



**THE IMPORTANCE OF HUMAN RESOURCES POLICIES FOR BUSINESS SUCCESS:  
EXAMPLE OF THE ICI<sup>1</sup> FIRST 30**

**Mesut ATASEVER**

Assist. Prof. Dr., Uşak University, Applied Sciences School, International Logistics and Transportation  
Department

**Merve Nur OKLU**

Master of Business Administration Student, Uşak University

**ABSTRACT**

It will not be an exaggeration to say that the most important element in business success is human resources. In particular, large businesses need to implement consistent human resources policies for long-term success and competitiveness.

The aim of this study is to understand and interpret what kind of human resources policies are applied in businesses that have proven to be successful in terms of sales from production. It is natural to think that the share of these policies in business success is great.

Qualitative analysis method was chosen as the method in the study. Each year, the Istanbul Industrial Chamber determines the top 500 operations for sales. The first 30 enterprises in these designated enterprises have been systematically categorized, interpreted and evaluated the policy types by considering the human resources policies and subjecting them to qualitative analysis. The first 500 enterprises producing goods selected by Istanbul Industrial Chamber were taken as universes, and the first 30 enterprises in this first 500 were taken as samples.

The lack of the ability to test whether the human resources policies declared on the websites of the enterprises in this study are actually implemented within the enterprise is a limitation. It is expected that this study will shed light on academicians working on human resource issues.

**Keywords:** Human Resources, Management, Human Resources Policy

**1. INTRODUCTION**

No one will admit that human resources are the most important component of an enterprise. The success of human resources will lead to the success of the entire enterprise, and failure will lead the entire enterprise to fail. From recruitment to orientation, performance is a field that plays a vital role in managing human resources for motivation.

What an enterprise wants to do in the field of human resources is the products of its objectives, objectives, practices, business policies that are determined in the first place and updated with experience. There are human resources policies, even if they are not aware of small and large businesses. Some businesses develop and apply policies that will provide long-term success while emphasizing these policies. Some do not care about it or think it differently, and do not create consistent and sustainable policies that take a certain success. It is this human resources policy which determines the success of the enterprise to a great extent.

It has been emphasized by this study that the achievements of businesses that consider human resources as a strategic success component and of special importance come from this area to a great extent.

<sup>1</sup> ICI, The Istanbul Chamber of Industry (TURKEY)

## 2. CONCEPT AND IMPORTANCE OF HUMAN RESOURCES MANAGEMENT

Based on the philosophy that the human resources have been completed with the thought of management by Taylor and Fayol, some scholars have come to the conclusion that the functions of personnel and human resources are seen as meaningful and also fulfilled for the organization is different (Tortop, et al., 2010: 15). Some scientists have said that human resources are not different, but that they have only a different perspective (Canman, 1995: 61).

It has become increasingly important in the 1980s, and today it is a concept that is constantly evolving in organizations. If we take a few definitions of human resources, Human resources are a philosophy that basically sees and highlights the human element in the organization (Canman, 1995: 55). In another definition human resources are expressed in the form of an orderly structure designed to allow the effective use of human factor within the scope of the organization for the purposes that a company wishes to achieve (Mathis and Jackson, 2000: 4). According to Oğuz, human resources are the most valuable people in the organization, and together with themselves and other people, they will achieve the goals of the organization, and the management of the staff is effective in policy and comprehensive discipline (Oğuz, E. (2004).

Advantages of human resources are increasing due to the costs, productivity, changes and performance negativities that affect performance in business life (Tortop, et al. 2010: 19). In these days, the success of the human resources in the organization leads to the productivity and satisfaction of the personnel. Therefore, importance is given to human resources in companies (Yılmaz, 2010: 33). Even if an organization is too strong for its non-human resources, it is not expected that the company will be successful if not enough. The key point in organizational change is individuals who have the ability to provide harmony (Aksoy, 2006: 6). Human resources management has important places in the competition environment for companies to acquire, train, cost, encourage and encourage their staff (Porter, 1985: 43).

