



**THE EFFECT OF HUMAN RESOURCES PRACTICES
AND DIGITAL HUMAN RESOURCES ACTIVITIES
ON EMPLOYEE WELLBEING**

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FEBRUARY 2022

ÇANKAYA UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF MANAGEMENT

MASTER'S THESIS IN

BUSINESS ADMINISTRATION

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ABSTRACT

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MBA in Business Administration

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February 2022, 99 pages

As one of the core factors for businesses to reach their strategic goals, human resources management is of great importance owing to its scope, including employees' attitudes and behaviors towards work and the practices that exert influence on their social lives. Businesses attaching importance to human resources management and relevant practices, gain and maintain a competitive advantage in challenging market conditions and contribute positively to the careers and social lives of their employees. In this study, the effect of human resources management practices on employee wellbeing is examined. Considering the digital revolution in today's world, the study also focuses on the effect of digital human resources activities on employee wellbeing. Aiming at identifying the level of correlation between the dimensions of human resources practices and wellbeing, the survey applied to 361 people working in public and private organizations in Ankara, revealed that there is no significant effect of rewards and career on employee wellbeing; in contrast compensation, communication and training respectively have significant positive impact on employee wellbeing. In terms of the digital human resources dimensions, the study has concluded that only activities regarding digital training impact employee wellbeing significantly, and other digital human resources activities do not affect the wellbeing of employees.

Keywords: human resources, human resources practices, digital human resources activities, employee wellbeing

ÖZET

İNSAN KAYNAKLARI UYGULAMALARI İLE DİJİTAL İNSAN KAYNAKLARI FAALİYETLERİNİN ÇALIŞANLARIN İYİ OLUŞLARINA ETKİSİ

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İşletme Yönetimi Yüksek Lisans Tezi

Danışman: Doç. Dr. İrge ŞENER

Şubat 2022, 99sayfa

İnsan kaynakları yönetimi çalışanların işe olan tutum ve davranışlarını ve sosyal hayatlarını etkileyen uygulamaları bünyesinde barındırması sebebiyle önem taşırken aynı zamanda işletmelerin stratejik hedeflerine ulaşmasında ana faktörlerden birisidir. İnsan kaynakları yönetimi ve uygulamalarına önem veren işletmeler rekabetçi piyasa şartlarıyla etkili mücadele edebilecekleri gibi çalışanların kariyerlerine ve sosyal hayatlarına pozitif anlamda katkı sağlayacaklardır. Bu çalışmada insan kaynakları yönetimi uygulamalarının çalışan iyi oluşu üzerine etkisi incelenmiştir. Bu ilişki dijital devrimin yaşandığı günümüz dünyası ile değerlendirilmiş ve dijital insan kaynakları faaliyetlerinin çalışanların iyi oluşu üzerine etkisi ayrıca incelenmiştir. Ankara’da kamu ve özel sektörde çalışan 361 kişiye uygulanan anket sonucunda, insan kaynakları uygulamaları boyutlarından ödüllendirme ve kariyer ile çalışan iyi oluşu arasında anlamlı bir ilişki bulunamazken, sırasıyla ücret, iletişim ve eğitim boyutlarının çalışan iyi oluşu üzerinde anlamlı pozitif bir etkisi olduğu tespit edilmiştir. Dijital insan kaynakları boyutlarından sadece dijital eğitim faaliyetlerinin çalışan iyi oluşu üzerinde anlamlı bir etki oluşturduğu, diğer dijital insan kaynakları faaliyetlerinin çalışanların iyi oluşlarını etkilemediği sonucuna ulaşılmıştır.

Anahtar Kelimeler: insan kaynakları, insan kaynakları uygulamaları, dijital insan kaynakları faaliyetleri, çalışan iyi oluşu

ACKNOWLEDGEMENTS

I would like to thank my precious supervisor, Assoc. Prof. Dr. İrge Şener for her guidance, efforts, and support, throughout my thesis process. I also would like to thank my father, Zekai ALTUN, my mother, Pakize ALTUN and my brother, Tugay ALTUN.

My special thanks go to school counselor Erdinç UÇAR for extending support towards me.

It is a pleasure to express my special thanks to survey participants. Without their efforts, I would not be able to finish this research.

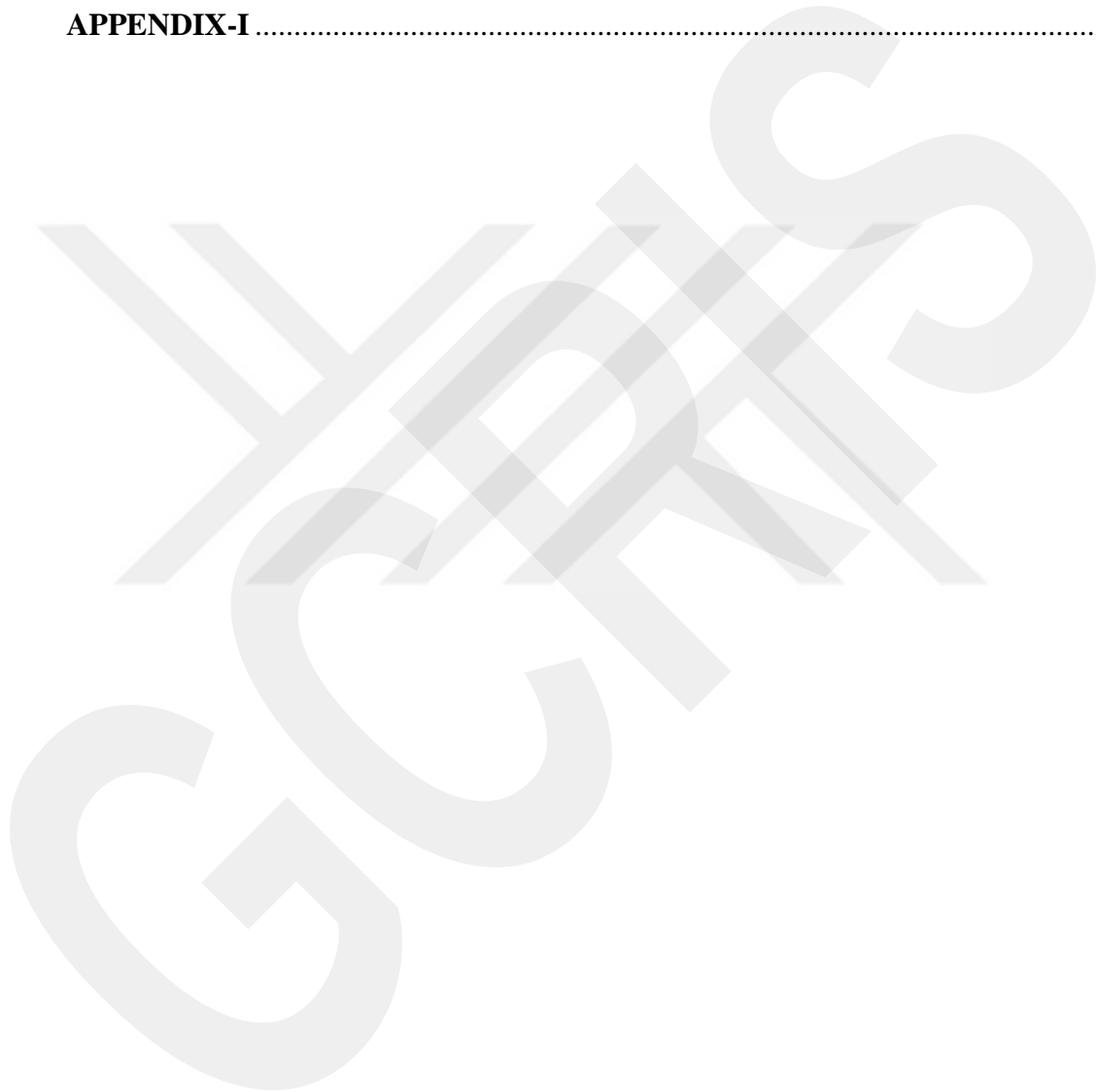
DEDICATION

This thesis is dedicated to my grandfathers Faik ALTUN and Salih DUYAN.

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INTRODUCTION

In today's increasingly globalized business life, many businesses have embraced human resources practices as an indispensable component of management to gain sustainable competitive advantage, maintain competitive policies, and adapt to the new conditions. Today's world marks rapid technological progress and developments. Under the influence of such rapid changes, businesses should rely on constant progress and development in order to maintain a competitive advantage. The required continuous improvement and development are only possible with investments made in human resources management (Stofkova 2020: 12). In a general sense, studies on increasing the effectiveness of human resources management (HRM) are investments made on the workforce, which is a human asset of businesses. Aware of the fact that the most important factor to invest in is human capital, human resources management aims to recruit and select competent employees with the required knowledge, skills, and abilities (Işık 2009: 147-176). The report "Human Resources Management Policies and Practices in the United States" dated September 2015 and jointly conducted by The Cranfield Network on International Human Resources Management (CRANET), The Center for International Human Resources Studies (CIHRS), and The Society for Human Resources Management (SHRM), states that human resources units play a more active role in the decision-making mechanisms of businesses compared to the past. According to the 2004 version of the same report, the cooperation rate between human resources units and the senior management in the decision-making mechanisms was 41%. The rate increased to 63% in 2009 and to 70% in 2015 (Farndale 2015: 440-458). These findings indicate the increasing role of human resources in the strategic management of businesses.

Moreover with the rapid advancement of technology in our increasingly globalized world, the digitalization of human resources management has become a necessity. Digital human resources management emerged with the digitization of human resources functions aiming to achieve the business goals (Doğan 2011: 51-80).

Although there is no specific definition of the term “digital human resources”, it can be defined "as a process optimization in which social, mobile, analytical and cloud technologies are capitalized on with the purpose of making human resources management more effective, efficient and more committed to business goals" (Verlinden 2018). The first of the required stages for the advancement and full use of digitalization in human resources units is the efficiency of human resources management. Only businesses investing in digitalization in human resource management are to be more efficient. The second stage is the effectiveness of human resources management. Digitization should serve to promote human resources functions such as performance management and selection. The third stage is access to information. It will be possible to digitize human resources management only on condition that digitalization proves to be beneficial to the business by combining and capitalizing on the information within the enterprise and the information obtained from outside the enterprise. The last stage of digitalization in human resources management is communication. Thanks to digitalized human resources management, commitment and communication among employees increase (Vulpen 2019). The report prepared by SHRM centered on how the digitalization of human resources practices would occur. In addition, the report mentioned the terms “E-Recruiting, E-Learning, E-Performance Management, E-Compensation and E-Benefits” and puts forward opinions as to how digitalization would change human resources practices (SHRM 2011). According to another survey investigating how important the digitalization of human resource management practices is, 38% of enterprises completed their digital transformation and 9% achieved the pre-requirements for digitalization. Taking into consideration the rate of businesses in terms of their interest in digitalization, 72% of businesses emphasized that digital transformation was their top priority (Deloitte 2016). According to the survey on the necessity of digitizing HRM and its practices, conducted by PWC with 608 human resources managers in Middle Eastern countries, the most crucial responsibility of the human resources units is to follow policies aiming to digitize human resources practices (PWC 2020).

In the workplace, the concept of wellbeing is also closely related to human resources management. Deci and Ryan (2008: 1-11) stated that the individual should have positive emotions and tend to refuse negative feelings. In this way, the authors indicate that the level of satisfaction with their lives and their level of wellbeing would be high. Internal factors such as achieving the target and performing effectively and efficiently in the enterprises and external factors increase the level of stress experienced by the employees, thus negatively affecting the level of wellbeing. In particular, the obligations to work from home and restrictions due to the Covid-19 pandemic have deeply exerted influence on the wellbeing of employees. The decreased level of wellbeing, negatively affected the achievement of objectives such as low absenteeism, low turnover rate and high productivity (Wijngaards 2020). Businesses that perceive the benefits of increased levels of wellbeing, plan their human resources management practices to improve the wellbeing of their employees, even in a future without the effects of the pandemic. The process of planning and implementing human resources policies taking into account the concept of wellbeing is a new practice in human resources management; and it is still in its infancy, even in developed countries. According to a recent study conducted by the Achievers Workforces Institute (AWI), with the participation of 2.036 employees and 952 human resources managers, mainly from the United States, Canada, the United Kingdom, and Australia, the human resources policies aimed at increasing the wellbeing of the enterprises are limited. More than half of the human resources managers participating in the research stated that their businesses do not provide any support for employee wellbeing. When asked the same question, most of the employees (%76) noted that the enterprises did not have any support on the wellbeing of the employees (Achievers Workforces Institute 2022: 3). Another factor worth investigating is what leads to low wellbeing rates in an environment with so little support for employee wellbeing. According to the research conducted by the GALLUP firm, which provides consultancy services to businesses, low wellbeing rates increase health expenditures by 75% and cause an annual loss of production of 322 billion dollars by increasing the turnover rate. The research also revealed that the loss due to low wellbeing rates could help to increase wages by 15-20% (GALLUP 2020). The fact that employee wellbeing has an impact on the profitability of the business has made businesses heed to policies enhancing wellbeing. According to the survey conducted by Business Group Health in 2021, the ratio of

enterprises reflecting employee wellbeing to their business strategies increased by 9% in 2021 compared to 2020, moving from 19% to 28% (Business Group Health 2021).

In the literature, studies on practices expected to positively affect employee wellbeing with the help of human resource management practices are limited. The lack of support for employee wellbeing by businesses, even in developed countries makes all kinds of studies in this domain valuable. The fact that the concept of wellbeing is recently associated with human resources management practices and the increasing digitalization processes of human resources practices in the last decade make it necessary to investigate these three concepts together. In this regard, this study aims to examine and measure the effect of human resources management practices, which experience a dynamic development process and adapt to the digital world, on employee wellbeing.

In this context, this study comprises four chapters. After this introductory chapter, the second chapter covers literature review and focus on human resources management and its applications, digitalization and digitalization of human resources management, the concept of wellbeing and its relation to human resources management practices. The third chapter is about research methodology and findings about the effect of human resources management practices and digitalized human resources activities on employee wellbeing. Discussion about the research findings is included in the last chapter.

CHAPTER I

LITERATURE REVIEW

This chapter mainly consists of three parts. The first part is about human resources management and strategic human resources management. Digitalization and digital human resources management are discussed in the second part. The literature review about wellbeing is summarized in the third part.

1.1. HUMAN RESOURCES MANAGEMENT

We encounter various definitions of “Human Resources Management” (HRM) in the literature. In a general sense, HRM is the practice of ensuring the best possible level of the development of employees, which is of necessity for the business to achieve its strategic goals. For this reason, the function of HRM is one of the most critical assets of the business. In organizations where HRM performs properly and effectively, businesses gain a competitive advantage against their competitors (Şimşek and Öge 2007:2). It is the most crucial task of human resources management to maximize the benefits stemming from the increase in the knowledge, skills and abilities of employees (Çetin 2015: 89-101). The term “Human Resources” covers all employees from the lowest level to the highest level positions in an enterprise. Along with the incumbent employees, the term includes and represents the potential workforce, namely possible prospective employees (Sadullah 2008:3). In recent years, HRM has been an important domain in both businesses and academia. We can express the definitions and scope of HRM in a variety of ways. As a general definition, HRM is the process of providing the required instruments to maximize the contribution of the incumbent employees to the business, thus meeting the needs of the business (Oge 2015).

HRM function defines itself as a management style, which recruits and selects the most qualified employees in terms of knowledge, skills and abilities, and assigns them in the right positions at the right time, and offers a comfortable working life to

them (Barutçugil 2004: 32). According to another definition, HRM is a set of practices that makes all the required studies for an effective business management and implements the actions in the light of the research (Sadullah 2008). HRM is a function serving as a road map by carrying out the activities such as planning, recruiting, selecting, assigning, orienting, training, creating a career path and motivating in all processes within the domain of the business (Gürbüz and Yaylacı 2004: 104-140). HRM is a function aiming at recruiting and selecting the most qualified employees, training them, analyzing the training, determining the compensation procedures, and streamlining the procedures and processes so as to increase the productivity of the employee. With a contemporary and innovative perspective and by placing the human capital and intellectual asset at the forefront, the concept of HRM cares about the employees and endeavors to stimulate their career development and the productivity of the employee (Gök 2006: 42). Defined as a concept, it addresses the management of the workforce from the lowest level to the highest level within the enterprise, as well as the potential workforce outside the enterprise (Özer 2017:3).

