of his supervisor strictly. When these requirements are met to a certain extent, it is possible for the employee to resist the orders given. Social needs come after the satisfaction of basic physiological needs, and since the individual needs to be a part of a group and to be accepted by the group, the effect of the group on the individual begins to be strong (Yüksel, 1997, pp. 34,35).

2.2.2. Behavioral Approach

Some sociologists, who brought some criticisms to Max Weber's bureaucracy approach and tried to compensate for the deficiencies of this approach with the behavioral data of the human relations school, likened Weber's model to a machine. The machine has an unexpected result as well as its expected purpose. Bureaucratic structures may also have some unpredictable and unexpected functions as well as their expected purposes. In bureaucracies, there are principles and rules that everyone must follow, and employees are expected to comply with the requirements of their roles in the organization and to resemble each other. Employees develop some methods among themselves to break this effect. The group spirit that occurs can create a situation where the purpose of the subdivisions of the organization becomes the main purpose. As a matter of fact, it was stated that while bureaucracies grew rapidly, the duties did not increase proportionally with

this growth. It is stated that the committees established in bureaucratic structures actually contribute to the negative functions of the bureaucracy instead of doing business (Can et al., 2011, pp. 71-72).

In the 1940s, PM, which was rather a small service position, developed, and after World War II, it has become a department that deals with the employment of qualified workforce and their problems (Kula, 2006, pp. 10-11). By the 1960s, the human factor began to come to the fore in businesses thanks to the change in the employee profile as a result of industrialization and globalization, the emergence of new employee types, learning organizations, and the total quality management approach, which advocates the spread of quality from the top to the bottom (Koçak, 2006, p.68).

Historically, the duties and titles of the PM department have changed from the status of the clerk who keeps the records to the status of middle-level manager who deals with the organization-employee problems and finally to the status of the senior manager responsible for establishing systems and creating strategies to increase the efficiency of the employees and the organization (Demirkaya, 2006b, p. 5).

2.3. Modern Organization Theories and the Birth of Strategic HRM

In the middle of the twentieth century, the rapid development of economics brought along many new economic phenomena and deeply affected the organizational environment. Knowledge of classical and neoclassical organizational theories became insufficient to explain organizational changes in dynamic conditions; necessitating the transformation of existing theories and carrying organizational theories to a new stage of development. From the perspective of the human-environment relationship, modern organizational theories consider organizations as open systems and emphasize the influence that organizations receive from their environment (Yang et al., 2013, p. 4472).

2.3.1. Systems Approach

After the Second World War, scientists realized that dealing with the substances existing in the universe not one by one, but in a system would provide various benefits. Items enable meaningful analysis only when they are considered together with their environment. When groups of people, which are much more complex than the matter, are considered, the idea that it would not be right to treat these groups in isolation from their environment has come to the fore. System understanding and the use of this understanding as an analysis tool is called the systems approach (Tosun, 1987).

The systems approach combines and integrates the findings of classical management theories and the neoclassical approach (Öğütoğulları & Akpınar, 2016, p. 44). The approach in question applied to social systems is the view that there is interdependence between the parts of the system and that the system is greater than the sum of its parts (Can et al., 2015, p. 28). In the systems approach, each event is examined in terms of its relationship with other events, and it is argued that this is a more effective way to control events (Öğütoğulları & Akpınar, 2016, p. 45).

A system refers to a whole made up of parts. The parts that make up the system have a unique functioning and each part influences the other. Also, the system is affected by changes in the external environment in which it is located. Organizations, as systems, consist of sub-systems and are influenced by the external environment, and have the characteristics of open systems (Can et al., 2015, p. 28).

One of the most important innovations brought by the systems approach is that it treats organizations as open systems that are related to their environment. Organizations will have to make some changes in their structures to adapt to their environment. Organizations that do not make this change will fail. The second innovation is the emphasis on the interrelationship and interdependence between the parts of the system (sub-systems). The manager's job is to manage these loyalties. It provides an explanation for the organization not only of what happened but also of how and why it happened. With the system approach, it can be ensured that the variables and parameters affecting the organization appear together, and thus, it becomes possible to make a healthier generalization (Koçel, 2005, p. 258).

In addition to the benefits that the open system approach provides to the manager, there are also some approaches that it brings to HRM. In the systems approach, it is accepted that the issues and problems related to the personnel cannot be examined independently from the other functions of the organization, the problems related to the personnel are the problems of the entire organization, and the success of the personnel is a factor affecting the success of the entire organization (Yüksel, 2000, p. 17).

By virtue of the systems approach, the personnel and the organization complement each other as parts of the system and a more effective organizational structure is tried to be created by trying to reconcile their different goals (Kula, 2006, p. 31).

2.3.2. Contingency Approach

Classical and neoclassical theories have always aimed to find the best structure. At this point, it would not be wrong to say that the behavioral school is methodologically similar to the scientific management school. Behavioral school, like the scientific management school, has tended to determine the 'universal managerial truths' in organizations. With only one difference, this time, the search for truth is directed toward social and psychological formations in organizations rather than the mechanical organization (Dikmen, 2015, p. 137).