The most important part of an organization's investment is to train qualified personnel. This is the most productive and profitable investment. However, since this investment is a human factor, it is not effective immediately and it has a long effect. To do this is to identify effective human resources that will last for a long time because of personal development. This is why the most important issue that businesses must do is always to catch up with the growing economy and train qualified personnel in an orderly manner (Berber, 2004: 43).

### 2.1. Development of Human Resources Management

Human resource management is based on very old times. At first it was staff management and this is the case of modern human resources management by taking the current situation with the intensification of the situation such as technological development and increasing competition.

Since the starting date of human resources is based on the old one, its history is difficult to determine precisely. It is possible to talk about human resources management in every area where individuals, organizations and constant efforts are concerned (Aldemir and Ataol, 2004: 15). The concept of human resources equates to the end of the 1980s, with much to do with the old times. In the first place, human resource management is seen to be widespread in the private sector as well as in the public sector (Kerimoğlu İnce, 2006: 68). Thus, both the public sector and the private sector have taken the step of using human resources management widely without discrimination (Tortop, et al., 2010: 505). Human resources management has been in the form of development of personnel management in order to get this status, and it has become after it has passed through many steps. The priorities were considered as cost-oriented and the information of the staff was recorded. However, human resources are not seen as cost but should always be seen as an element to be advanced and modernized (Yüksel, 1998: 9).

Human resource management, which has appeared in the 1990s and is on the agenda more recently, is to be considered as a part of the organization that has an impact on the performance of the

organization, which supports all functional aspects and has an impact on its development (Barutçugil, 2004: 41).

## 2.2. Purposes of Human Resource Management

The mission of the human resources is to determine the mission, the need for the organization, the definition of the employee vacancy, the discovery, the selection, the acceptance of the job, the application of different test and interview techniques, the examination of the suitability of these techniques for work placement, the training of the employees, the remuneration, the working hours, the organization of the unions, the security and health insurance must be finalized (Akyüz, 2001: 54).

The goal of human resources is to make the organization more healthy and effective. The stronger the material of an organization is, if the human factor is not intact, the failure of that organization will be inevitable. There is no possibility of achieving working quality objectives with a satisfactory low work force (Akçakaya, 2010: 30). The targets of human resources need to be defined as transparent in order for the applications to be successful. These targets are; (Akçakaya, 2010: 12), it is necessary to establish and maintain the skills of the employees, to create the job satisfaction of the personnel, to improve the quality of the working conditions and to maintain the quality.

The goal of modern human resources management is to shape within the organization by enabling them to reach more productivity by meeting the needs of their staff (Yılmaz, 2010: 33). It is the main purpose of the human resources to be motivating the employees, to eliminate the situations that will break the courage among the employees in the organization, to monitor their achievements and to be carried out in a standardized manner, to be fair in wages and material inferences, 247-248).

The main purpose of human resources is to ensure that the objectives of the employer are effectively achieved. In this case the management of human resources has been linked to the people. Thus, it aims to make the organization successful in the future by focusing on work-related problems and the relations of individuals (Fındıkçı, 2001: 13).

## 2.3. Human Resources Policies and Priority

It seems that businesses that have made serious efforts to achieve success have given human resources as much importance as needed and have a unique human resources policy. Policies are the strategies and practices that are set for the realization of plans when the future plans the business. The enterprise should construct and work in such a way that all policies, in particular sense, human resources policies can achieve the right and future success in the general sense.

Political word is ancient Greek origin. The word literally means "to look after a job". The policy used as a counterpart of "politics" in the Turkish literature has been mostly used in the field of public administration and has been used to mean "execution according to a certain way and method, considering a public work". The concept of politics is defined in the dictionary as "a specific way or mode of behavior selected from many alternatives in order to guide current and future decisions" or "a long-term general plan involving general objectives and acceptable methods". In business management, policy means "a sequence of principles or principles that guide management in making decisions". These guidelines guide the managers in their decisions and activities they will undertake and form a general plan to achieve the specified objectives. As an example to politics; "The purchasing commissioner should be able to procure raw materials up to 10 billion without approval of top management" (Dinçer, 1998).