With the advancements in science and technology, the interest in classical management method approaches has decreased and modern management approaches have come to the front and begun to be applied widely. In this context, businesses have begun to focus on functions within the scope of HRM. According to the perception of the HRM, employees have become the most valuable asset for production and it has become a necessity to take advantage of employees effectively for achieving success (Tunçer 2012:229). For the successful introduction and use of new technologies, factors as regards HRM must cooperate with many factors in the business. According to the studies, implementing information management techniques effectively is a must for effective human resource management. Departments of HRM frequently capitalize on information management programs that enable the gathering, processing and reuse of information with regard to employees (Seymen 2001:6).

The aim of HRM is to enable the employees to use their knowledge, skills, abilities and experience to the highest possible level, thus increasing the efficiency of the business. In addition, it aims at increasing the job satisfaction of the employees by enhancing the conditions of the workplace (Yılmaz and Eroğlu 2008: 92). Despite the fact that machines are highly used in production today and take over the work done by humans in the past, the human capital is still a significant asset. The human capital does not lose its importance because what is indispensable for using and directing the

machines is the human capital. No matter how much a business attaches importance to non-human resources; it will lose its competitive advantage unless it does not focus on the human factor. For this reason, the human factor will always maintain its importance for businesses (Aktan 2011:386-416).

In accordance to its definitions, there are a variety of suggestions with respect to the subject of HRM and no consensus has been reached. In spite of the variety of definitions made by different researchers, there are commonalities in certain aspects. Some of the subjects of HRM are summarized as follows (Tortop 2006:33);

- Planning and organization of human resources needs
- Orientation, appraisal and compensation of human resources
- Training and development of Human Resources
- Establishing effective working relationships
- Developing the organizational environment

The activities of HRM centers on the activities such as staffing employees and assigning employees within the enterprise to the required positions; providing an effective guidance to all functions of the organization in order to achieve the goals; meeting the needs and expectations for the realization of the goals of the business; planning, executing, and controlling the social projects that the business is responsible for. Moreover, ensuring a human-oriented structure is of great importance in HRM (Geylan 2013:7). Frequently applied human resources management practices in today's world, have changed the perception of personnel management and replaced it with many concepts such as economy, business, employment, working environment, union rights, and have paved the way for a new perception of how human resources management should be (Şimşek and Öge, 2007:10-19).

HRM practices can be considered as a set of actions aiming to promote corporate performance to a better point (Boselie 2005:67-94). HRM has many purposes in businesses. Among these purposes, the most prominent ones are stated as follows (Aktan 2011:386-416); capitalizing on incumbent human resources effectively and efficiently; considering the employment policy as the assigning of the right people in the right jobs; and contributing to the development of the employees in the enterprise and to ensuring their motivation.

The main purpose of HRM is to increase the productivity of the employees by promoting their commitment to the organization, by embracing an ethical point of view. In order for this purpose to be fully fulfilled, the strategic objectives of the

organization and the HRM objectives must overlap. In organizations that achieve this harmony, HRM becomes the most effective business asset in gaining competitive advantage (Bingöl 2016:6). The cause of seeking to motivate employees for an effective and efficient HRM is the fact that the motivated and supported employees struggle to achieve not only their own goals, but also the goals of the organization. Motivating employees is possible with an effective performance appraisal system. (Kaya and Kesen 2014: 23-38). In sum, Güney has listed the objectives of HRM as follows (Güney 2015:47-89):

- Meeting the demands and the needs of the employees
- Providing opportunities for both their own development and professional development of employees.
- Ensuring job satisfaction of employees
- Promoting employee skills and knowledge level
- Creating a corporate culture in the workplace
- Using scientific methods in staffing
- Using a plausible performance appraisal system
- Embracing change and always promoting progress
- Ensuring fairness in promotions

In another study, Ceylan (2016:6) also summarized the main objectives of HRM as follows:

- To ensure the career development and job satisfaction of the employees,
- To ensure that procedures and applications are communicated to employees,
- To increase the awareness of the managers about the effectiveness of the employees in the way of achieving organizational goals,
- To ensure that human resources are capitalized on with the highest efficiency,
- To ensure the employment of qualified and highly motivated personnel within the company,
- To implement and manage changes that can benefit individuals, groups or companies,
- To increase the commitment of the employees to the company and to ensure the highest level of participation.

As put forth, HRM essentially consists of subjects such as determining the needs, selecting the right personnel for the workforce, acting in accordance with the

corporate culture, gaining the potential to find solutions to possible problems, and motivating the employees. It also comprises many areas including establishing effective communication within the company, regulating internal and external relations, maintaining the corporate culture, appraising personnel performance, and training (Sabuncuoğlu 2016:5-7). In today's world, a company's capability to gain an advantage over its competitors rests on low cost and sustainable quality. Human resource is a core requirement to achieve this goal. Among all factors, human factor stands out because it is an important asset in training, finalizing the work and marketing. For this purpose, many companies have implemented activities so as to change the concept of personnel and to ensure the transfer of corporate culture through communication with personnel before recruitment. Thus, both qualified personnel are staffed and an important step is taken in building the corporate image (Mercin 2005:129).

1.1.1. Strategic Human Resources Management

1.1.1.2. The Historical Development of Human Resources Management towards Strategic Human Resources Management

The development of HRM in history, naturally, was affected by breakthroughs. In the 19th century, the economy was based on small family businesses and agriculture. In addition, the prevalent job training methods were on-the-job training and apprenticeship. In small businesses and farms, workers were mostly tolerant of their relatives under the circumstances which wages were low and housing and food were provided through businesses and farms. The term HRM has gone through many stages until it gained its current meaning. Social developments and their impact on society and employees contributed to the development of Personnel Management and its transformation into HRM. Undoubtedly, the Industrial Revolution played the most crucial role in this transformation (Yüksel 2007:95-104). In the 18th century, personnel management started with services such as paying the salaries of the employees. As the number of workers increased, the number of professionals and departments dealing with these jobs increased, having the titles as personnel managers and personnel departments, respectively. Upon assuming different responsibilities over time along with classical daily work of the personnel, departments were named HRM (Tul 2018). In the 1940s, the concept of interpersonal relations began to be consolidated under

policies such as human-centered organizational rational approach. The contribution of the trade union movement at this stage is of great importance. In 1946, the name of the British workforce management industry was changed to the "College of Personnel Management" and with similar developments in other countries, personnel management and labor relations specialists began to play important roles in the organization, such developments became increasingly prevalent. The personnel manager evolved from an auditor to a mid-level manager who began to handle the various problems of the employees. Later, the personnel manager became part of the top management with the focus on system prioritizing employee productivity. All these developments contributed significantly to the formation of today's HRM department (Demirkaya 2006:3). Starting from the 1950s, labor relations and economics experts such as Harbison and Myers conducted a great deal of studies on labor and used the term "human resources" in these studies (as cited by Özkaplan and Selamoğlu 2005:3). Over time, methods focusing on individuals became insufficient, leaving its place to holistic methods in order to effectively evaluate events and phenomena related to people. Then, a new perspective was on the way. It was first mentioned in the United States in the 1950s, but detailed research on the subject was delayed until the 1980s. Thanks to this human-oriented approach, the term of HRM, referring to maximizing the potential of human resources, has begun to be used. The following developments are also very effective in the transition process from personnel management to HRM (Demirkaya 2006: 6-7).

After 1960, many successes were achieved within the framework of the concept of quality management in Japan. In the United Kingdom, in 1964, the HRM "Industrial Training" Act was introduced. Between the 1960s and the mid-1980s, concepts and practices such as moral values, ethics, labor peace, industrial democracy, participatory management, work and life quality gained importance. Employers began to assume social responsibilities, regarding honesty highly. While focusing on growth and productivity, the development of human productivity standards and the gradual increase in giving importance to concepts such as personnel operations and business relations are not alone enough for ensuring and improving the efficiency of human resources.

Since the 1980s, scholars have begun to consider HRM from a "strategic" perspective, and this "strategic" perspective has been commonly used in the HRM literature. Strategic HRM has become an extremely significant cornerstone in

achieving long-term corporate goals and objectives. Strategic Human Resource Management refers to recruitment and selection, compensation and employee relations, performance appraisals, training and development, sourcing, making decisions related to objectives and plans in the form of programs and policies. The term “Strategic Human Resources Management” is the combination of the terms “strategy” and “human resources management” and signifies human resources management focusing on strategy. For this reason, the domain of strategic human resources includes strategic harmony, strategic capability, competitive advantage, resource-based strategy and strategic intent (Armstrong 2006:58-94). While human resources management focuses on what the company does with its human resources, human resources practices focus on how the company manages its human resources (Ngo 2008:73-90). Strategic Human Resources Management is a concept formed by the combination of human resources management and strategic management. Strategic human resources management aims to get both businesses and employees to reach their goals and to increase their performance. For this purpose, with the help of the results of analyses, long-term policies are determined (Akıncıoğlu 2020:24-31).

Strategic human resources management is a form of management that implements policies, enabling the business to establish a competitive advantage over competitors in the market by using its human resources. Unlike the traditional human resources management, strategic human resources management, which is defined as the management style that plans and implements the activities of employees in the enterprise, starting with the recruitment of the manpower that enables the enterprise to reach its goals in the long run, adjusts the human resources management functions according to the internal and external environment, embracing a more holistic perspective consistent with the business strategy (Alayoğlu 2010:68-97). Some basic information is required to make the strategic human resources components visible and to increase their applicability.

The main features of Strategic Human Resources Management that reveals the principal information can be listed as follows (Uysal 2005:14-21):

- Strategic Human Resources Management should be concerned with the events that develop inside and outside the company.
- Strategic Human Resources Management should pay attention to observe and make sense of the attitudes, values and behaviors of the employees.

- The management team and employees who direct the business strategy together with the Strategic Human Resources Management should act as the stakeholders of the business.
- Strategic Human Resources Management should be engaged in the events from a macro perspective.

1.1.2. Strategic Human Resources Management Applications

Businesses seek to gain a sustainable competitive advantage over their competitors with the strategic human resources management practices they apply. At the heart of strategic human resources practices is the issue of how the existing workforce quality that can be capitalized on by using more efficient strategies with the aim of outperforming the competitors (Boxall 2001:183-203). A raft of factors is in a reciprocal relationship within human resources applications. Internal and external factors, together, affect this relationship.

Since human resources management presents a holistic perspective and a strategic approach, internal and external factors impact many human resources management functions such as human resources planning, employee selection, employee training and development, performance, compensation and career management (Bingöl 2016; Yüksel 2007: 45-57). Human resource management functions comprise all the activities carried out to ensure effectiveness and efficiency of all employees within the enterprise and the enterprise as a whole.

1.1.2.1. Human Resources Planning

Human resource planning is one of the starting points of the human resources process. Businesses not wanting to encounter problems in the organization need to attach importance to human resources planning. With the help of human resources planning, businesses can easily identify the excess or missing workforce. In this way, the decision-making process becomes easier, facilitating dealing with business as a whole. By means of human resources planning, savings in the number of employees and personnel costs can be achieved. In addition, the production process becomes more effective with the selection of personnel based on the right criteria (Mucuk 2013:77-92). The human resources management function, which carries out the labor supply and staffing process that allows all units of the enterprises to determine the personnel needs in advance, is named human resources planning (Sabuncuoğlu and Tokol

2011:89-116). The aims of these estimations are, forecasting changes in human resources units, ensuring employee training and development, ensuring employee stability and less turnovers, removing the need for employees, staffing of new employees, adapting to changing conditions, adapting to legal changes, creation of labor force inventory, and calculation of human resource cost (Aydoğdu 2001:24-33):

Job Analysis is a procedure directly affecting a variety of functions of human resources management such as staffing, performance appraisal, and compensation. By means of job analysis, the knowledge, skills and abilities required for the employees can be defined and required trainings can be given to the employees, accordingly (Decenzo 2017:98-114). Job analyses for businesses explain how tasks are executed or how they should be executed. In job analysis, along with the expectations of the business, the expectations of the employees from the work done or to be done are of importance (Aliyeva 2017:42-51). The data stemming from job analyses has an important share in the evaluation of the behavior of the employee. Workplaces are designed to optimize productivity, and then individual behavior is tried to be organized according to expected patterns. Apart from these contributions, the information obtained through job analysis is also used during the execution of various activities. These fields of activity are job description, personnel recruitment and selection, employee training and development, performance appraisal, occupational safety and health, resolution of disputes between management and unions, working processes, job evaluation, introductory element about profession/business (Bingöl 2016: 168-180):

Job Analysis is a necessary process for the accurate and proper fulfillment of all human resources functions. Sabuncuoğlu (2016: 20-30) described the objectives of job analysis. According to the author, the primary purpose of job analysis is to facilitate the planning of human resources. Job analysis is used in determining the human resource needs that may arise in the future, based on competence, and have a positive effect on businesses in terms of productivity and competitive advantage over competitors. Next, while measuring the performance of the employee, job descriptions and job-related standards determined as a result of job analysis are used. With job analysis, it is aimed to determine the performance measurement criteria accurately. Another purpose is about determining the criteria to be used in recruitment objectively and in accordance with the job is among the objectives of job analysis. With the use of job analysis in recruitment, it is possible to select competent employees with merit

and to increase the quality of the workforce. Moreover, as a result of job analysis, the skills that need to be gained and developed by the employee can be easily determined, thus facilitating the provision of the required training. In addition, the fact that the skills and qualifications required for each job in the workplace are revealed through job analysis helps the employees in determining their career plans. Knowing what skills and qualifications needed for future promotions increase the productivity of the employees. Thanks to job analysis, a balance is created between jobs and the workload of employees, ensuring the fairly distribution of the tasks. In this way, the possibility of experiencing any negativity that disrupts the peace in the workplace is reduced. Finally, job analysis also plays an important role in determining compensation. With a clear framework identifying which jobs deserve how much compensation, job analysis turns out to be a factor that positively affects the motivation of middle and lower level employees.

1.1.2.2. Selection and Placement

Screening is the process of HRM that investigates and assesses whether the employees to be selected are the right candidates. Placement refers to whether they are employed in the right unit and at the right time. Staffing at the right time and with the right person in the unit ensures the positive development of the business (Shen and Edwards 2004: 814). Selection, which is a process of creating added value for businesses, has to be based on the process of choosing the right manpower, enabling businesses to gain competitive advantage. In enterprises where production is at the forefront, every production factor should be attached importance and value. More importance should be given to the human resource, which controls and directs all production factors. To meet organizational objectives as regards production, human resources departments should make the necessary job analyses and descriptions and select appropriate employees as soon as possible (Aldemir 2001:125-134). The entire process of recruiting, selecting and placing the qualified candidates to close the workforce gap determined by Human Resources planning constitutes the stage of staffing. The main purpose here is to select the right personnel for the right job (Kılıç 2010:13). The human resource staffing process begins with the examination of the CVs of the candidates in the candidate pool, which is created by bringing together the candidates from internal or external sources. At this stage, criteria such as the

candidate's suitability for the job, experience, and educational background are explored by narrowing the number of candidates (Özgen 2002:6).

The selection process essentially depends on two sources. As the principal source, internal sources include incumbent employees in a position to promote or change job in the enterprise. Assigning among the incumbent employees increases the productivity of the employee and help eliminate the adaptation process to the new position, as well. It is evident that using internal resources is beneficial for the business in that it does not waste time for a host of processes such as recruiting and testing. In addition, selecting among existing employees increases commitment and lessens turnovers (Çavdar ve Çavdar 2010:79-93). Selection from external sources refers to selecting employees apart from incumbent ones (Sabuncuoğlu 2016:5).

Internal sources are the principal sources in selection. The reason underlying prioritizing internal sources is that an employee recruited from an internal source has various benefits and savings compared to an employee recruited from an external source. When selecting from internal sources, it is of necessity to know the potentials and qualifications of the existing employees in the enterprise very well (Özışık 2002). Employees recruited from internal sources have some drawbacks apart from various advantages. When it is possible to select an employee more suitable for the position from external sources, problems may arise with the selection of less qualified one from internal sources. In addition, since only one of the candidates waiting for promotion in the organization can be assigned to a position, it is possible that there occurs a conflict between those who are not assigned for the relevant position and those who are assigned (Decenzo 2017: 56-75). Internal selection methods can be upward, downward or horizontal. When upward, it is called promotion, when downward it is called demotion or rank reduction, and horizontally it is called transfer (Kaya 2006:569-597).

