

## **A Research on Assessing the Effectiveness of HRM Practices on Employees: In the Problematic of Perceived or Intended Context**

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### **Extensive Summary**

#### **Introduction**

It is stated that the studies on HRM are mostly at macro and strategic level. Another attempt has been made to obtain data from what is supposed to be a substitute for what was intended. The majority of research in the area of HRM focuses on content-oriented HR assessments. In these surveys, the availability or absence of HRM practices, the frequency of use, the scope, and the possibility of developing HRM professionals are being sought (Delmotte, De Winne and Sels, 2012, p.1483).

While HRM practices are investigating the impact on employee behaviors, it is argued that focusing on how employees perceive HRM professionals is more reliable than the intended HRM practices they report at strategic level (Alfes et al., 2013, p. Accordingly, given the policy applied to the HRM strategy, the organization will not be able to elucidate the employees' beliefs and experiences with HRM. Nishii, Lepak and Schneider (2008), the individual perceptions of the effects and targets of HRM policies and practices will inevitably differ. Perceptual measurement of HRM practices may provide closer results than HRM or line managers' scoring in predicting individual attitudes and behaviors. Individuals' past experiences, values and beliefs will cause them to interpret the same HRM system in a different way. Therefore, the behavioral and attitudinal reactions to the same HRM system and practices will also differ from each other. Therefore, measuring how HRM practices are perceived in predicting individual behaviors and attitudes will constitute an important source of information (Guest, 1999, Guest, 2011, Gratton and Truss, 2003, Conway and Monks, 2008, Kuvaas 2006, Alfes et al., 2013).

It is important in the researches related to HRM that the measurement forms are interpreted correctly in the context of intended, realizing and perceived. In this context, this study aims to examine how HRM practices are perceived by employees and how they differ from one another in terms of various variables. In the following sections,

theoretical framework, methodology and findings about HRM applications are examined.

### **Methods**

The method of research is descriptive and open-ended questions. Within the scope of the study, data from 590 people working in Istanbul, Ankara and İzmir, full time, white-collar, various private sector and firms were collected. In the study, participants were easily identified by sampling. Data were collected by questionnaire. After missing data and inappropriate responses, a total of 555 responses were assessed.

The questionnaire used in the research consists of three parts. In the first part, there are 48 items about perception level of HRM applications, open-ended questions in the second part, and socio-demographic questions in the last part. In addition, it has been examined whether the employees are exposed to a negative situation, the sector they work in, age, gender, seniority, managerial position, marital status variables are different from the variables that might have a probable effect in evaluating the effectiveness of HRM practices. Apart from that, employees' opinions were sought through open-ended questions about how the HRM should do what it can do to qualify it and work with its commitment to work if it has been exposed to an adverse situation in the organization.

### **Research Hypotheses and Results**

*H<sub>1</sub>: There are differences in the perception of HRM practices among workers in the production and service sectors.*

When the differences between the HRM practices and the HRM practices are examined, there is no significant difference in terms of production and service sector. However, when sub-dimensions were examined, differences were determined in terms of developer performance evaluation.

*H<sub>2</sub>: There are differences in the perception of HRM practices among employees in terms of the negative and bad situation in their organizations.*

As a result of Independent sample t-test, a statistically significant difference ( $p = 0.000$ ) was found only in terms of HRM applications (assuming that the variances were not equal) in general. The perceived HRM practices averaged 2.94 for those who stated that they were exposed to a negative situation, while those who said they were not exposed to such a situation were 3.43. Accordingly, those who face a negative situation in the organization perceive HRM practices as worse than those who do not. Under the 2.94 general average, the result is a confrontation.

*H<sub>3</sub>: There are differences in the perception of HRM practices depending on the seniority of employees.*

No significant differences were found in all perceived HRM dimensions except for communication and information sharing ( $p = .001$ ).

*H<sub>4</sub>: There are differences in the perception of HRM practices depending on the age of the employees.*

Perceived HRM practices ( $p = .009$ ) as a result of the analysis made are statistically different depending on age.

*H<sub>5</sub>: There are differences in the perception of HRM practices depending on the marital status of the employees.*

There is a meaningful difference in the perceived HRM dimensions only in terms of working conditions. In all dimensions where statistically significant differences exist, the average of married employees is higher than the average of single employees. Married employees perceive working conditions more positively.

*H<sub>6</sub>: There are differences in the perception of HRM practices depending on whether the employees are in the managerial position or not.*

Accordingly, statistically significant differences in position perception of HRM practices were found. It can be seen that the average of all variables in the managerial position is higher. There is a statistically significant difference between HRM practices, which are basically perceived by the presence or absence of a managerial position. The perceived HRM practices averaged 3.37 in the managerial position, while 3.16 in the non-managerial positions. The highest mean difference was found to be the highest in the sub-dimensions as 3.71 in the managerial position, 3.20 in the non-managerial positions, 3.87 in the managerial positions, 3.35 in the non-managerial positions, 3.27 in the managerial positions and 3.03 in the non-positional positions. The conclusion can be drawn that strengthening based HRM applications are perceived more as they are in the managerial position.

### **Conclusion**

Because the main objective of the HRM is to increase employee productivity and quality of work life (Sadullah et al., 2012), it is necessary that HR practices should be designed in such a way that employees will lead to positive attitudes and behavior exhibitions.

According to the study of Alfes et al. (2013), employees' perception of HRM practices positively increases organizational citizenship behavior and reduces intention to leave work. The impact of HRM practices on employee behaviors is supported by a view to focus on perceptions when they are being examined. According to Delmotte, De Winne and Sels (2012), focusing on how HRM is perceived by employees helps the HRM understand the message given to employees. Differences between employees' perceptions can not be obtained by responses to a single respondent (often HR managers) about the existence, frequency, and frequency of intended HR practices (Delmotte, De Winne and Sels, 2012, p.

Employees react emotionally (cognition), cognitive (knowledge or skill) and / or behaviorally depending on the HR practices they perceive. Since the processes of information processing and interpretation of each employee may be different from each other, it can be considered that the reactions may be different. As a result of positively perceived HR practices, employees may increase their organizational commitment and work satisfaction may be higher, as can be assessed emotionally within the context of social exchange theory. However, he may also want to invest in his career for a better future in the organization and invest in his knowledge and skills. If assessed in the behavioral context, it may exhibit voluntary effort with extra role behavior and organizational citizenship behavior, or vice versa.