## 3. IMPLEMENTATION

In this part of the study, the first 30 companies from the top 500 companies of ICI determine the sales in production every year. Policies were interpreted by means of qualitative analysis by considering the human resource policies of the first 30 companies identified. In this context, the purpose, the method and the method of the research were evaluated with qualitative analysis.

### 3.1. Purpose of the research

The aim of this study is to try to find out how the first 30 companies from the first 500 companies in the field of human resources, which we have proved successful in production sales, apply what kind of policies and protect these achievements at the top level each year. In this context, it is analyzed and interpreted by qualitative analysis management. It is natural to think that the share of these policies in business success is great.

### 3.2. Scope of the Study

The scope of the study is that the human resources policies of the first 30 companies from the first 500 companies of the ICI have been analyzed and evaluated. The reason for the handling of the first 30 companies is to find out that other companies are in the same politics. Therefore, the first 30 enterprises were received.

### 3.3. The Importance of Research

The key to working is to have information about the way the ICI first 30 companies from the first 500 companies follow the human resource management policies. Because today's companies need to maintain their continuity in the context of intense competition and to constantly manufacture and train themselves with qualified employees in order not to disappear in this competition. Thus, companies pay attention to human resources policies and provide contemporary gatherings with better quality services.

### 3.4. Method

Istanbul Chamber of Industry, Turkey's top 500 companies are chosen each year in sales from production. It is thought that this first 500 successful companies' human resources policies have an important place in success and can be an example for other businesses. In this study, the first 30 of the top 500 selected companies in 2015 were investigated, evaluated and commented on HRM policies. For this purpose, the HRM policies of the HRM pages of these first 30 operators' web sites were compiled and evaluated qualitatively.

It was not possible to reach HRM policies from the website of the first 30 operators. The remaining 3 enterprises were thus taken as samples.

Table 1. Organizations to be considered as a sample (the first 30 of the top 500 companies in ICI 2015)

2015	INSTITUTIONS	PRODUCTION SALES NET TL
1	TÜPRAŞ-Turkey Petroleum Refineries Corporation	35.437.857.256
2	Ford Otomotiv Sanayi A.Ş.	14.732.855.608
3	Arçelik A.Ş.	9.998.905.712
4	Oyak-Renault Otomobil Fabrikaları A.Ş.	9.893.409.307
5	TOFAŞ Türk Otomobil Fabrikası A.Ş.	8.434.241.768
6	EÜAŞ Electricity Generation Inc. General Directorate	6.794.953.087
7	Ereğli Iron and Steel Works T.A.Ş.	6.475.141.395
8	Hyundai Assan Otomotiv San. and Tic. Inc.	6.236.714.393
9	Iskenderun Iron and Steel Co.	5.890.461.750
10	İçdaş Steel Energy Tersane ve Ulaşım Sanayi A.Ş.	5.773.475.786
11	Vestel Electronics San. and Tic. Inc.	5.249.344.885
12	Mercedes-Benz Türk A.Ş.	5.239.924.773
13	Aygaz A.Ş.	5.126.821.356
14	Istanbul Gold Refinery Inc.	4.896.099.092
15	Toyota Motor Manufacturing Turkey	4.260.334.675
16	PETKİM Petrokimya Holding A.Ş.	4.234.369.017
17	Çolakoğlu Metalurji A.Ş.	4.098.959.067
18	BSH Ev Aletleri San. and Tic. Inc.	3.925.769.912
19	Unilever San. and Tic. ROCK.	3.750.677.616
20	Turkey Sugar Factories Inc.	3.525.942.146
21	Tosçelik Profile and Sheet Industry Inc.	2.976.385.000
22	Bosch San. and Tic. Inc.	2.937.537.726
23	Aselsan Elektronik San. and Tic. Inc.	2.860.126.584

24	Türk Traktör ve Ziraat Makineleri A.Ş.	2.828.471.671
25	Eti Gıda San. and Tic. Inc.	2.577.218.660
26	Vestel Beyaz Eşya San. and Tic. Inc.	2.484.129.206
27	Sarkuysan Electrolytic Bakır San. and Tic. Inc.	2.391.311.285
28	Borçelik Çelik San. Tic. Inc.	2.371.000.305
29	Er-Bakir Electrolytic Copper Products Inc.	2.337.491.695
30	Coca-Cola İçecek A.Ş.	2.288.131.093