Promotion can be defined as an employees' transition or assignment to another position where they will have more duties and responsibilities than their current duties and responsibilities. Promotions can be based on seniority or can be success-oriented (Yılmaz and Eroğlu 2008:56-98). One can be promoted in two different ways. Firstly, promotion can be bound to seniority. The transition of employees who have completed a certain year in their professional lives from their current positions to higher positions is called a promotion system based on seniority. Employees who are promoted on the basis of seniority have more professional experience in the organization, so they can better understand the requirements of the job and adapt to

the job easily. Second promotion method is the promotion given according to the performance of the employee. In such a promotion, the employees' motivation and their commitment to the organization increase (Sabuncuoğlu 2016: 15-24).

Transfer refers to a change in a position with the same intensity of responsibility. Transfers may be within the enterprise and to subsidiary or partner companies belonging to the enterprise (Yılmaz and Eroğlu 2008: 56-98). Thanks to the transfer, which characterizes the change in a position with the same characteristics in terms of responsibilities, duties and compensation, it is possible to progress without any disruption in the organization (Kaynak et al 2000:129).

Internal Announcements are information set is prepared as regards the required features of the employee in the required field, in the form of an announcement on the boards of the workplace or online accessible to everyone. The applicants can then be selected from among the applicants. This announcement can also be made via e-mail in large-scale enterprises. In general, upon exhaustion of internal advertisement channels with no suitable candidates, external advertisement channels are applied (Yılmaz and Eroğlu 2008:56-98).

Demotion refers to rank reduction, which is defined as the change to a lower position in terms of duty, authority, responsibility and compensation. It can bring about a decrease in motivation since it is not done at the request of the employee (Kaynak et al 2000:129).

Job Enrichment and Development: By job enrichment, more responsibilities and duties are given to existing employees, instead of applying for external sources. By defining additional responsibilities to existing employees, the need for labor is eliminated (Yılmaz and Eroğlu 2008:56-98).

There are advantages and disadvantages to recruiting and selecting from internal sources. Employees selected from internal resources cause other employees to think that they can also be promoted, which increases motivation. Moreover, these employees' career expectations and commitment increase. Another advantage of selecting from internal sources is the low-cost of the selection process for the employer. The employer not only saves on the cost of recruitment and selection but also saves on the costs of the orientation and adaptation processes because of the selected employee's embracing of the corporate culture. All in all, the disadvantages of employee selection from internal resources can be listed as follows (Acar 2010: 75-84);

- It may cause competition and conflicts within the enterprise.
- Employer can be stripped of the opportunities of enjoying different opinions and suggestions provided by the personnel from external sources.
- It may be possible to select an unqualified employee to execute the relevant task.
- Political tensions in promotions can occur. (Mathis and Jackson, 2008)
- Selection of unqualified employees without sufficient competence can result in excessive need for development programs so as to make them gain the required competence (Mathis and Jackson 2008: 124-127).

In most cases, businesses have a disposition to enjoy the way of selecting employees from internal sources, but in some cases, it is not possible to select employees by this way. The reason for this may be the absence of someone who has the competence to carry out the relevant job, or it may be due to the fact businesses begin to work in a new way for them. Under these circumstances, the employer resorts to external sources (Fındıkçı 2003: 22). In addition, it is not possible for employers to prefer the method of selecting employees from internal sources in order to make up for the employee shortage in certain periods. On condition that an employee is selected from an internal source, there will be a gap in the position of the promoted or transferred employee, generating a new employee gap in a different position. In such cases, employers resort to external sources, by contacting potential employee candidates and hiring the candidates they deem appropriate for the benefits of the business. Businesses that select employees from external sources should heed to staffing the most suitable candidates to the organization with the least cost (Demirkan 2001:34-35). There are many reasons why businesses prefer external sources rather than internal sources (Doğan 2017: 51-80). These are defined as: On condition that the employer is in a fledgling business or is in the process of expanding its field of activity; positive influence of other employees resulting from the effort of a new employee to prove himself; owing to changing technology, the need for experts packed with high technical capabilities, new knowledge and skills; recruiting innovative employees who have the necessary technical competencies in accordance with the nature of the required work in the workplace, thus benefiting from these employees; adding dynamism to the working environment with employees from external sources; providing an opportunity for the incumbent employees to be promoted with the staffing of their positions with employees from external sources; decrease in training costs of

the employee due to the employment of suitable and qualified employees; employment of the lower-level positions of the incumbent employees promoted to upper-level positions with employees from external sources.

Employee recruitment from external sources can be made by implementing following various methods. The first is announcements. There may be changes in the announcement methods depending on the nature of the employee's needs (Ertürk 2018:62). Announcement method can be preferred to reach large masses although it brings a cost to businesses. The content of the announcement should include job-related information such as the qualifications sought in the employee, the method of application and application dates. In some cases, where the job supply is high, businesses can publish announcements by keeping their names confidential (Akin 2004: 85-114). Announcements, namely job postings, are one of the most preferred methods in our country and in the world, as they can appeal to large masses even if they bring a certain burden to the employer in terms of cost. In order to announce the positions, advertisements are announced by means of various channels such as newspapers, radio, television, and flyers (Özgen and Yalçın 2015: 13-17).

The selection process is the stage where various methods are applied to choose the most suitable candidate among the ones who apply for the job. The steps of screening are as acceptance of applications, preselection, preliminary interview, testing, interview, reference check, health check, job offering and placement (Yılmaz and Eroğlu 2008:27-29). The initial stages consists acceptance of applications, preselection and preliminary interview. Upon hearing about the announcements made through the various channels with respect to the job, the job seekers submit their applications via predetermined channels stated in the relevant announcement. After the reception of applications by the human resources employees, preselected candidates are invited to the preliminary interview. The aim of this preliminary interview is to confirm the accuracy of the information given at the application stage and to request the completion of the missing information, if any (Sabuncuoğlu 1998: 20-42). At the end of the preliminary interview stage of the employee selection process, it is aimed to eliminate the candidates who do not have the qualifications required by the job by making a preliminary assessment of the employee candidates (Yalçın 2015:57-64).

The preliminary assessment is followed by testing: At this stage, by means of relevant tests consisting of open-ended or closed-ended questions, it is aimed to

measure the knowledge, skills, abilities and some other characteristics of candidate employees. Tests are especially used on occasions where there are a high number of applications (Yalçın 2015:57-64). There are four required features of tests (Aldemir 2001:149-163). Job-related features are the exams prepared to measure the knowledge, skills and abilities of the candidates should be relevant to the position applied for. Besides, it is necessary that the questions be prepared in order to avoid confusion of meaning and in a way making impossible wrong deductions with the second and third meanings. Questions should be clear and to the point. In addition, the tests should respect privacy of applicants. The purpose of asking questions about the candidate's life should not stem from directly curiosity about private life, but should be related to private life to the extent that professional life requires. Finally, test setting is an important concern. All of the job candidates should be tested in an environment with the same conditions and by allocating equal testing time.

Interview, as one of the most used methods in the selection process, refers to the one-to-one communication of human resources officials with an employee candidate within a certain period of time. In the interviews, it is aimed to predict and measure the competence of the job candidate for the position applied for, the motivation of the candidate to perform the job, the adaptability to the business, and the relations with other employees (Solmuş 2003: 139). Interview is a phase where human resources officials confirm the suitability of the candidates who have been successful in the previous stages and where they convey the job requirements to the candidate. At this stage, with a face-to-face conversation, and the accuracy of all the information is confirmed, with an emphasis on the personality and communication skills of the candidate. In order for the interview to be effective, the human resources employee should conduct the interview in a productive fashion. For this reason, the unbiased manners of human resources professional are of great importance in terms of interview style, the course of the interview, the questions and the impartiality (Özgen 2005: 96).

Reference Check is the following stage. Although preliminary interviews, interviews, and psychological tests are applied so as to place the right candidate to the job, additional inquiries are required in some cases. In such cases, extra information about the candidate's professional background by means of previous colleagues and managers becomes important. Human resources professionals check references before making the final decision as to which candidate to hire (Cetin 2015: 24-46). On the other hand, health checks are carried out to determine whether the health of the

candidate complies with the requirements of the job. All businesses need to attach importance to health checks in order to obtain information about the employee's potential health problems in the future. Another purpose of health checks is to distinguish between future work-related and existing disorders (Şimşek and Öge, 2015: 24-48).

The final stage is job offering. Employers who delay the job offering stage may face the risk of losing suitable candidates due to the timely offers of other employers. This delay means the waste of time and cost in the whole process, including all tests and interviews. Another negative implication of the delay of the job offer is that the position remains vacant for a long time. Another important point for the human resources professionals is not to disregard the importance of informing unselected candidates of the negative response while informing the selected candidate of the positive response (Sabuncuoğlu 2016: 61).

1.1.2.3 Training and Development

The definition of training may be made from two perspectives: individual and organizational. From an individual point of view, training can be defined as activities to increase and develop the competencies of the individual so as to achieve personal goals. In terms of the organization, training is a management tool harnessed in order to promote the efficiency and performance of the enterprise (Yüksel 2007:125-127). In today's world, with the increase in competition, the need for qualified personnel and the desire of the employees to develop themselves as qualified personnel come to the front, making training an important instrument serving this purpose. The training becomes more important as the individual and organizational impacts of training are observed (Sökmen 2016:244). Training is a tool employed to increase one's knowledge, skills and abilities. We can think of training as a tool that gives clues about how employees should approach the events they may face during their job, and that provides required information for duties and tasks to be undertaken in the future – by enhancing knowledge, manners, skills and abilities (Sabuncuoğlu 2016:62). The main objective of businesses is to produce goods and services. And it is the employees who use their muscular and intellectual power to produce these goods and services. Depending on this principal argument, today's businesses attach great importance to their employees and seek to provide all appropriate opportunities for the development of their employees (Yüksel 2007:233-235). There are economic and social purposes

for businesses to provide training to their employees. From an economical perspective, training includes the development of human resources at every level of the enterprise with different training programs, the best preparation of the employees for their jobs, and meeting the requirements of the job in the best manner (Sabuncuoğlu 1997:69-72). Social goals, on the other hand, are an opportunity for employees working in various units within the enterprise to get to know each other by means of training. Conferences, seminars, and various courses are seen as important activities that provide social cohesion and personal improvement. Employees can experience social coexistence in environments suitable for social relations by participating in trainings within the institution (Sabuncuoglu 1997:69-72).

Training and development activities are one of the most important ways to increase the knowledge and skills of employees, thus increasing the profitability of the business (Ertürk 2011:82). In today's business world, training and development activities have gained great importance. Businesses are pondering on how training can be more productive. Although the importance attached to training has increased, there are also businesses that evaluate training as an unnecessary cost element and avoid training expenditures. However, what these businesses ignore is the fact that the benefits of training as a very efficient investment outnumber its cost (Bingöl 2016:236).

The main purpose of Training Needs Analysis is to outline the deficiencies between the targeted situation and the current situation of business in terms of training and to eliminate them. These deficiencies are identified by analyzing the factors as regards the organization, job and employee. The purpose of organizational analysis is to determine the needs of the units in the enterprise. In job analysis, the focus is on how to carry out the job, on the required conditions for better performance, and on eliminating the deficiencies by means of training. In the employee analysis, businesses focus on whether the job requirements are present in the employee and on eliminating the inadequacies of the employee through training (Selamoğlu 2004:41). Throughout the stage of determining the training content the main components are who will be given training as a result of training needs analysis and when, the duration of the training, who will give the training and how. There are certain rules that must be complied with at the stage of training. It is essential to adhere to the training plan, to avoid widening the scope of the training plan, not to stray from the training goals, and to increase the efficiency of the training by dividing the employees who will receive

the training into groups (Özçelik 2015: 26). With the evaluation of training results, it is obvious that as the need for an information society increases, the physical feature of work becomes less important. Whereas it is possible to divide and break down the physical works, it is not possible to divide the mental works imposed by the information society. For this reason, the training changed its meaning and began to refer to a training strategy that teaches the employees to be in a position to cope with change. This training strategy includes factors such as generating ideas, acting independently, being a team player, changing habits and behaviors, and adapting to environmental conditions (Koçel 2015: 49-53).

There are certain principles required for the right analysis and implementation of the training and for the training to be benefit-oriented. These Principles are as follows:

- a) **The Principle of Motivation to Learn:** All employees strive to achieve the goals they set for their careers. They can achieve these goals by gaining job security, financial and intellectual satisfaction, status, recognition, and success. On condition that the training program is prepared in accordance with these goals of the employees, the learning process will be greatly facilitated. The reason for this is that the employees are aware of the fact that they can reach their goals with the help of the training they receive. Giving trainings to the unemployed leads to more willing participation in the training based on the assumption that training will increase the probability of finding a job, thus securing their lives (Özyurt 1998:75).
- b) **The Principle of Continuity:** Within the framework of innovations in human resources management and innovations in business life, the duties and qualifications required from the employee change. In this context, features such as adapting to new conditions, being in constant change and development, being able to offer new ideas and practical solution suggestions have become the desired features for employees rather than only knowing how to do the job. The gaining of these features is not an output of stagnant training. Instead, it is a product of continuous and planned training activities. In order for an enterprise to survive, it must be in a constant state of change, follow technological innovations, use modern equipment, diversify its field of activity, and seek to use more efficient production methods. In order for all these to be implemented effectively, training activities must be continuous. Thanks to the continuous

trainings, employers and employees can easily adapt to new conditions and have no problems concerning adaptation (Özkan 2015:71).

- c) **The Principle of Feedback:** Verbal notifications and written tests are among the most frequently used methods to provide feedback for both employees and trainers. A “learning curve” can be created in order to monitor the developments achieved by the employees and to generate feedback. By means of learning curve, it is possible to decide as to whether to extend the training period and as to whether to change the teaching techniques (Özyurt 1998: 67).
- d) **The Principle of Equal Opportunity:** Equal opportunity means that all employees benefit from training, and certain groups are not prioritized. In accordance with this principle, the focus is on the fact that the decisions as regards should be taken in an unbiased and legal manner by taking into account the needs, not the level of the employee or personal privileges (Sabuncuoglu 1997:41).
- e) **The Principle of Planning:** The need for training determines and starts the planning process. Trainings may aim to equip the employee with the necessary qualifications to handle the current job or to provide skills that the employee may need in the future (Ayan 2012:56).

When the training is completed, **application of the subjects learned by training** is necessary. Since the aim of in-service training is to gain work-related behaviors, it is important to apply what is learned in the work environment. If the content of the trainings and the behaviors desired at work are the same, and the tools and equipment used are the same, it is highly likely that what is learned in the training will be applied in the workplace. In order to apply what is learned in training at work, there are some issues to be done; that are giving hints to trainees to remind them of what they have learned; using reinforcements that will enable the learned behaviors to be applied on the job; informing their managers and colleagues about how they will reinforce these behaviors if the trainees apply the behaviors they have gained in the training; guiding trained personnel by setting specific goals and by teaching them how to reach them; and controlling whether the behaviors gained in training are applied at work (Özyurt 1998:68).

1.1.2.4. Career Planning and Development

All employees have a desire to belong to a group, to raise their positions in that group, to improve themselves in their profession, and to raise their positions throughout their professional life. Employees belonging to a professional group can improve themselves and increase their motivation by joining business organizations related to their field. In this way, employees not only increase the profitability of the business in accordance with the objectives of the business, but also make progress in their career path (Şimşek 2010: 71-92).

Career can be considered as a set of jobs that continue throughout the professional life in accordance with the personality traits of the employee. It can be summarized as gaining more money, power, responsibility, status and prestige while progressing on this path. That is to say, career can be defined as the positions and responsibilities undertaken by the employees throughout their professional life (Sabuncuoğlu, 2005). The process of finding a way to bring the interests of the employee and the employer to a common point, and to increase motivation while increasing profitability is possible by making career planning, which is one of the most significant components of human resources planning. Career management is defined as the activities that the employees do in order not to miss the opportunities by foreseeing them beforehand, and the targets they set. Thanks to career management, the employee gains the required knowledge and skills (Dolgun 2007: 46-53).