Classical and neoclassical approaches envisage the observance of certain principles in organizational design and processes within the organization and argue that 'the best structure and functioning' will be achieved if these principles are followed. The contingency approach argues that when and how to comply with which principles depend on the situation and conditions of the organization. Therefore, according to the contingency approach, the dimensions/elements that make up an organizational structure will differ according to the situation and conditions of the organization (Koçel, 2001, p. 211). Thus, contingency theory developed as a reaction to the 'one-best way' approach to management. In contrast to the 'one best way' approach, the argument that 'everything depends on circumstances' has been put forward (Stacey, 1993, p. 61).

The approach derives from empirical research showing that success is not associated with a single set of factors. Rather, the effectiveness of a particular organizational structure depends on many factors. The most important of these situational factors are usually:

- Environment, especially the market,
- The size of the organization,
- The technology used,
- The history of the organization,
- Expectations of employers and customers.

The contingency approach refers to an effective organizational design that needs to be adapted to cope with ‘unexpected situations’ created by the organization’s environment, technology, scale, resources, and other factors (Stacey, 1993, p. 61).

It is stated that the practices related to HRM will differ according to the current situation and conditions, with the effect of the contingency approach in management (Yüksel, 2000, p. 17).

2.3.3. Configuration Theory

By referring to some of the inadequacies of the systems and contingency approaches and taking into consideration the need for harmony and flexibility in organizations, the configuration theory has come to the fore. Contrary to the contingency theory, the configuration theory examines the organization in a more holistic way (Yüksel, 2000, pp. 18-19). The theory argues that no single factor can be effective on the organization alone and that the organizational structure should be internally consistent as well as its compatibility with environmental conditions (Bayat, 2008, p. 88). The human factor is particularly important in organizational integration. For this reason, the fact that the ‘human’ element should be included in organizational strategies and that employees should be associated with the strategic goals of the organization has brought SHRM to the agenda (Yüksel, 2000, pp. 18-19).

The search for sustainable competitive advantage has been influential in the gaining importance of strategic HRM, which represents the third period in the field of HRM, and HRM functions have begun to be integrated with strategy (Gürbüz, 2013, p. 5).

The HR division has emerged as a strategic partner as a result of growing use of technology and a shift in the HRM function’s focus to enhancing the company’s product or service. SHRM has gained crucial importance in management theory and practice as a result of the increasing importance and awareness of people and people management in modern businesses. The resource-based view of the company, which views human capital as a strategic asset and a competitive advantage in enhancing organizational performance, is where SHRM draws its theoretical relevance (Thite et al, 2012, p. 12).

Colbert (2004, p. 341) expressed the importance of SHRM in two aspects. The first is the idea that the skills, behaviors, and interactions of employees in the organization are both fundamental to strategy formulation and have the potential to provide the tools for strategy implementation. The second is the belief that an organization’s HRM practices are effective in improving the strategic capability of the human resource pool.

When contrasting SHRM to HRM, it can be said that the former adopts a macro-level perspective on organizational performance while the latter acts at the micro level. It is thought that the combination of HRM and business strategy directly influences organizational effectiveness. Critical elements of SHRM include the connections between the organizational context, high-level HR approach characteristics, and the specific practices that the organization engages in (Carberry & Cross, 2019, p. 6).

In the SHRM approach, HR managers had to change their activities from operational to strategic, from policy implementation to business partnership, from short-term focus to long-term focus, from management to consultancy, from a functional orientation to business orientation, from reactivity to proactivity, from activity orientation to the result-orientation (Polat Dede, 2007, p.33).

In the early 1990s, two themes arose. The framework and elements of HR systems are elaborated in one line of inquiry. The other body of research underlines how crucial it is to implement HR policies and practices effectively and make sure the strategic goal is carried out.

As the area matured later in the 1990s, assessing the results of SHRM initiatives became more important. Since 2000, methodological concerns and queries have drawn more attention as the area has evolved (Lengnick-Hall et al., 2009, p. 65).

To sum up, organizational theories originate from and ultimately serve organizational practices. The development of productivity and new technologies cause changes in the organizational environment and organizational practices, and this leads to the continuous development of organizational theories. In terms of the human-machine relationship, classical organizational theories have created a new field of research in the field of scientific management and provided the replacement of arbitrary practices with scientific and rational procedures (Yang et al., 2013, p. 4475). With Taylorism, which shaped the formation of PM, productivity concerns were put at the forefront; this understanding focuses on the design of work to increase productivity (Üsdiken and Wasti, 2002, p. 4). In the field of HRM, it is possible to say that the roots of the approach to establish rational causality and order in the conduct of business come from this tradition (Sayılar, 2004, p. 62). However, classical organizational theories ignored human nature. With the improvement of productivity and the education level of employees; mechanistic, static, structural, and physiological research in classical organization theory have been replaced by humanistic, dynamic, and psychological research of neoclassical organization theories, which have the perspective of human-human relations (Yang et al., 2013, p. 4475).