Source: <http://www.ICI.org.tr/sites/1/content/500-buyuk-liste-2015.html> (Access: 01.02.2017)

### 3.5. The Importance of Human Resources Policies in Business Success: ICI 30 First Example

Launched by the Istanbul Chamber of Industry 100 Industrial Enterprises in 1968 and continuing each year by developing Turkey's Top 500 Industrial Enterprises of work, it has been the subject of many theses and research at an academic level so far. With 500 Great Industrial Enterprise researches, the company is being x-rayed at a scale not found anywhere. The companies that are based on this are also natural, the industrial sector is the companies.

The main criterion in order is sales from production. That is, the results include sales made from products that organizations produce for themselves. In addition, the scope of the study includes statistical values such as sales receipts, gross value added, equity, total assets, sum of profit before tax and total number of employees, as well as analyzes with unique values. In addition, various evaluations are made on financial ratios, resource structure, profitability ratios, economic profitability, asset turnover rates, factor income (functional) distribution of net added value, non-production income, employment and gross value added distribution and labor productivity. Domestic and met with an intense interest in Turkey's 500 Largest Industrial Organization study abroad, the interest of the development of Turkish industry and makes significant contributions to the determination of the road map for the future (ICI 2016).

Businesses emphasize four main headings in human resources policies;

#### *Enterprises that attach importance to quality understanding in human resources policies are quality oriented work.*

These businesses emphasize quality in human resources, as well as in production and in all processes of the business. When choosing employees, they take care to choose individuals with high quality sensitivity. They believe that achievements in all areas are of the essence demonstrated in the quality of HRM. We can list some of the HRM policy statements that center the quality as follows.

“By considering the total quality principle and thinking about the life styles of the customers, it is always a development target. The main objectives of the employees are to take into account all kinds of responsibilities, consciousness, satisfaction, motivation, work commitment, individual development and social relations.”

“Firstly, by targeting quality, the happiness of the customers is discussed later.”

#### *Customer-focused businesses in human resources policies;*

This is to ensure the satisfaction of the customers, taking into account the needs and desires of the customers after the quality target. Businesses need to be able to best meet customer needs in order to grow and grow financially. They earn the respect of customers and give them a high standard of living and give them modern products and services. Some of the HRM policy expressions that are customer focused are;

“They aim to present their products to customers by making their products modern and robust in order to increase the living standards of the customers and to meet their needs in the best way.”

“We constantly improve our products and services to meet the needs and expectations of our customers.”

### ***Operationally focused and supportive teamwork in human resources policies;***

Businesses need skilled workers to ensure success in a competitive environment. Because businesses are the most important resources employees. Employees need to be highly productive in order to achieve their business goals. For this reason, employees with high motivation in their work will be happier in their jobs and profitable in terms of both employees and businesses. Individuals or groups of employees will fulfill their duties with full awareness of their responsibilities in their jobs and achieve success. Some of the HRM policies that are employee-oriented and support teamwork are;

“Teamwork is a lifestyle for us. We are a family. We trust and respect each other. To understand each other, to trust and to support each other; we endeavor to provide a working environment in our company based on clear, unbiased, mutually effective communication.”

“To increase the satisfaction and motivation of our employees, to improve the loyalty to our company, to increase the individual development and competence of our employees and to adapt them to the changes of our company and its environment.”

“It is rewarding and promoting high performance by providing an effective communication and motivation environment where employees can use their creativity and express their opinions, keep their personal and professional development ahead of schedule, support continuous learning and development, evaluate employee performances with objective criteria.”

### ***Enterprises aiming for environmental sensitivity in human policies;***

Businesses in these areas should be adjusted to take into account the environmental factors, so that operations from the establishment to the transaction process will cause damage to the environment at the minimum level. To leave a clean environment for future generations, businesses need to respect people and the environment. While producing the products, they need to be responsive with the sense of responsibility that the natural environment has given. Some of the HRM policies of enterprises that show environmental sensitivity are;

“Creating a culture that will stop the unsafe and environmentally harmful work, Using environmentally friendly production technologies to make use of renewable energy and using environmentally friendly production technologies to reduce and control all kinds of wastes that could harm natural life and health of our employees, Possibility to be creative in environment technologies, It is the human power that will minimize the use of natural resources, remove all negative effects in accordance with existing and new laws to prevent pollution of the environment.”