In terms of an individual, career management is related to the employee's setting the right career path, receiving training on the field he/she wants to work, understanding the current business relations in the field he/she wants to work, and acting in accordance with the employee's value judgments, interests, and abilities. An individual's value judgments and wishes may change over time or by the influence of external factors. For those who are not sufficiently aware of their knowledge, abilities and skills; those who choose a career under pressure; those who are indecisive, thus having difficulty in choosing a career goal, it is better to adopt a career goal in a broader sense and to give time to themselves until they identify their knowledge, abilities and skills so as to define a more realistic and accurate career goal (Minister 2014:82)

Regardless of the sector, there are 5 different career stages (DeCenzo 2017:). The first stage is about exploration. In this stage, the employees become aware of their knowledge, skills and abilities and attempt to explore what they can do in the future.

At this stage; environmental factors such as family, school, and friends play an important role (Tuncer 2012: 203-232). The Stage of Establishment starts with the first step into professional life and continues until the age of 30-35 (Minister, 2014:83); at the Stage of Mid-career, we encounter an employee who has advanced in his career and gained experience with the maturity brought by his age. The need for basic needs at the beginning of professional life has left its place to need for respect. For this reason, they do not avoid taking responsibility and seek to transfer their experiences to their business (Kök 2007:175). At The Stage of Late Career, the employees no longer have any expectation from business life and begin to show signs of fatigue due to their long professional life. The loss of the will to struggle in a competitive environment led to an increase in the importance given to their social and private life rather than professional life. The employees, who lose their enthusiasm, start to prepare themselves for retirement (South 2014:69). Finally, the Stage of Decline includes the last years of working life as well as the first years of retirement. Institutionalized companies prepare training programs for these retired employees along with the orientation programs training their new employees by providing experience transfer. The experiences conveyed by means of these programs are considered as part of the decline stage (Ergeneli at all 2014: 96-104).

1.1.2.5. Performance Appraisal

Although performance appraisal management started with simple methods, it has become complex in recent years and has gained a different dimension (Fletcher 2001:473-477). Whereas performance appraisal can be defined simply by the manager's reporting on his employees, in a complex performance management it can be examined in two separate categories: formal and informal appraisals. In the formal appraisal system, the performance of the employee is evaluated systematically and a system is established according to the objective performance appraisal criteria of success-oriented enterprises (Çolakoğlu 2005:203). Human Resources have been one of the significant components that provide a competitive advantage to businesses. Appraisal and improvement of employee performance has always been a critical point in achieving organizational goals in businesses (Özçelik 2018: 64). Businesses always have to improve their performance in order to outperform their competitors and to ensure their survival. On condition that the performance of the employees does not increase day by day, it is impossible for the business to maintain competitive advantage

against its competitors. For this reason, businesses always have to attach importance to their activities with regard to performance management. Since the performance of the employees and the employer are interrelated, improvements and developments in the performance of the employees also increase the organizational performance. For this reason, all employees, from the highest level to the lowest level, are required to perform above certain criteria (Bingöl 2016:268).

In order for the performance appraisal processes to be fulfilled infallibly within the enterprise, the objectives, vision and mission of the enterprise must be defined and performance appraisal must be carried out in line with the objectives of the institution. In order for the performance appraisal to progress effectively, it is of necessity to determine the criteria and standards, to repeat the appraisals in certain periods, to determine the personnel who will evaluate the performance, to define the appraisal method, to give performance appraisal training, and finally, to implement a complete and objective performance appraisal (Sabuncuoğlu 2016:287-293). The performance system essentially focuses on factors with respect to the reward system, order and employee motivation (Gizaw 2010: 87-106). According to Eraslan and Aygün (2005:57), there are nine objectives of a well-organized performance system. These objectives are about identifying the development processes of employees, thus making more accurate investments. Providing opportunities for employees' personal development investments and creating awareness in their employees; making distinction between efficient and inefficient personnel; establishing an environment open to development; determining the level of employee competence in order to realize the goals of the organization; finding talented personnel during the process of promotion and filling positions; creating ideas for the gradual development of the employee; considering the system as a whole, thus eliminating deficiencies more easily; and building a bridge between the employer and the employee, eliminating communication gaps.

Although performance appraisal is the most important instrument in reaching the goals and objectives of the enterprise, audits should be carried out in addition to the performance appraisal at certain intervals, since the goals and objectives of the enterprise may vary. The principles in these inspections are adjusting the performance appraisal frequency; making the required preparations for the audit; checking whether the performance system reflects the actual performance of the employees; planning the objectives of the performance system with quantitative measurements; and

determining the positive or negative impacts of the performance system on the employee (Carty 2004:14).

As an indispensable component for business, the performance appraisal system has benefits for businesses, employees and managers. Although benefits vary in terms of employees, managers and businesses, undoubtedly, the performance appraisal system contributes to the goals and objectives of the business. Özçelik (2018:41-86) summarized the benefits of performance appraisal for managers, employees and businesses.

There are five benefits of performance appraisal for managers. First of all managers can be more effective in planning, supervision and control functions on a unit basis or in general, thanks to the performance system. In this way, the performance of the employees and the business increases. Next, the relationship between managers and employees develops in a positive manner. Besides, managers can easily determine the qualifications of the employees that contribute to the business and the qualifications that need to be developed, thus carrying out activities for the development of the relevant areas. Furthermore, managers have the opportunity to recognize their own shortcomings, apart from evaluating the employees. And finally, as they become aware of the competence of the employees, they can transfer their authorities more easily.

Benefits of performance appraisal for employees consists of four issues. First, employees become aware of the performance level that their managers expect from them and how their performance is evaluated. In addition, employees become aware of their own strengths and weaknesses. Besides, employees become aware of their obligations and responsibilities within the organization. Lastly, employees give feedback to themselves according to the performance results and the outputs they see, and they seek to find a way to increase their job satisfaction and confidence taking into consideration these feedbacks.

There are also four benefits regarding performance appraisal for businesses. The first one is the increase of the efficiency, productivity and profitability of the business. Next, it ensures the improvement of the quality of the product and service offered by the enterprise. Moreover, employees' emerging training needs and budget can be determined more easily. Additionally, the information requested by the business while planning the human resources required for its goals and objectives can be obtained easily.

There are many performance appraisal methods peculiar to the operation of businesses, and among these methods, businesses can choose the one that suits them. Since all performance appraisal methods have advantages and disadvantages, it is of importance that the method chosen for business is suitable for the characteristics and philosophy of the business (Minister 2014:89). The graphic rating scales method involves transferring the names of the employees to a table and then evaluating them with scaling such as sufficient, insufficient or very insufficient, very sufficient. In this evaluation method, the staff can be easily compared with other colleagues (Coşkun, 2009). Besides being very easy to implement, it requires a short time and the cost to the enterprise is very low. However, it is difficult to obtain statistical data and to quantify data in this evaluation method (Erarslan, 2005). On the other hand, Critical Incident Method is based on managers' monitoring of employees' job performance by taking notes and examining examples of their good or bad behaviors related to work. The job monitoring is based on critical events relevant to the employee's performance. Managers conduct a preliminary interview with employees regarding their performance. This method increases the workload of managers, as managers are required to monitor critical events on a daily or weekly basis. In addition, since the evaluation results are announced at the end of the period, employees can only be evaluated verbally during the period (Cloud 2004:145). Another method is Rating and Scoring Method. At the end of a certain period of time, performance of an employee is evaluated in terms of success, knowledge, social relations, harmony, etc. This method is based on impartial auditing of competencies according to certain criteria. The scores of the personnel are calculated according to all the criteria defined at the beginning by taking the average. Even if this system seems to give consistent results and is low in cost, there is a high probability of problems in cases where the differences between the options in the criteria are not clearly stated (Erarslan 2005:96-98). In the checklist method, a form is prepared and there are questions answered by giving yes or no answers. The performance of the personnel is calculated according to the weight of the collected answers (Ferecov 2012:261). To offset the drawbacks in graphic rating scale method by preventing positive scoring, the Forced Distribution Method does not inform the evaluator of which option has the highest score. (There are options such as "is very patient", "reaches the conclusion logically", "takes responsibility for his own mistakes", "conducts the work wisely", "encourages the colleagues) (Gavcar 2006:31-45). Although it is similar to the forced distribution method in practice, in point

allocation method, it is necessary to create a ranking among the employees. In this method, the evaluator's biases can lead to an erroneous assessment (Eraslan 2005:96-98). In behavioral evaluation method, the forced distribution method and the rating method are used together and it is requested to mark the only option that shows the status of the employee. While applying this method, the evaluated personnel should be allowed to participate. Behavioral assessment method is difficult to use because of time and cost limitations (Eraslan 2005:96-98). Furthermore, in paired comparison and ranking method, the names of the employees are written on a piece of paper, and then each employee is compared one by one with each other, and the one who is more successful in the criterion is given one point. At the end of the evaluation, the ranking is made starting from the one with the highest score. With the help of this method, decisions as regards demotion, promotion and dismissal can be taken. However, in organizations with the high number of employees, the efficiency of the method decreases owing to relatively long application time. In addition, as the number of personnel to be compared by the evaluators increases, the rate of making mistakes increases. The fact that it is based on comparison among employees can reduce the motivation of the personnel (Eraslan 2005: 96-98). Finally, 360 Degree Performance Evaluation Method, also known as multiple evaluation method, is a method that includes feedback on performances. With the help of evaluator and employer matrices in this method, the validity and reliability of the feedback increases due to the evaluations from more than one evaluator (Edwards 1996:814).

1.1.2.6. Compensation

One of the indispensable elements for HRM is compensation. Employees contribute to the organization by providing their knowledge and skills in return for compensation. Compensation management can be defined as balancing the expectations of different interest groups. Organizations should be careful about complying with certain rules and achieving certain goals in compensation. In addition, the compensation policy is of great importance for factors such as job peace, career development, and sense of belonging, which are not financial rewards. In today's world, compensation policy is used effectively by institutionalized organizations to ensure such factors. Since it is one of the main purposes of the employees, it is an organizational tool that can be used to ensure organizational effectiveness and efficiency (Güzel 2007: 26). Moreover, compensation is an instrument used to attract

potential employees, to ensure the commitment of current employees, and to meet the needs of employees. When determining compensation, businesses should create a balance between the interests of the employee and the employer. Otherwise, the motivation of the employee and productivity may decrease. From the perspective of the business, appropriate compensation may increase the costs (Berk 2017:56).

It is very difficult to provide a compensation policy that satisfies all parties, because the compensation policies are affected by developments such as the economic situation of the country and the compensation policies of other organizations. However, in order to maximize satisfaction with compensation, it may be useful to follow certain principles (Alayoğlu 2005:54-76). These principles are equal pay for equal work (Compensation policy is determined on the basis that employees who do the same job receive the same wage); ability to pay (According to this principle, wages should not cause costs that the employer cannot afford, while protecting the living standards of the employees); compliance with the labor market (The wage paid should be determined at least close to or equal to the wages of employees in the same sector. In addition, the standards of the city where employees live should also be taken into account); proportional to promotion (When employees are promoted, they should know that they will receive increased benefits. They should not continue to work with the same benefits when promoted); non-discriminatory (The same compensation policy should be applied to all employees, regardless of their status such as civil servant, worker or worker of a subcontractor); objectivity (Professionals deciding on compensation policy should apply objective criteria instead of subjective criteria); flexibility (the compensation policy should be flexible in adapting to changing conditions); and clarity (The compensation policy should be clearly explained to employees).

Compensation is affected from various factors. The first factor affecting the compensation is the current market compensation level. According to this factor, it is important for businesses to observe the market while determining compensation and to examine the supply-demand balance and payment systems. The compensation system provides the business with the opportunity to compete in the labor market. Businesses should do market research while determining their compensation policy. Nonetheless, market research on compensation policies is a difficult one because many businesses keep their compensation policy secret (Budak 2008:23). Another factor affecting compensation is the organization's ability to pay. Since the ability to pay is

directly related to the productivity level, productivity is of great importance in determining the maximum level of wages. Personnel who increase productivity and therefore increase profitability should get their share from increased profit, thus contributing to productivity more over time. Wages may increase or decrease over time depending on profit and loss ratios over time. Businesses with reduced profitability can often seek to maintain their financial balance by laying off workers or reducing wages (Serinkan 2007:201-229). Thanks to the collective bargaining agreements or the policies of the businesses, in developed countries, compensation policies are determined taking into consideration the factors such as the standard of living and the inflation rates, thus preserving the purchasing power of the personnel. While employees aim to protect their living standards in the wages, employers do not necessarily want to adopt such a policy in compensation policies, because businesses' focus is on determining wages according to employee productivity. The employer, considering the concept of living standards as subjective, wants to determine compensation policies depending on more rational criteria (Bingöl 2016:284). Legal regulations, as the fourth factor, are binding for organizations in determining the compensation policies. For instance, the minimum wage policy is one of these legal limitations. Employers must pay their employees at least the minimum wage. States control the prices in the market, ensuring that the citizens are paid a wage worthy of human dignity by providing a minimum tax exemption and by following a minimum wage policy (Sabuncuoğlu 2016: 112-117). The last factor is job requirements. In organizations, job descriptions are made in order to identify and distinguish the aspects of one job from another. Job descriptions and job specifications are made through taking into consideration the factors such as workforce required, the duration of the job and the value of the job. Afterwards, with the job evaluation, wages are determined by high wages for high-value jobs and low wages for low-value jobs (Bingöl 2016: 245).

1.1.3. The Effect of Human Resources Management Applications On Organizational Variables

In the literature, research about the relation of HRM applications with different variables are conducted; which are organizational performance (Aladwan 2015; Dönmez 2019; Harel 1999; Human Resource Management International Digest 2019; Lee 2019; Mayes 2017; Pungnirund 2019; Suksod 2020; Vlachos 2008), customer

orientation (Domi 2020)), job satisfaction (Thu 2021), innovative work behaviors (Arbeláez,2020; Singh 2020), turnover intentions (Jiru 2019;Tumwesigye 2020), cultural dimensions (Gadi 2020), supply chain (Ding 2014; Magova 2020), employee performances (Rodjam 2020) , clean development (Fernández,2017), motivation (Johar,2019), job retention (Deckop 2006) and entrepreneurial orientation (Florén 2016). All of these are compared human resources practices and evaluated and try to understand relationship between each other.

When organizational performance, commitment, support and human resource management practices are considered, it was put forth that organizational performance, commitment and support are significantly affected by reward and compensation (Lee 2019; Mayes 2017; Pungnirund 2019; Vlachos 2008), recruitment and selection (Aladwan 2015; Harel 1999; Mayes 2017; Pungnirund 2019; Vlachos 2008), training and development (Aladwan 2015; Harel 1999; Dönmez 2019; Lee 2019; Mayes 2017; Pungnirund 2019; Vlachos 2008) performance appraisal (Harel 1999;Suksod 2020) and job security (Suksod 2020). Although, these research revealed positive and significant effect of human resource management applications, some of the other studies found that reward compensation (Dönmez 2019; Human Resource Management International Digest 2019) and benefits, training and development (Human Resource Management International Digest 2019), performance evaluation (Dönmez 2019) and job security (Vlachos 2008) had no effect on organizational development.

When the relationship between employee turnover rate and human resources management practices is examined; recruitment and selection, training and development, compensation (Jiru 2019), rewards (Jiru 2019; Tumwesigye 2020) and job security (Tumwesigye 2020) have a significant effect on the employee turnover rate. Eventhough, training and development has a significant and positive affect on employee turnover rate, Deckop (2006) revealed that supervisory training has no affect on job retention but compensation and benefits and development opportunities affect job retention. Deckop (2006) Tumwesigye (2020), Arbeláez (2020) and Singh (2020) studied the relationship between innovation policy and human resources management functions. The best HRM functions to increase innovation level of the company is found to be staffing (Arbeláez 2020; Singh 2020). Moreover, participatory decision-making process also affected innovative work behavior level (Singh 2020). However performance based evaluation and reward system (Singh 2020) and personal training

(Arbeláez 2020) does not have significant effect on innovative work behavior. When supply chain and human resources management practices evaluated, recruitment and selection (Ding 2014; Magova 2020) and training and development (Ding 2014) have a significant positive affect on supply chain efficiency. The research about relationship between supply chain and HRM functions also revealed that performance management (Ding 2014), reward system (Ding 2014), participation and teamwork practices (Magova 2020) does not affect supply chain flexibility. In addition to these, training and development function found to affect customer orientation (Domi 2020), job satisfaction (Human Resource Management International Digest 2019), cultural dimension (Gadi 2020), employee performance (Rodjam 2020), motivation (Johar 2019) and entrepreneurial orientation (Florén 2016) significantly and positively. Besides, compensation and reward function found to have a positive and significant effect on job satisfaction (Human Resource Management International Digest 2019), cultural dimension (Gadi 2020), employee performance (Rodjam 2020) and motivation (Johar 2019). Lastly, performance appraisal function also have a significant positive effect on cultural dimension on human resources management. (Gadi 2020) and employee performance (Rodjam 2020).