As a result, in classical and neoclassical theories, it has been emphasized how the processes that ensure the functioning of the organization can be carried out better, how the resources of the organization will be used more effectively and how the design of the organization should be (Kula, 2006 p. 35). Today, humanity has entered the information age where scientific innovations are the driving force of social development. As organizations and their environment become more complex, modern organizational theories have focused on the organizational environment and have begun to consider the organization as an open and dynamic system (Yang et al., 2013, p. 4475).

In the systems and contingency theories that emerged due to the deficiencies of the classical and neoclassical organizational approaches, it was stated that the best management method could not be applicable to every organization because the organization is an open system in interaction with its environment, and therefore it will be under the influence of variable environmental conditions (Kula, 2006, p. 35).

With the changes in the field of management over time, HR processes have also changed and developed. The importance of HRM is better understood today (Kula, 2006, pp. 41-42) and more intensive research and studies have been carried out on this subject, especially in recent years. The personnel position changed from a “caretaker” to a “protector” function as a result of the growing emphasis on employee participation and empowerment, shifting the emphasis from employee upkeep to employee growth. As a result, the range and depth of HRM functions increased, necessitating strategic thinking and improved HR service delivery (Thite et al, 2012, p. 11).

General Assessment and Conclusion

Considering organization theories, the stages of the perception and evaluation of the meaning of the ‘human factor’ for the organization can be understood.

The Frederick Taylor-founded classical school (scientific management), which Henry Ford best exhibited in his auto assembly plants, places a strong emphasis on the task at hand and the productive adaptation of employees to work procedures. The behavioral school places an

emphasis on the fulfillment of workers' needs in order to increase organizational productivity. Later management theories make an effort to build on prior concepts in order to benefit both individuals and their organizations (e.g., systems theory, contingency approaches). Theorists of contingency, total quality management (TQM) and excellence have applied these concepts to specific businesses and organizations, as well as to other societal and economic contexts. These ideas have two applications in the field of HRM. First, HR managers can more successfully adjust their practices to organizational requirements and realities by having a solid understanding of these ideas. Second, PM has historically evolved into HRM by incorporating management theories (Rotich, 2015, pp. 59-60).

It is understood from the history of management theories that it is not possible to isolate the perception and perspective of the human factor in the organizational order from the socio-economic conditions of the current period. It is possible to see the effects of political, economic, and social events such as wars, economic crises, globalization, increasing competition, etc. on management approaches. The fact that the workforce is exposed to bad workplace conditions and their needs and expectations are not considered at the time of a high labor supply reveals that there is not yet awareness among employers about the value of the qualified workforce. The decrease in labor supply following the war periods, but the increase in demand following mass production and the lack of a qualified labor force led organizations to take different measures. Regulations in workplace conditions and developments in working relations are the products of this period. In management theories, there is a transition from classical management thought to neoclassical thought in which the human factor is relatively prominent. With the philosophy of thought put forward by modern management theories, it has been understood that organizations cannot be considered as independent structures from their environment, but that they can survive with successful strategies they develop against the advancements and changes in the environment they live in.

The reflection of this situation on HR processes has been in the form of a change in the position and perception of the HR unit within the organization. The HR unit has gone far beyond being a unit that merely performs the tasks of finding, selecting, placing the workforce, and creating HR processes and regulations, but has become a unit that participates in the decisions of the upper management and has a word in the formation of organizational goals and strategies.

HR is in the charge of managing organizational leadership and culture on a macro basis. Additionally, HR maintains adherence to employment and labor laws, which vary by geographic region and frequently regulate health, safety, and security. When workers desire and are authorized to legally hold a collective bargaining agreement, the HR department acts as the main point of contact for the business with the workers' representatives. As a result, HRM furthers its priorities by influencing government organizations (Obedgiu, 2016, p. 988).

Therefore, HRM has become one of the top-level functions of the organization. The HR unit receives input from the entire organization and provides output to the entire organization. It is not a unit that merely has an internal functioning, it has an impact on the whole organization, and organizational success is related to how effectively it functions.

As a result, organizations were considered socio-technical systems, especially with the contributions of modern approaches, and it was aimed to optimize the technical structure together with the social structure. With the developed organizational structures and operational features, it was tried to provide technical rationality on one hand, and on the other hand, to use the findings of social disciplines regarding the human element, thus realizing rationality in organizations as a whole (Koçel, 2005, p. 351). In this sense, HRM has started to show the feature of being a prominent part of taking strategic decisions and taking place in all strategy formulation processes within the organization. Ultimately, HRM is a task shared and fulfilled by all parts of the organization, if you consider the organization as a system, meaning that all managers of different

departments within the organization (other subsystems) contribute to the subsystem-HRM and HRM affects the whole system of the organization.

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