## **4. CONCLUSIONS**

In this study, which we assume that successful businesses attach importance to human resources, we have tried to categorize the human resources policies declared by the proven businesses and have tried to find out which policy they have created most. As matters of importance and focus, Human resources are characterized by policies that emphasize quality, customer orientation, employee orientation and commitment to team work, environmental awareness in human resources, productivity efficiency, effectiveness and productivity.

Today's businesses have been successful in terms of rising HRM, human orientation, customer orientation, quality and environmental orientation as key HRM policies. In this study, we do not make a judgment that "the enterprises that implement the said policies have been successful because of these policies". Because the success factor can be different for each business. But it is not possible to ignore the HRM policies that successful businesses focus on.

Businesses that emphasize quality and environment, which give priority to both internal customers (employees) and external customers, show their sensitivity to the most basic factors. If these writing policies have really passed on to life, then there are many reasons not to succeed.

It can also be said that "knowledge" is not mentioned much in HRM policies. This can be seen as a shortcoming. The qualifications, including expertise in the field, are not mentioned in the

knowledge-based HRM policy. It seems that one of the indispensable concepts for success, both today and in the future, will be knowledge of one of the key components, especially those that determine HRM policies.

## REFERENCES

- Akçakaya, M. (2010). "Human Resources Management Human Resources Planning Norm Cadre Application". Ankara: Adalet Publishing House.
- Aksoy, E. (2006). "Personnel Strengthening and Coaching in Human Resources Management", M.Sc. Thesis, Selcuk University, Konya.
- Akyel, R. and Söyler, İ. (2010). "Applicability of Human Resource Management in the Public Sector", Approach Magazine, 205, 245-251.
- Akyüz, Ö. F. (2001). "Strategic Human Resources Planning in the Changing Wind", Sistem Yayıncılık, İstanbul,
- Aldemir, C. and Ataol, A. (2004). "Human Resources Management", Barış Publications, Izmir.
- Baratçugil, İ. (2004). "Strategic Human Resources Management", Kariyer Publishing, Istanbul.
- Berber, B. (2004). "Applicability of Human Resources Management in Public", Master Thesis. Sakarya University, Sakarya.
- Canman, D. (1995). "Contemporary Personnel Management", Todaie Publications, Ankara.
- Dinçer, Ö. (1998). "Strategic Management and Business Policy", Beta Basım Yayım, İstanbul.
- Fındıkçı, İ. (2001). Human Resources Management. Istanbul: Alfa Publications.
- Istanbul Chamber of Commerce Web Site, <http://www.ICI.org.tr/projeler/turkiyenin-500-buyuk-sanayi-kurulusu/> (Accessed: 01/02/2017)
- Istanbul Chamber of Industry Website <http://www.ICI.org.tr/sites/1/content/500-buyuk-liste-2015.html> (Access: 01.02.2017)
- Kerimoğlu İ. (2006). "Human Resources Management and Communication in Public Organizations and Enterprises", Master Thesis, Ege University, Izmir.
- Mathis L. R. and Jackson H. J. (2000). "Human Resource Management", (9th Edition).
- Oğuz, E. (2004). "Human Resources Management in the Process of Restructuring in Public Administration", Graduate Thesis, Gazi University, Ankara.
- Porter, M. E., (1985). & Quot; Competitive Advantage: Creating and Sustaining Superior Performance & quot ;, New York, Free Press.
- Tortop, N., Aykaç, B., Yayman, H., Özer, M. A. (2010). "Human Resources Management", Nobel Publication, Ankara.
- Yılmaz, A. (2010). "Human Resources Management, For Vocational Schools", Seçkin Publishing House, Ankara.
- Yuksel, Ö. (1998). "Human Resources Management", (2nd Printing), Gazi Kitabevi, Ankara.