To sum up, as revealed in the literature, human resources management applications positively affect many organizational variables.

1.2. DIGITALIZATION AND DIGITAL HRM

1.2.1. Digitalization

The concept of industrialization, which prioritizes the use of machines instead of using human power, has passed into its fourth phase today (Topsakal 2018:623-638). The first phase of industrialization, which emerged at the end of the 19th century in England, was designed to create mechanical production lines by utilizing the power of water. In this period, production accelerated, the society was divided into two separate classes and economic growth was realized (Alçın 2016:19-30). The second industrial revolution phase took place in the United States with the use of electrical energy in production lines (Bağcı 2018:122-146). The third industrial revolution phase started with the use of electronics and information technologies in production lines, introducing programmable smart production lines (Economic Forum Magazine, 2016).

The fourth phase of industrial revolution, called Industry 4.0, was introduced for the first time at the Hannover fair in Germany and was put into a theoretical

framework by the German National Science and Engineering Academy (Alçın 2016:19-30). Industry 4.0 aims at establishing cheaper, faster and more efficient factories thanks to smart production lines that are in communication with each other. With Industry 4.0, real-time information exchange has prevailed together with the logistics activities such as production, design and distribution. Apart from the production lines, Industry 4.0 has become prevalent in the whole society and in the states, as well (Kılıç and Alkan 2018: 29-49).

Industry 4.0 covers many technological fields and systems related to these technological fields. Cyber-physical systems, Internet of Things, Big data and cloud systems are some of them. The most important role of Cyber-Physical Systems (CPS), which is defined as the integration of the structures that deal with the communication between the physical world and the cyber world, is to meet the dynamic needs of production and to increase the effectiveness and efficiency of all production activities. Thanks to this system; control, surveillance, transparency and efficiency are handled effectively (Yang 2017:1-10). Another name for the industrial internet is the internet of things. Smart factories, smart products and smart services have gained these titles thanks to the internet of things (Kagermann 2015:13). This concept also refers to the collection, reproduction and arrangement of inputs from workplaces and factories (Alçın 2016:19-30). With the development of internet infrastructure, data produced by machines and devices are stored in systems with cloud infrastructure (Roblek 2016:1-11). With the emergence of cloud technology, producers and consumers of information technologies have changed their way of thinking according to this technology. For this reason, the cloud system has changed business and application models and caused radical changes in the field (Mell and Grance 2011:145).

In his book titled “The Future of Almost Everything”, which affects the business world and analyzes global changes, Dixon defined the future with a six-sided cube. The criteria on each face of the cube are determined according to the sector and characteristics of the enterprises. These criteria, which constitutes the word "future" with its initials, are being fast (The rapid change in all areas of life and the uncertainty and unexpected events that occur in the face of this change), being urban (In the future, most of the people will live in cities and the rate of urbanization will increase), being tribal (The formation of clusters due to the structure of cultures, countries and social networks in the future), being universal (Changes in production, service and trade with globalization), being radical (Sustainability, the changing nature of the workforce, and

the loss of political power), being ethical (the integration of people in common values by uniting in leadership, passion and spiritual values) (Dixon 2020:56).

1.2.2. Interplay Between Human Resources Management and Digitalization

The concept of “Human Resources Management” replaces the concept of “Personnel Management”. Personnel management refers to activities such as hiring, firing and keeping records. However, in order for businesses to adapt to the changing world and advancing technology, it has become necessary to switch to human resources management, which is a human-oriented concept. After becoming insufficient in responding to the changes, the concept of “Human Resources Management”, which deals with the establishment of the objectives of the business, the determination of its strategic decisions and similar issues, has been replaced by “Digital Human Resources Management”. Just as in the transition from “Personnel Management” to “Human Resources Management” (Şengül 2016). With the development of the internet in the globalizing world, digital human resources management has rearranged the relations between businesses, suppliers, customers and service providers (Young 2016:49-52). Human Resources 4.0 is a new concept that emerged as a part of Industry 4.0. Human Resources 4.0 has been shaped as a result of technological developments such as Big data analysis, the internet of things, artificial intelligence, and fast data networks. Human Resources 4.0 aims to perform employee management more effectively in the future (Hecklau 2016). Businesses capitalizing on Human Resources 4.0 have certain benefits in the face of certain difficulties in the application. These challenges include choosing the right technological tools, the resistance of the current business culture, and managing the expectations of different generations of employees. The benefits of Human Resources 4.0 are attracting new generation talented employees, following the development of the employees, effective and fast human resources operations, and simple human resources management (Sivathanu and Pillai 2018:7-11).

1.2.3. Emergence of Digital Human Resources

Jones explains the reasons for the transition to Digital Human Resources Management with 6 driving forces (Jones 1997:15-17). The first force is Information Technology; digital Human Resources units will become compulsory in the future, with the technological developments brought by the information age. The second force

is to plan rescheduling and editing the process; human Resources units seek to improve business processes and this improvement will only be possible with modern business processes that are re-planned with information technologies. High-Speed Management is the other force; businesses must be fast in order to increase their efficiency and to gain competitive advantage, and digital human resources are faster than traditional human resources. The fourth force is network organizations; units of digital human resources are network companies in comparison to traditional and bureaucratic ones. Knowledge Workers who are employees who reduce costs and take advantage of job opportunities by using knowledge, is another force; digital human resources have to include knowledge workers in order not to disregard the innovations required by the age. The last force is globalization; businesses have to adopt global business strategies in order to maintain their position and competitive advantage. Human resources management has to provide the necessary service standards to the employees so that they can maintain the competitive advantage.

Digital human resource management can be classified into three categories as; operational, relational and transformational human resource management (Rajalakshmi 2016:5-8). Operational Human Resources Management covers human resources management activities related to administrative activities such as personal databases, payroll and personnel information. These administrative activities aim to support the business by increasing the efficiency, effectiveness, speed of human resources management and reducing costs with electronic and digital support. For instance, on condition that employees can update their personal information through a human resources website, the efficiency of human resources management increases (Rajalakshmi 2016:5-8). The objective of relational human resources management is to promote human resource management processes such as recruitment, selection, training, performance, appraisal and compensation, thus improving human resources management's stakeholder relations and service delivery (Rajalakshmi 2016:5-8). Transformational Human Resource Management focuses on digital functions such as strategic orientation, strategic data management, change processes, strategic competence management (Rajalakshmi 2016:5-8).

The most interesting and researched point in the transformation in digitized human resources, has been benefits in terms of an individual and an organization. In terms of an employee, the positive atmosphere created by the digital human resources

process increases the employee's competence and commitment to the job, and the relation between these two components (Nivlouei 2014:45). In terms of business, it has benefits such as restructuring human resources activities, improving the quality and efficiency of human resources services, and transforming human resources management into a strategic business partner of the business (Marler and Fisher 2010:33-51). We can examine the contribution of digitalization to Human Resources Management in four fundamental categories (Aydın 2018).

The first category is about meeting human resources needs and talent management. Recruitment and selection processes can be managed effectively and quickly in a human resources unit capitalizing on digitalization. Competent employee candidates can be easily reached by filtering the candidate pool. The second category is flexible working opportunities and employee satisfaction. In a digital human resources management, there is no office-bound working life. Instead of working in the office, the employee can also do his work outside the office with portable computers. Thanks to the developing cloud systems as well as portable computers, the satisfaction of the employees increases with opportunities facilitating outside the office. The third category is accessible information and equal opportunity. The ease of accessing a large amount of information from a single contact is very useful for businesses to take fast and effective decisions. They can easily access information that they normally obtain from different sources and in a long time. The last category is effective use of time. Processes such as carrying out the personnel affairs, analyzing the training needs and evaluating the performance are a long and tiresome process for human resources employees. Thanks to digitalization, such processes can be easily tackled, thus helping human resources employees organize their work and use time effectively.

1.2.4. Digital Transformation of Human Resources Functions

In today's business world, the global dimension of competition and the transformation of businesses with high technology have enabled businesses to focus on the knowledge, skills, abilities, qualifications, training, and experience of their employees. Due to this inclination of the enterprises, the main function of the human resources units is to facilitate the use of the required knowledge and qualifications in the right place, and at the right time, thus helping the employees to achieve the goals and objectives of the business. Human resources units perform this function by means

of activities with regard to recruitment, selection, training, performance appraisal and compensation, job security, health, social rights and motivation (Dessler 2016:241-243). These functions can be examined in four categories as: Digital Payroll and Personnel Affairs, Digital Staffing, Digital Training System and Digital Performance Management.

1.2.4.1. Digital Payroll and Personnel Affairs

Digitalization is of great importance in digital payroll and personnel affairs due to big and important data, which are so essential to facilitate and accelerate decisions depending on the data. For this reason, payroll and personnel affairs are among the first digitized human resources functions in businesses. Payroll is a monthly prepared document that indicates the information as regards deserved compensation including the items such as wage, social rights, overtime payments, tax brackets, fringe benefits, leaves and other additional payments of the employees. Many businesses perform this function with procured software designed specifically for the workplace. The software provides quick and easy preparation of payrolls of a great deal of employees (Dessler 2016:245). Personnel management has been regulated by the Labor Law No. 4857, which entered into force in 2003. Article 75 of this law expresses the obligation to prepare and keep personal files for each employee employed by the employer. Since there is no regulation in the Labor Law as to how to store personal files, there is no limitation about the usage of digital files. There are no restrictions in using information technologies to keep personal files (Erdag 2016).

1.2.4.2. Digital Staffing

The whole of the practices and activities carried out by the business in order to attract and influence the candidate employees with certain competencies is called the recruitment process (Ployhart 2006:72). Placing the right person in the right job is considered to be the most important stage of human resources management. Businesses that cannot manage these processes effectively will encounter problems in human resources management functions such as employee commitment, performance appraisal, training and career development in the long run. With the spread of the application of information technologies, the paper-based staffing processes turn out to be digitized and online. The pioneers of this transformation were North American, European and Asia-Pacific countries, thus spreading all over the world (Holm

2014:432-455). Studies have revealed that digital staffing processes reduce costs and increase productivity compared to traditional processes. According to the research conducted by Maurer and Liu (2007), the publication of job advertisements in newspapers and similar media has decreased by 87% and the advertisements have started to be in the digital platforms. In addition to the cost advantages, the digital recruitment posting provides the opportunity to reach a much larger applicant pool than traditional methods (Maurer and Liu 2007:305). Digital processes such as conducting interviews in the digital environment, increasing use of mobile tools, announcing recruitment announcements on social media have outperformed traditional methods and have become a part of our lives. The digital trends of future with regard to the staffing process are listed as follows (Bayarcelik 2020:59-76):

- By integrating social media and other application platforms of enterprises into mobile tools, open positions and applications will be tracked via mobile devices.
- Digital profiles will be created by researching the social media of the candidates, thus providing a better recruitment process.
- Thanks to artificial intelligence, job postings suitable for the person will be notified to that person.
- Online and recorded interviews will develop and assessment centers will be fully digitalized in the future.
- Gamification applications over the Internet will increase, so that applications can be evaluated in a very short time.

1.2.4.3. Digital Training

Digital training is an innovative approach capitalizing on flexible technological resources to provide a trainee-oriented, interactive and facilitated learning environment, regardless of time and place (Khan 2005:34). To summarize the chronological development of the digitalization of training, with the advent of personal computers in the 1980s and the use of the Internet in the 1990s, online training has rapidly become widespread. And in the 2000s, the businesses began to prefer online training so as to avoid the cost of the place (Welsh 2003:245-258). Electronic learning is considered to be a new approach using media tools in individual learning in the online environment (Doğan 2011:51-80). In enterprises, digitalization refers to the processes such as determination of e-learning training needs, training planning,

preparation of training modules, and creating of training catalogs. One of the advantages of e-learning is the ability to quickly analyze needs and adapt quickly to changing conditions. In this way, the data can be renewed quickly and the current situation can be explored much more rationally (Erdağ 2016:24).

1.2.4.4. Digital Performance Management

Digital Performance Management is defined as the measurement of the performance of the employees and the business, the analysis, reporting and storage of the data of the measured performance with the use of digital platforms and computer programs (Fındıklı 2016:47-53). The adaptation of Human Resources management functions to electronic environments has enabled performance management to be carried out simultaneously. Thanks to this digitalization, employees and managers can present performance appraisal data to human resources units in digital environments with online forms (Panayotopoulou 2007:277-294). Studies have revealed that performance evaluation processes carried out in the digital environment facilitate processes for businesses in terms of both financial and time constraints. Moreover, digital performance appraisal contributes positively to the performance of the business and the employee, thus contributing to the overall performance of the business (Bayarcelik 2020: 59-76).

1.3. WELLBEING

Wellbeing is a concept that has been used mostly in the field of psychology since 1970, explaining what an individual thinks about his/her life. Researchers, relating the concept of wellbeing to the character stated that extroversion has an effect on wellbeing. However, they also stated that wellbeing has two limitations, namely demographic variables and social networks (Günay 2018:63-69). One of the many theories that deal with wellbeing is the Target theory. According to this theory, wellbeing is realized when any goal or need is met. Also, this theory puts forward that people are happy when a specific goal is met or a need is satisfied (Satan 2014:57). According to the bottom-up and top-down theory, the individual explains whether he is happy or not according to the pleasures and pains he has experienced in his past life. According to this theory, wellbeing springs from a philosophical thought, and focuses on the relationship between the individual and his/her personality. Wellbeing is an internal process and consists of the meanings that people attribute to the events they

encounter in their lives (Öztürk 2017:33). According to the effectiveness theory, wellbeing is measured by the individual's effectiveness, and the individual experiences a feeling of satisfaction as a result of all kinds of activities he engages in to achieve his goals. According to the Flow Theory, wellbeing is maintained to the extent that the individual with sufficient competence overcomes barriers. Whereas a simple activity is considered boring, an arduous activity triggers anxiety (Osmanoğlu and Kaya 2013:48-49). Apart from the general definition of wellbeing as a concept related to people's psychological health, we can come across a variety of definitions (Polatçı 2011:22). So as to better comprehend wellbeing, Ryan and Deci attempted to eliminate this conceptual confusion by examining it from two different perspectives as Psychological functionality and hedonism (as cited by Yavuz 2006:19).

According to **Psychological Functioning Perspective**, wellbeing is defined as self-actualization, meaningfulness, vitality, and the realization of potential. From a psychological functioning perspective, an evaluation is made according to certain criteria instead of subjective evaluations of the individual (Yavuz 2006:22). According to **hedonistic perspective**, wellbeing is defined as satisfaction and happiness. The basic criterion in the conceptualization of the hedonistic perspective is the individual's evaluation of his/her life according to the values and standards that he/she creates (Saricaoglu 2011).

Psychological wellbeing has a definition ranging from the individual's life goals to the awareness of his potential, and to the relations of the individual with other people in the society (Polatçı 2011:23). Psychological wellbeing, namely positive psychological functionality, corresponds to six universal needs. Evaluating these six universal needs together is an effective method in determining the level of psychological wellbeing. These universal needs are; Self Acceptance, Positive Relationships with Others, Environmental Domination, Independence/Autonomy, Life Purpose, Self-improvement (Polatçı 2013:23). In order to evaluate individuals' psychological wellbeing, individuals must have close relationships with other people, be sincere, empathetic, and helpful, determine their thoughts and behaviors according to their own truths, and must control their behaviors (Keleş 2017:154-167). Wellbeing of an individual can also be considered as living better and doing better things (Teleph 2013).

1.3.1. Factors Affecting Wellbeing

Factors that affect wellbeing can be explored in three categories: Demographic, personality and social factors. Demographic factors such as age, gender, marital status, income, education; personality traits and social variables of the living environment are among a variety of various factors that affect wellbeing (Lyubomirsky 2005:111-131). There are important demographic factors affecting wellbeing. One of these factors affecting wellbeing is income. Income, as one of the resources people use to achieve their goals, is an important determinant of wellbeing (Diener and Suh 1999:276-302). To put it bluntly, it is thought that the level of wellbeing of individuals with a high income level will increase, as it will be easier to reach the goals as the income level increases. However, according to the research conducted by Diener (1995:1-19) with 1000 participants in 40 different countries, it has been revealed that the average life satisfaction according to the income level of the countries is above the average point of wellbeing of 5.5. Seligman stated that the purchasing power of countries and the life satisfaction of the individual move in the same direction (Seligman 2002:47). Although Campbell stated that the wellbeing of the individual who is satisfied with the increase in the income level is positively correlated, Easterlin suggested that there is a positive correlation between income increase and wellbeing up to a certain point, followed by a negative correlation (Akyürek 2019:83-102).

Age and Gender are the other demographic factors which affect wellbeing. Diener argued that there is no significant relationship between age and wellbeing. However, Wilson stated that the factors that will have a positive effect on wellbeing decrease as people get older, considering the factors such as withdrawing from social life and staying alone, experiencing physical and cognitive difficulties (Akyürek 2019:83-102). In the studies on gender about wellbeing, no difference was observed between men and women in terms of wellbeing. However, women reported that they enjoyed life more than men, even though they had more negative emotions than men (Seligman 2002). In addition, marital status is another factor. Studies have revealed that wellbeing varies according to marital status, and married individuals have more life satisfaction than singles. It has also been observed that divorced individuals have fewer positive emotions compared to married ones (Akyürek 2019:83-102). According to the life satisfaction survey conducted by TURKSTAT in our country, 63.8% of married women and 55.7% of married men said that they were happy, while the percentages were 51.9% and 51.8% for unmarried people, respectively (TURKSTAT 2005). On

the other hand, wellbeing is related to personality. Myers and Diener (1995:23) stated that wellbeing had a low correlation with factors such as age, gender, and income, but had a clear correlation with self-confidence, self-control, optimism, and extroversion. While some individuals may be happy by perceiving life positively, others may lead an unhappy life by constantly looking at the negative sides of life (Orphan 2001:47).

On the other hand, Training and development activities in Human Resources Management are one of the only requirements for businesses to be successful and competitive. Because the success of businesses is directly proportional to how much knowledge, skills and qualifications their human resources have. With the help of training and development activities, businesses bring new competencies to their human resources or improve their existing competencies (Uygun 2015:159). The income, status and life preferences of an educated individual develop in direct proportion to the level of education (Yetim 2001:43-57). Examining the impact of in-service training of public personnel on motivation, Görmüş and Kahya found that the effect of wellbeing is high in senior employees, but low in lower-level employees. In addition, differences were observed between those who worked in the organization for a long time and those who worked in the organization for shorter periods (Akyürek 2019:83-102).

Moreover according to Diener, health is strongly associated with wellbeing. In addition, by exploring in detail, George and Landerman found a relationship between perceived health status and wellbeing, and concluded that the relationship between objective health measures and wellbeing was weak (as cited by Akyürek, 2019). Culture is another factor. Culture, which is a psychological term in terms of human resources, is evaluated in two different ways: individualism and collectivism. They promote wellbeing in both individual societies and collective societies, but in different ways. Whereas the fulfillment of social roles in collective societies ensures wellbeing, individual societies seek to achieve wellbeing by promoting pleasure and personal experience (Akyürek 2019:83-102).

Finally, professional life is also one of the important factors that affect wellbeing. Wellbeing is affected by a variety of work-related variables such as the nature of the job, the requirements of the job, the working environment, the requirements of the business, and the expectations of colleagues and managers. Examining the impact of working conditions on productivity in enterprises, Hayta (2007:21-41) considered physical, mental and social protection of employees as a method that increases productivity. What's more, Hayta mentioned that any disruption

in the working environment and health conditions would negatively affect wellbeing (Hayta 2007:21-41). Bakan and Sözbilir (2013:237-244), who examined the influences of various factors such as job satisfaction, promotion opportunities, compensation, and harmony with co-workers on wellbeing, found positive correlations between these factors and wellbeing.

1.3.2. Human Resources Management and Wellbeing

There are various opinions with respect to the relation between human resources management practices and the concept of wellbeing. Some studies indicated that there is a positive relationship between human resources management and wellbeing (Fan 2014:931-950). In addition, some researchers examined the effects of human resources management on wellbeing in business life by conducting exhaustive studies, making suggestions as to how to make changes in human resources management taking into account the concept of wellbeing (Kooji et al. 2013). Ryan and Deci (2001:646-663) claimed that various psychological needs are met thanks to human resources management, thus creating a positive effect on wellbeing. Human resources practices promote the psychology of employees in terms of self-efficiency, optimism, hope, resilience and psychological safety (Agarwal and Farndale 2017-440-458). Luthans (2010:41-67) claimed that human resources practices play an active role in increasing the level of wellbeing by intensifying the motivational and cognitive side of employees.

The first studies on wellbeing at work date back to Hawthorne studies, which are important to human resource management. Hawthorne studies claimed that employees' desire to perform well is related to wellbeing (Neves 2011:706-712). Human resources management practices not only attempt to ensure more efficient businesses in line with the goals of the business, but also it defines certain targets to the employees. These goals are individual and can be interpreted differently among employees (Wright 2007:231). The main challenge in human resource management is not about how to increase productivity through employee selection, training, job analysis and similar practices. The main difficulty is to determine how the people who are the direct subjects of these practices will be affected by the practices and to observe the effect on their wellbeing. Peccei (2004:77) argued that the effect of human resources management on the wellbeing of employees can be determined according to the employee's job satisfaction, employee's attitudes, behaviors and feelings about the

job. Peccei also stated that the impact of human resources management on the productivity of the enterprise is directly proportional to the impact of human resources practices on the wellbeing of employees.

The wellbeing of the employee is evaluated in the literature from different aspects such as relation of wellbeing with happiness, health and social wellbeing. Wellbeing related to happiness depends on individual experiences in the workplace measured by job satisfaction. Health related to wellbeing relies on factors such as the level of stress or physical barriers experienced at work. Finally, social wellbeing is related to the quality of the relations of the employees with the employer and the managers and is measured by the trust in the business (Celma 2018:82-89). Job satisfaction is an important component of human resources management that has an impact on the wellbeing of employees (Sanchez 2007:24). Job satisfaction of an employee varies according to the compensation received, the harmony with his colleagues and the internal balances of the enterprise (Shabnam and Sarker 2012:24-36). As a result of human resources management policies, the wellbeing of an employee who experiences job dissatisfaction will decrease, ending up with the employee leaving the work (Lee et al. 2008:42-47).

According to Senova and Antosova (2014:3), stress in business life is one of the most important problems detected in the European Union and across the world's working environments. Stress experienced in business life results in high costs for employees, businesses and the whole society. For this reason, the human resources units of the enterprises endeavors to figure out various ways to diminish the stress experienced in business life (Bell et al. 2012:25-37). Low wages, long working hours, increased workload and lack of job security increase work-related stress and have a negative impact on wellbeing (Fernet 2004:39-56). Human resources management practices that support the wellbeing of employees aim to achieve long-term sustainability by eliminating work-related problems. Human resources management practices that support wellbeing, which are different from the practices aimed at increasing profitability in traditional human resources management practices, aim to reach the targeted level of wellbeing with supportive practices with regard to compensation, recruitment, occupational health and safety, working hours, work-life balance, training, equality and non-discrimination (Kundu and Gahlawat 2015:387-406).

One of the human resources management practices related to wellbeing is staffing. There is a negative correlation between wellbeing and temporary employment contracts or probationary employment contracts signed during the staffing process (De Cuyper and De Witte 2007:65-84). The reason for the negative correlation is the fact that the employee has a fear of losing his job at any moment (Boxall and Macky 2014:183-203). The factor having the most negative impact on work stress is the employment contracts signed for a certain period of time (De Cuyper and De Witte 2007:65-84).

In addition, studies on compensation show that payments based on performance, fringe benefits and high wages positively affect the level of wellbeing of the employee (Böckerman 2012:660-680). In addition studies reveal that performance-based bonus distribution reduces work stress (Harley et al. 2007:39) and that businesses that determine their payments according to performance are more successful than businesses that pay based on day or hour, not performance (Tzafrir 2005:1600-1662). Additionally, the trainings provided by the human resources units have a positive effect on job satisfaction in terms of wellbeing. However, there is no confirmed data proving that the same trainings make a positive contribution to wellbeing in terms of job stress (Andreassi et al. 2014:55-77).

Working Hours are also important for wellbeing. Studies show that factors such as overtime, extra workloads, and excessive work demands disrupt the work-life balance and negatively affect wellbeing by reducing job satisfaction (Andreassi et al. 2014:55-77). Another factor is equality and Non-Discrimination. The declaration made by the business stating that it will provide equal opportunity in selection and will not discriminate is a factor increasing the level of job satisfaction. Employees' trust in management and the entire business can be achieved by providing equal opportunities and non-discrimination (Celma 2018:82-89). Occupational Health and Safety also affect wellbeing. Practices that increase the physical safety of employees are an instrument that should be used to promote the level of wellbeing (Borra and Gómez 2012:25-51). On the other hand, unsupportive working conditions will increase job stress, thus negatively impacting the wellbeing (Boxall and Macky 2014:183-203).

CHAPTER II

RESEARCH DESIGN AND METHODOLOGY

This part of the study contains information about research and analysis methods. In this context, the purpose, importance, method, and model of the research are explained. In addition, information about the collection of survey data, sample selection, the analysis method of the data and finally the findings of the research are included.

2.1 .RESEARCH PURPOSE AND RESEARCH QUESTIONS

The purpose of this research is twofold; first purpose is to prioritize the human resources management practices which are influential on wellbeing; and the second purpose is to determine the effect of digital human resources activities on wellbeing. In accordance, it aims to answer two research questions that are stated below:

Research Question 1: Which of the human resources management practices is most effective on employee wellbeing?

Research Question 2: Which digital human resources activities are effective on employee wellbeing?

In line with the purposes of the research, the research model was created based on the literature review. The research model is given in Figure 1.

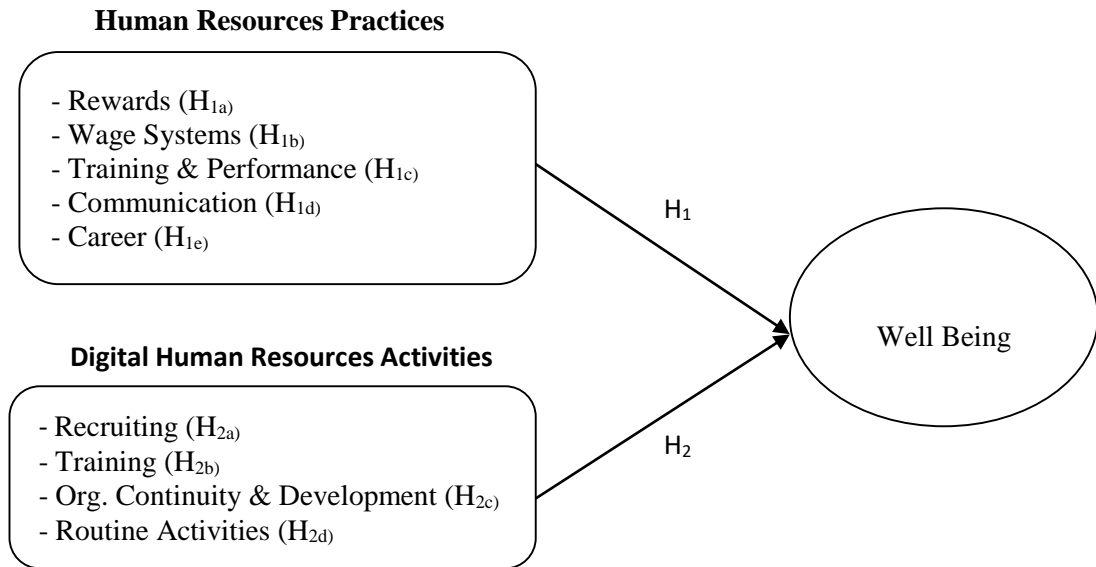


Figure 1 - Research Model and Hypothesis

The hypotheses formed within the framework of the research model are given below.

H1: Human Resources Practices have a positive and significant effect on wellbeing.

H_{1a}: Rewards have a positive and significant effect on wellbeing.

H_{1b}: Wage systems have a positive and significant effect on wellbeing.

H_{1c}: Trainings and performance systems have a positive and significant effect on wellbeing.

H_{1d}: Communications have a positive and significant effect on wellbeing.

H_{1e}: Career systems have a positive and significant effect on wellbeing.

H2: Digital Human Resources Activities have a positive and significant effect on wellbeing.

H_{2a}: Digital recruiting have a positive and significant effect on wellbeing.

H_{2b}: Digital trainings have a positive and significant effect on wellbeing.

H_{2c}: Digital organizational continuity and development have a positive and significant effect on wellbeing.

H_{2d}: Digital routine activities have a positive and significant effect on wellbeing.

2.2. RESEARCH METHOD AND DESIGN

The research was carried out within the framework of a quantitative design. It is a causal study because it is researched which independent variable or variables are effective on one or more dependent variables are tried to be determined. In such study

designs, the researcher usually tries to examine the antecedent variables that predict (antecedents) a dependent variable, the possible successors (outcomes) of a variable, or both (Gürbüz and Şahin, 2018:108). The study is a cross-sectional study in terms of the time it covers. Research that tries to reveal the current state of the phenomenon examined by collecting data on research variables in a single time are defined as cross-sectional studies (Gürbüz and Şahin, 2018:113). Data was collected during November-December (2021). In this study, the effects of the sub-dimensions of two main independent variables (*human resources practices and digital human resources activities*) on the dependent variable (*employee wellbeing*) were examined. In this context, the effects were measured with correlation and regression analyses.

Questionnaire technique was used as a data collection tool in the research. Questionnaires were collected online. In the first part of the questionnaire (Appendix-1), which consists of two parts, there are demographic questions created to obtain information about the participant profile. In the second part, there are scales related to the dependent and independent variables of the research. The scales were designed as a 5-point Likert Scale (1=strongly disagree, 5=strongly agree), and high scores indicate high attitudes.

2.3. INSTRUMENTS

The 22-item scale of Gürbüz and Bekmezci (2012:189-213) was used to measure HRM practices, which is the independent variable of the study. As a result of the analysis, it was observed that 22 items formed a five-dimensional structure. Based on the items loaded under the factor, these dimensions are named as rewarding, wage system, career system, training practices, performance evaluation and communication with the employee.

In the measurement of digital human resources activities, which is the second independent variable of the research, a 15-item scale developed by Mihova and Ivanova (2020) was used. The scale consists of four sub-dimensions: recruitment, training, organizational continuity and development, and routine activities. In the translation phase of the scale, the technique proposed by Brislin and Lonner (1973:244) including the first translation, evaluation of the first translation, back-translation, evaluation of the back-translation and expert opinion was used. The scale was translated by an English translator whose native language is Turkish. The Turkish scale obtained was evaluated by two different field experts and the intelligibility, word

structure and cultural appropriateness of the questions were examined. In the study in which the scale was developed, it was determined that the Cronbach Alpha reliability coefficient was above 0.60 and it was reliable.

The personal wellbeing scale, which is the dependent variable in the research, was developed by the International Wellbeing Group (2006) and consists of eight items. Meral (2014:119-131) adopted this scale to Turkish.

2.4. SAMPLING AND NORMALITY

The research was carried out by reaching the employees residing in Ankara with the convenience sampling method. Since the number of employees in the public and private sectors in Ankara is not known exactly and precisely, a sample number determination chart (Gürbüz and Şahin 2018: 130), which is frequently used in social science research, was used. Accordingly, the estimated population was determined as 500 thousand employees and it was aimed to reach 384 people at the 95% confidence interval. However, with missing data 23 of the questionnaires were not included and fully completed questionnaire data could be obtained from 361 participants.

There is a common view that one of the most stringent approaches to examining the normal distribution is to subject the data to the Kolmogorov-Smirnov ($N > 30$) or Shapiro-Wilk ($N < 30$) tests (Gürbüz ve Şahin 2018:130). However, these tests are quite strict for the social sciences field and Likert scales, and they are large. It should be noted that it does not provide valid results in big samples (Tabachnick and Fidell 2015:58). Therefore, according to Tabachnick and Fidell (2015:58), another widely accepted approach dividing the skewness and kurtosis values of the data by its standard error. The obtained values are analyzed. For this purpose, the skewness values of the data were tested with "skewness" and "kurtosis" analysis. It was observed that the kurtosis and skewness values of the questions in Table 1 were within the range of ± 1.5 and had sufficient normality for parametric analyzes (Hair, Black, Babin & Anderson, 2014: 127-146; Tabachnick & Fidell 2015:59).

Table 1 - Skewness and Kurtosis Statistics of Measurement Items

Item	Skew.	Kurt.	Item	Skew.	Kurt.	Item	Skew.	Kurt.
wb.1	-0,066	-0,393	hrm.8	0,278	-1,062	dhrm.1	-0,371	-0,760
wb.2	-0,746	0,582	hrm.9	0,287	-1,016	dhrm.2	-0,531	-0,635
wb.3	-0,514	0,320	hrm.10	-0,059	-1,058	dhrm.3	-0,452	-0,618
wb.4	-0,708	0,447	hrm.11	0,117	-1,081	dhrm.4	-0,295	-0,866
wb.5	-0,018	-0,760	hrm.12	0,333	-0,962	dhrm.5	-0,414	-0,647
wb.6	-0,236	-0,642	hrm.13	0,223	-0,953	dhrm.6	-0,359	-0,782
wb.7	0,261	-0,700	hrm.14	0,459	-0,810	dhrm.7	-0,299	-0,905
wb.8	-0,351	-0,330	hrm.15	-0,092	-1,035	dhrm.8	-0,247	-0,970
hrm.1	0,424	-0,840	hrm.16	0,036	-0,874	dhrm.9	-0,203	-1,027
hrm.2	0,485	-0,906	hrm.17	-0,257	-0,837	dhrm.10	-0,083	-0,948
hrm.3	0,410	-0,996	hrm.18	-0,140	-0,861	dhrm.11	-0,590	-0,439
hrm.4	0,534	-0,827	hrm.19	-0,276	-0,727	dhrm.12	-0,520	-0,565
hrm.5	0,727	-0,317	hrm.20	0,238	-1,062	dhrm.13	-0,946	0,087
hrm.6	0,074	-0,983	hrm.21	0,277	-0,983	dhrm.14	-0,540	-0,753
hrm.7	0,303	-0,962	hrm.22	0,335	-0,973	dhrm.15	-0,737	-0,350

2.5. CONFIRMATORY FACTOR ANALYSIS

In social science research, the model designed to measure a phenomenon is within the scope of both exploratory and confirmatory analysis techniques, since it includes variables related to known and unknown situations, but it is desirable to accept or reject the established assumptions with confirmatory techniques after testing them first with exploratory techniques (Çokluk, Şekercioğlu & Büyüköztürk 2010:47-56). Therefore, in general practice, confirmatory factor analysis (CFA) is used at the beginning of the scale development and testing phases, while the verification of the scale whose dimensions are discovered later is carried out with CFA (Gürbüz 2019:142). In this direction, the structural acceptance of the data obtained from the sample was ensured by confirmatory factor analysis (CFA) made with structural equation software.

Since the independent variables in the CFA were multidimensional, second-level CFA was applied. Some fit indices of the research model obtained because of the second level multifactorial CFA are given in Table 2. While “p” value, one of the fit indices that should be examined in CFA, expresses the significance of the model,

“ χ^2/sd ” expresses the ratio of the difference between the expected covariance matrix and the observed covariance matrices (χ^2) to the degree of freedom (df) (Cokluk et al. 2010:47-56). Since this value gives information about the significance of the difference (χ^2) between the expected covariance matrix and the observed covariance matrices, it is desirable that it is not significant (Cokluk et al. 2010:47-56). However, despite the fact that the p value is significant ($p < 0.05$) due to the large sample size in many CFAs, it is considered normal (Gürbüz & Şahin 2018:132) that other data regarding the fit of the model should also be looked at (Cokluk et al. 2010:47-56). The fit index values of the model in Table 2 were examined and Çokluk et al. (2010:47-56) and Gürbüz and Şahin (2018:132) were evaluated in terms of the threshold values they took as reference.

Accordingly, although the CFI value is above 0.900 for the first model, since the GFI values are below 0.900, it shows weak model fit, χ^2/sd was a medium or acceptable fit because it is below 5. Indicates poor fit. Statistics of model fit were examined, and some model correction indices was applied. As a result, it was seen that the fit indices of the last model improved at the desired level. Accordingly, it can be stated that the model has a good fit Gürbüz and Şahin (2018:132).

Table 2 - Confirmatory Factor Analysis Results (N=361)

	CFI	GFI	χ^2/sd	p	RMSEA
Firs Model	0,903	0,777	2,819	,000	0,064
Last Model	0,919	0,786	2,254	,000	0,059

CFI (Comparative Fit Index)

GFI (Goodness of Fit Statistics)

RMSEA (Root Mean Square Error of Approximation)

The factor structure of the scales of the CFA and the relationship between the other variables in the research model is presented in Figure-2.

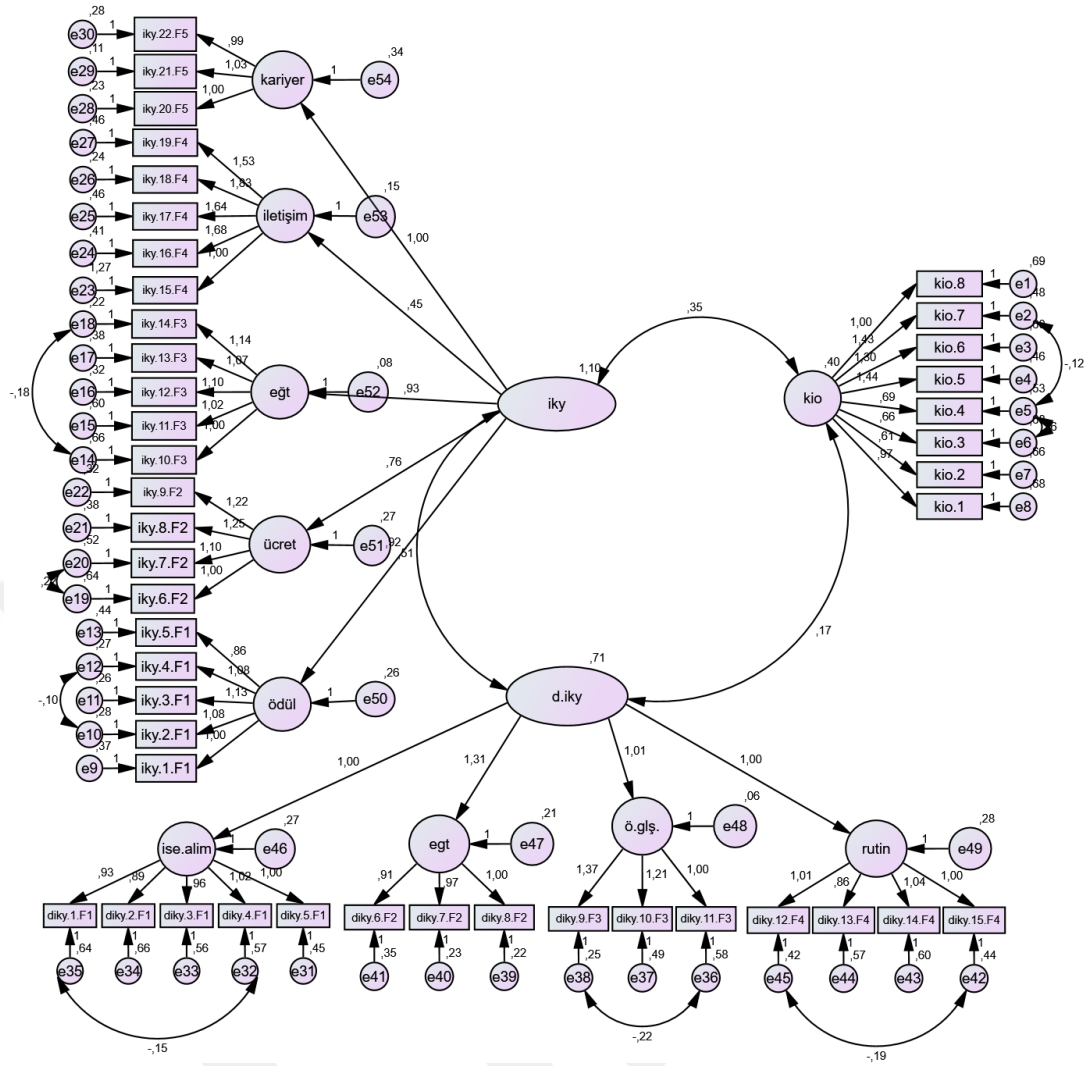


Figure 2 - Second Level Confirmatory Factor Analysis Structure

2.6. DEMOGRAPHICS OF PARTICIPANTS

Table 3 shows the demographic data of the participants. Accordingly, 37% of the participants are female and 63% are male. When the age groups are examined, the majority (43%) are in the 20-30 age range, followed by the 31-40 age range with 38%. Only 2% of the participants are 51 years or older. 51.5% of the participants are single and 48.5% are married. According to their education level, it was observed that most of the participants (57%) have a bachelor's degree. Most of the participants are employed in the private organizations (53%), and others are working for public (47%) organizations.

Table 3 - Demographic Information of Participants

		Frequency (Total) N=361	Frequenc y (Public) N=171	Frequency (Private) N=190	Percent (%)
Gender	Female	135	71	64	37,4
	Male	226	100	126	62,6
Age	20-30	154	74	80	42,7
	31-40	137	64	73	38,0
	41-50	61	26	35	16,9
	51+	9	7	2	2,5
Marital Status	Single	186	89	67	51,5
	Married	175	82	93	48,5
Education	High School	13	9	4	3,6
	Associate degree	19	10	9	5,3
	Bachelor's Degree	207	92	115	57,3
	Master's Degree	119	58	61	33,0
	PhD	3	2	1	0,8

2.7. CORRELATIONS AND DESCRIPTIVE ANALYSIS

The reliability coefficients (α) and mean values of the main variables and sub-dimensions in the research model are given in Table 4. In addition, means of scales are shown for public and private sector distributions. Table 4 shows that the reliability coefficients of all scales are above 0.800 for all indicating that the scales are quite reliable (Field 2009 87-94). The differences between the public and private sectors of the scale averages show that for the human resources (hr) scale and its sub-dimensions, the private sector averages are high in all other variables, except for hr.wage.sys. It was observed that the public sector averages were high for all other scales in the study.

Table 4 - Descriptive Analysis for Variables and Sub-Dimensions

Variables / Dimensions	Cronbach Alpha (α)	Mean	
		Public	Private
1- Human Resource (hr)	0.967	2,67	2,71
a- hr.reward	0.948	2,25	2,48
b- hr.wage.sys	0.919	2,76	2,54
c- hr.training	0.928	2,64	2,70
d- hr.comm	0.878	3,13	3,14
e- hr.career	0.954	2,53	2,65
2- Digital Human Resource (dhr)	0.952	3,55	3,36
a- dhr.recruit	0.884	3,48	3,38
b- dhr.training	0.935	3,38	3,20
c- dhr.org.dev	0.846	3,42	3,18
d- dhr.routin.act	0.874	3,85	3,59
3- Well Being (wb)	0.836	3,47	3,27

The mean (m) values of all the variables in the research model, the Cronbach Alpha (α) reliability coefficients of the scales and the correlation coefficients between the variables are given in Table 5. Accordingly, when the averages of the variables are examined, it was observed that the answers given to variable hr-reward was below the average. It was seen that answers were given above the average for other variables. The correlation coefficients between personal wellbeing and other variables, which is the tenth dependent variable in the table, are moderate and positive for the HR scale sub-dimensions, and mostly low and positive for the digital HR scale sub-dimensions.

Table 5 - Correlations, Mean (m) and Cronbach Alpha Coefficients of the Scales

Variables	m	1	2	3	4	5	6	7	8	9	10
hr.reward	2,3 7	$\alpha=,94$ 8									
hr.wage.s	2,6 4	,662**	$\alpha=,91$ 9								
hr.training	2,6 6	,810**	,723**	$\alpha=,92$ 8							
hr.comm	3,1 2	,573**	,543**	,683**	$\alpha=,87$ 8						
hr.career	2,5 9	,755**	,691**	,777**	,668**	$\alpha=,95$ 4					
dhr.recruit	3,4 3	,423**	,398**	,484**	,394**	,429**	$\alpha=,88$ 4				
dhr.trainin g	3,2 8	,486**	,417**	,603**	,486**	,469**	,705**	$\alpha=,93$ 5			
dhr.org.dev	3,2 9	,430**	,354**	,491**	,404**	,395**	,746**	,833**	$\alpha=,84$ 6		
dhr.routin.a ct	3,7 0	,354**	,336**	,408**	,359**	,341**	,701**	,665**	,756**	$\alpha=,87$ 4	
well.being	3,3 7	,385**	,489**	,471**	,451**	,390**	,245**	,323**	,250**	,225**	$\alpha=,83$ 6

** . Correlation is significant at the 0.01 level (2-tailed)

2.8. REGRESSIONS AND HYPOTHESIS TESTING

Following correlation analysis, it was proceeded to the regression analysis stage to question the causality between the variables. Multiple regression analysis was performed to examine the effect of independent variables on the dependent variable. First, the summary information of the regression model established to test the H_1 hypothesis is given in Table 6. Accordingly, the effect explanation ratio (R^2) on the dependent variable by the independent variables was 0.298. In other words, within the scope of this regression model, it can be stated that 29.8% of the change or effect on the dependent variable is explained by the independent variables.

Table 6 - Summary Data for Multiple Regression of H₁

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,546 ^a	,298	,289	,58880	2,018

a. Predictors: (Constant), hr.career, hr.comm, hr.wage.sys, hr.reward, hr.training

b. Dependent Variable: well.being

Another of the regression analysis results obtained with this model is the ANOVA results, which show the significance of the model and are included in Table 7. Although it was seen that the model is significant ($p < 0.05$), it can be stated that at least one of the independent variables in the model has a significant effect on the dependent variable.

Table 7 - Multiple Regression of H₁, ANOVA Results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52,364	5	10,473	30,208	,000 ^b
	Residual	123,073	355	,347		
	Total	175,438	360			

a. Dependent Variable: well.being

b. Predictors: (Constant), hr.career, hr.comm, hr.wage.sys, hr.reward, hr.training

The regression coefficients showing the effect sizes of the independent variables on the dependent variable in the regression model are given in Table 8. When the significance (p) values of the independent variables on the dependent variable were examined, it was seen that the effects of the hr.reward and hr.career variables were not significant ($p > 0.05$). The effect of other independent variables was significant ($p < 0.05$). Accordingly, it can be stated that the increase in the hr.wage.sys, hr.training and hr.comm variables will cause an increase in personal wellbeing. The fact that the Variance Inflation Factor (VIF) among the Collinearity statistics in the table is below 10 and the tolerance values are above 0.2 indicates that there is no multicollinearity problem between the variables (Field 2009 87-94).

Table 8 - Multiple Regression Results for H₁

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2,226	,105		21,188	,000		
hr.reward	-,018	,049	-,030	-,367	,714	,300	3,334
hr.wage.sys	,195	,041	,324	4,779	,000	,431	2,321
hr.training	,116	,058	,187	2,015	,045	,229	4,360
hr.comm	,171	,045	,246	3,841	,000	,484	2,068
hr.career	-,068	,046	-,121	-1,490	,137	,300	3,328

a. Dependent Variable: well.being

Second, the summary information of the regression model established to test the H₂ hypothesis is given in Table 9. Accordingly, the effect explanation ratio (R²) on the dependent variable by the independent variables was 0.108. In other words, within the scope of this regression model, it can be stated that 10.8% of the change or effect on the dependent variable is explained by the independent variables.

Table 9 - Summary Data for Multiple Regression of H₂

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,328 ^a	,108	,098	,66311	2,132

a. Predictors: (Constant), dhr.routin.act, dhr.training, dhr.recruit, dhr.org.dev

b. Dependent Variable: well.being

Another of the regression analysis results obtained with this model is the ANOVA results, which show the significance of the model and are included in Table 10. Although it was seen that the model is significant ($p < 0.05$), it can be stated that at least one of the independent variables in the model has a significant effect on the dependent variable.

Table 10 - Multiple Regression of H₂, ANOVA Results

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,901	4	4,725	10,746	,000 ^b
	Residual	156,537	356	,440		
	Total	175,438	360			

a. Dependent Variable: well.being

b. Predictors: (Constant), dhr.routin.act, dhr.training, dhr.recruit, dhr.org.dev

The regression coefficients showing the effect sizes of the independent variables on the dependent variable in the regression model are given in Table 11. When the significance (p) values of the independent variables on the dependent variable were examined, it was seen that only the effects of the dhr.training is significant ($p < 0.05$). The effect of other independent variables was insignificant ($p > 0.05$). Accordingly, it can be stated that the increase in the dhr.training will cause an increase on personal wellbeing. The fact that the Variance Inflation Factor (VIF) among the Collinearity statistics in the Table is below 10 and the tolerance values are above 0.2 which indicates that there is no multicollinearity problem between the variables (Field 2009 87-94).

Table 11 - Multiple Regression Results for H₂

Model	Unstandardized Coefficients		Coefficients ^a		Sig.	Collinearity Statistics	
	B	Std. Error	Standardized Coefficients	t		Tolerance	VIF
			Beta				
(Constant)	2,699	,138		19,618	,000		
dhr.recruit	,037	,056	,053	,655	,513	,383	2,613
1 dhr.training	,209	,055	,355	3,823	,000	,290	3,449
dhr.org.dev	-,073	,068	-,114	-1,070	,285	,219	4,558
dhr.routin.act	,026	,055	,038	,473	,637	,385	2,595

a. Dependent Variable: well.being

The information showing the support status of the hypotheses according to the regression analysis results above is given below.

HYPOTHESIS	RESULT
H_{1a} : Rewards have a positive and significant effect on wellbeing.	Not Supported
H_{1b} : Wage systems have a positive and significant effect on wellbeing.	Supported
H_{1c} : Trainings and performance systems have a positive and significant effect on wellbeing.	Supported
H_{1d} : Communications have a positive and significant effect on wellbeing.	Supported
H_{1e} : Career systems have a positive and significant effect on wellbeing.	Not Supported
H_{2a} : Digital recruiting have a positive and significant effect on wellbeing.	Not Supported
H_{2b} : Digital trainings have a positive and significant effect on wellbeing.	Supported
H_{2c} : Digital organizational continuity and development have a positive and significant effect on wellbeing.	Not Supported
H_{2d} : Digital routine activities have a positive and significant effect on wellbeing.	Not Supported

CHAPTER III

RESULTS AND DISCUSSION

This study examined the effect of human resources practices on employee wellbeing. In this context, the impact of classical human resources applications and digital human resources activities, which have recently been used more widely, are examined simultaneously. The research was carried out with the participation of employees working in public and private organizations in Ankara.

In the national literature, it has been observed that human resources practices recently are generally examined in relation to various concepts such as trust (Hatipoğlu 2019), commitment (Kılıçlı and Çalık 2019; Gümüşsoy and Yıldırım 2020; Kılıçarslan and Marşap 2018), demographics (Akbaba 2020), lean management (Denizli 2020), performance management (Akın, Erdost and Çolak 2012), competition (Erdoğan and Adil 2020) and strategic HRM (Balaban and Palaz 2018; Özdemir and Polat 2017, Düzgün and Çetin 2017; Yıldırım and Şen 2017). Since Human Resources Management aims to recruit competent employees who can use knowledge, talent, and technology (Işık 2009:91-92), it is also essential to keep the subjective wellbeing of the employees at a high level with HR practices as well as hiring these people. However, national studies on wellbeing are generally related to psychology and health. Studies on the effect of human resource management practices on wellbeing are limited. According to the research conducted by The Future Workplace 2021 HR Sentiment, 68% of the participants (almost half of the participants – 48% – are ‘Chief Human Resources Officers’ – CHRO) give priority to determining the impact of human resources practices on wellbeing, in a business world where the most crucial priority of human resources professionals in the future will be wellbeing.

Accordingly, in this study, the effect of human resources management practices and digital human resources management activities on wellbeing was determined by surveying 361 people working in private and public organizations in Ankara. In this context, it is aimed to measure the effects of both classical human resources practices and digital human resources activities on employees’ subjective wellbeing. While

digitalization has a widespread impact in many sectors, it was thought that it would be helpful to examine the subject in terms of human resources applications. Although both applications provide various benefits to the employees, they may differ according to the gender, age, or education level of the employees. In addition, the fact that employees are working in public or private sector may mean that they will be affected differently by these practices.

Within the framework of the research model, personal subjective wellbeing was included as the dependent variable, and HR practices and digital HR practices were included as two independent variables. The effects of the sub-dimensions of the independent variables on the dependent variable were evaluated by correlation and regression analysis. The effects of a total of nine sub-dimensions of both independent variables were evaluated with multiple linear regression analyses.

First, the effect of five sub-dimensions of HR practices, reward, wage system, training, communication and career, on the dependent variable was tested. It was observed that the effects of the reward and career dimensions were not significant. The impact of other independent variables was significant. Among other dimensions, wage system is found to be the most influential independent variable and communication is the second effective independent variable. Moreover, even though training also significantly affected wellbeing, it was the least influential variable when compared to wage system and communication. It can be stated that the increase in the wage system, training and communication will cause an increase in personal wellbeing. In fact, all sub-dimensions of the human resources practices were significantly correlated with the independent variable. However, with the established multiple regression model, it was observed that the reward and career systems did not have a significant effect on their personal subjective wellbeing. In the study of Akbaba (2020), it was put forth that giving additional rewards in addition to the salary in companies resulted that employees not feeling lonely and the relationship with other colleagues not being distant, and it was determined that there is a negatively constructive relationship between loneliness and rewarding. In the study of Gümüşsoy and Yıldırım (2020), it was determined that there is a positive and significant relationship between rewarding and organizational commitment. In the same study, Gümüşsoy and Yıldırım also found a positive and significant relationship between career opportunities and organizational commitment. Although there is a positive relationship between rewarding and career opportunities in workplaces and other dependent variables, the reason why there is no

significant relationship between rewarding and career and wellbeing, might be a result of the research being conducted in Ankara with public sector employees and small and medium-size private business employees where the rewards are not high. As for career opportunities, the fact that employees consider career from an individual point of view may have caused no significant results. The employee, who evaluates his career individually and independently from the organization, may think that he can invest in his career and that the company does not have to practice on this subject.

With this research, since the effects of five independent variables are examined simultaneously, it can be stated that the wage system, training, and communication are influential on employees' wellbeing. Among the independent variables that have a significant effect, wages are important criteria that affect employees' starting or leaving work. As Fernet (2004) indicates, low wages, long working hours, increased workload, and lack of job security increase work-related stress and negatively impact wellbeing. It can be considered usual for employees, whose wellbeing is negatively affected due to low wages, to consider wages as an essential criterion. Moreover, since the place where the participants live is a metropolitan city, it can be considered that it has more expensive living requirements than other cities. For this reason, participants in the sample may regard wages as a significant variable. In different studies on wages, Adıgüzel, Yüksel and Tekin (2010), examined the importance of implementing the individual performance-based wage system for companies. They determined that when the earned wage increases, productivity increases. Therefore the authors emphasized the role of human resources units in wage policy implementations. Moreover, in the study of Gümüşsoy and Yıldırım (2020), it was observed that wage policy does not affect organizational justice and organizational commitment. On the other hand, Öz and Budak (2017) found that the relationship between wages and organizational commitment was positive and significant. It can be explained that the reason for the different results between the two studies is that the organizational commitment of the employees cannot be achieved only with wages due to the effects of the global pandemic in 2020. After 2020 which is the beginning year of the pandemic disaster, people want more security than high wages. In the study carried out by Akbaba (2020), which mentioned above, it was observed that reward and wage affect employees' communication with their colleagues positively and significantly. As seen in the studies, wages affect multiple factors. In this study, the effect of wages on wellbeing

is investigated. Hence, the concept of wellbeing, which is positively and significantly affected by wages, has been introduced to the literature.

Another variable that was found to significantly affect wellbeing was communication. It is essential to understand; what makes communication more meaningful than rewards or career. The research results are limited within the framework of the data obtained from the sample. For this reason, it can be assumed that this effect is significant compared to the others due to other variables that were not included in the research model. An example of this is organizational culture, which shapes the organizational environment; hence, the effect of communication may have emerged significantly. In other words, employees may find it more valuable to express themselves or communicate with senior management than a reward or a career. Or, differently, the reward and career system in the participants' institutions in the sample may not make sense to them. In addition to these, reward and career may look like individualistic phenomena. However, communication may be considered as a collectivistic phenomenon. The reason why employees find communication's effect on wellbeing is that employees live in a world people turn in upon himself/herself day by day. Bulut and Tolon (2021) and Uçar and Kızılarıslan (2017) investigated the relationship between organizational commitment and communication. It has been observed that employees with a high commitment to the company produce more added value within the business and the reason for this high commitment is that these employees can communicate better with other employees in the organizations. Gümüősoy and Yıldırım (2020) also examined the effect of communication on organizational commitment and found out that there was no significant effect. The relationship between organizational commitment and communication has been examined in different studies and it has been found in these studies (Bulut and Tolon 2021; Uçar and Kızılarıslan 2017) that communication has a significant effect on organizational commitment, as well as some studies (Gümüősoy and Yıldırım 2020) found no effect. On the other hand, the effect of communication on wellbeing stood out as another human resources practice that should be investigated due to the different results in the literature.

Considering training and performance as other independent variables with significant effects, it has been observed that in-house training and performance evaluations are perceived as other important variables for employees. Hence motivating employees is possible with an effective performance appraisal system

(Kaya and Kesen 2014), motivated employees' wellbeing will be higher. However, it had not been determined which of the scales used in the measurement is more meaningful between training and performance measurement, because both are in the same scale. Kılıçlı and Çalık (2019), trying to determine the relationship between human resources management and organizational commitment, stated that training has a positive and significant effect on organizational commitment. In the study conducted by Akın, Erdost and Çolak (2012), it was emphasized that gaining competence can only be achieved through training, and to prove this, the relationship between training activities and employee turnover rate was investigated, but no significant effect was found. The reason for this might be that when the employee's job satisfaction is low, they will seek career opportunities outside their organization. Hatipoğlu, Akduman, and Demir (2019) found a negative and significant relationship between training activities and alienation. That is to say, if employees are gaining competence and developing competence via training, this prevents the alienation of the employees to their organization. Moreover, since training is one of the essential sub-dimensions in this study, it is another element that should be emphasized. In terms of both human resources practices and digital human resources activities, there exists a positive and significant relationship between training and wellbeing. The reason for this is that the employees are not seen only as labor force by the organization. At the same time, workplaces that contribute to the competence and development of employees positively affect the personal wellbeing of the employees. In addition to this, digital training does not depend on place and time. Thanks to this independency, employees may feel more comfortable which increase their well being level.

With this study, the effect of four sub-dimensions of digital human resources activities was tested with another multiple regression model. It was observed that only training practices had a meaningful effect on personal wellbeing. In fact, with the hypotheses designed within the framework of the literature, the effect of other variables was expected to be significant. Such a result may have been obtained because the scale questions were perceived differently culturally. In fact, respondents may not really care about digital recruitment practices because they already work for a company, or such digital applications may not be available in their institutions. Organizational development and routine activities may not directly affect the subjective wellbeing of employees. In this context, it would be helpful to examine the mediating effect of some other variables in future studies.

According to the research results, it was confirmed that the classical human resources applications mostly had a significant and positive effect on subjective wellbeing. However, it is interesting that only training among digital human resources activities has a significant and positive effect on the subjective wellbeing of employees. Apart from its contributions, this research has some limitations. First, the sample is limited to 361 people. Second, since the answers given to the survey questions are in the form of self-expression of the people in the sample, they may carry bias or social desirability. In addition, since the research was conducted in a cross-sectional design, its results are limited to a certain time. In future studies, the holistic evaluation of the data obtained from the same people in different periods may provide more meaningful results. However, as the literature review suggests, studies on practices that are expected to positively affect employee wellbeing supported by human resource management practices in businesses are limited. In this context, it is hoped that the research will not only contribute to the literature, but also managers and researchers working in the field will benefit.

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APPENDIX-I

Questionnaire Forms

Doğum Yılı	
Cinsiyet	<input type="checkbox"/> Kadın <input type="checkbox"/> Erkek
Medeni Durum	<input type="checkbox"/> Bekar <input type="checkbox"/> Evli
Eğitim Seviyesi (<i>en son tamamlanan derece</i>)	<input type="checkbox"/> İlköğretim <input type="checkbox"/> Lise <input type="checkbox"/> Yüksekokul (2 yıllık) <input type="checkbox"/> Üniversite (4 yıllık) <input type="checkbox"/> Yüksek Lisans <input type="checkbox"/> Doktora
Kurumunuzun faaliyet gösterdiği sektör	<input type="checkbox"/> Kamu-Sektörü <input type="checkbox"/> Özel-Sektör

Aşağıda yer alan soruları cevaplarken her bir cümle için size en uygun seçeneği işaretleyiniz:

KİŞİSEL İYİ OLUŞ İNDEKSİ	Önem Ölçeği				
	Hiç Memnun Değilim	Memnun Değilim	Kararsızım	Memnunum	Tamamen Memnunum
Yaşam koşullarınızdan ne kadar memnunsunuz? (ekonomik, refah düzeyi vb)	1	2	3	4	5
Sağlık durumunuzdan ne kadar memnunsunuz?	1	2	3	4	5
Yaşamınızdaki başarılarınızdan ne kadar memnunsunuz?	1	2	3	4	5
Diğer insanlarla ilişkilerinizden ne kadar memnunsunuz?	1	2	3	4	5
Kendinizi ne kadar güvende hissediyorsunuz?	1 HİÇ HİSSETMİYORUM	2	3	4	5 TAMAMEN GÜVENDE HİSSEDİYORUM
Toplumla olan ilişkilerinizden, toplumun bir parçası olmaktan ne kadar memnunsunuz?	1	2	3	4	5
Geleceğinizle ilgili kendinizi ne kadar güvende hissediyorsunuz?	1 HİÇ HİSSETMİYORUM	2	3	4	5 TAMAMEN GÜVENDE HİSSEDİYORUM
Manevi yaşamınızdan (dini, ruhsal yaşantı vb) ne kadar memnunsunuz?	1	2	3	4	5

Ankette yer alan her bir ifadeyi inceleyerek, ifadenin size uygunluğunu yandaki seçeneklerden birini işaretleyerek (X) belirtiniz. İfadenin “doğru” ya da “yanlış” yanıtları yoktur, lütfen ifadeyi okuduktan sonraki aklınıza gelen ilk düşünceyi işaretleyiniz. Cevapları çalıştığınız işyerinde soruların ne kadar etkin bir şekilde kullanıldığına göre; (1) hiç kullanılmıyor ve (5) devamlı kullanıyor olacak şekilde doldurabilirsiniz.

Dijital İnsan Kaynakları Uygulamaları	1	2	3	4	5
İş ilanlarının birden çok yerde tek işlemle yayımlanması					
Mülakatlar için plan olması					
İşe alımlarda tüm başvuru sahiplerinin profillerine erişim sağlanması					
İşe alım ihtiyacı için yöneticilere ve çalışanlara otomatik bildirim gönderilmesi					
Çalışanların yöneticileri ile toplantılarının organize edilebilmesi ve otomatik olarak planlanabilmesi					
Her çalışanın eğitim istekleri için yöneticilerin açık erişiminin olması					
Her çalışan için eğitim planının hızlı bir şekilde oluşturulabilmesi ve görüntülenebilmesi					
Çalışanların gelecek eğitimlerinin planlanabilmesi için geribildirim sonuçlarına erişim sağlanması					
Çalışanların kariyer hedefleri ve başarıları için platformda kayıt oluşturulması					
Çalışan yedekleme listesinin otomatik güncellenmesi					
Belge Yönetim Sisteminin kullanılması					
Yöneticiler ile toplantılar organize edilmesi					
İzin talep ve onay sisteminin mevcut olması					
Seyahat görevlendirmelerinin elektronik olarak yapılabilmesi					
Raporların elektronik olarak düzenlenebilmesi					