

The Ministry of Education of Azerbaijan Republic

HRM: Recruitment and selection . Occurred problems during implementation of this Function in the Banks of Azerbaijan.

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Summary

This study was carried out in order to analyze how the function of selecting and placing elements, which is one of the most important functions of human resources management, is applied in Azerbaijan enterprises. Because the development process observed in the Azerbaijani economy demands efficient HRM practices in enterprises in order to ensure healthy development. Effective selection and recruitment of staff will solve the problem of time in the human resources department, make it easier for managers to make decisions in the recruitment process, and most importantly, provide the right job recruiting. If only the right element is selected, this process will contribute to the correct recruitment of the element so that the motivation of the employees and the success of the business will increase. In the first part of the study, literature review was conducted and Human Resources Management was analyzed as a science department with the help of secondary data. Its historical development stages, importance, organizational structure and functions were explained in detail.

In the second part of the study, the most important function of the human resources management is the importance of the element and recruitment, the factors affecting this function, the sources and methods of elementary structure, the stages of this process.

In the third part of the study, a questionnaire was applied to determine the selection and recruitment of employees in Azerbaijani enterprises

has been taken into account. The methods and resources used in the selection and recruitment practices of the enterprises in Azerbaijan have been analyzed.

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Abbreviations

USA: United States

AR: Azerbaijan Responsibility

HR: Human Resources

HRM: Human Resources Management

TQM: Total Quality Management

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LOGIN

Today , businesses are different from one another, a key step in bringing forward a major step is human resources. The distinguishing feature of the recipe is the very last point reached in the first place, later on in marketing, distribution channels and prices.

Intellectual capital is the most important factor in the success of an institution. Therefore, placing the right candidates in the right jobs in the most professional forms for an organization is one of the most important functions of Human Resources and one of the most important functions of strategic human resources planning.

Different jobs and positions in businesses require different qualities, abilities and personality traits. This situation brings with it the necessity of employing qualified and qualified people in the enterprises. Operating the business effectively and efficiently depends on the process of finding and selecting an effective occupation that has or will be made. In this study, the applications of selection and recruitment of employees were analyzed by taking the enterprises in Azerbaijan into consideration.

Azerbaijan has entered into a new economic development process due to the disintegration of soviet unions as a result of global economic upheavals

This development process is fundamental to the field of human resources management functions in a variety of ways. Element selection and recruitment

Some of the problems encountered during the implementation are directly related to factors such as time, education and professionalism demanded by this developmental process. The aim of the research is to analyze the practices of selection and recruitment of enterprises in Azerbaijan and determine the aspects that are inadequate to contradict the modern world.

The study was conducted by the medium-sized enterprises operating in the province of Azerbaijan

It covers. These enterprises belong to 60% service sector, 20% banking sector, 5% heavy industry and 15% food sector. 15% of these enterprises operating in Azerbaijan and 85% are local enterprises. In the study process, the literature was searched and the secondary data were passed to the eye and the data was systematized by touching the theoretical details, and at the same time the questionnaire was applied for the practical part in the third part

In the first part of the work, human resources management is considered as a science branch. The definitions obtained from different sources are brought together and systemized. Then, the historical development of human resources management, the importance in terms of enterprises and the place in organization structure are analyzed. Human resources management and personnel management are compared, human resources management functions are discussed separately and environmental factors affecting the process are examined. In the second part of the work, one of the most important functions of human resources management is the selection and recruitment of employees. First of all, the importance of supplying the staff is explained in terms of operation, then the resources and methods of staffing are determined. Then, the concept of element selection was explained and the steps and methods of element selection process were examined. The historical development of Azerbaijan in human resources management, first in the third part of the study be considered, in the sequel compared Azerbaijan HRM practices with Turkey, finally analyzed the data obtained is the result of a survey applications may apply to businesses.

FIRST PART

1. THEORETICAL STUDIES OF HUMAN RESOURCES MANAGEMENT

1.1. Human Resource Management as a Science Firm With globalization, businesses have to continually improve their competitiveness to survive. One of the most important ways of achieving success in the competition is to invest in the most valuable asset that the business possesses and to use this resource in the most efficient way.² If the water is not for the human being and if the water is necessary for human life then the economy is in need of a human, there is a need for human labor that is both a producer and a consumer to create.

Human resources in the organization are all kinds of jobs or professions. The management of human resources is the most effective, efficient and productive consideration of this resource as a fundamental potential that can be used to achieve superiority in a competitive environment. Restructuring to increase productivity

Most of the configuration works are in the forefront of technology, human factor is neglected. This is a major mistake. The structure, which does not take into account the human being, has an adverse effect on human behavior, and as a result it leads to a decline in efficiency

It is now proved that the common values of economists, state predecessors in the world are how important the value created by man in the aftermath economy is, and that the human investment of the economy is a priority. Because natural resources are exhausted and people are inexhaustible wealth. When natural resources are used, they are consumed more quickly, and on the contrary, human beings see, interrogate and apply innovations as they realize their potential, that is, they gain more value

At the beginning of the twenty-first century, the world is experiencing very rapid changes, transformations and developments. The pace of change forces people to make decisions without giving them the opportunity to separate the truth from the

wrong. The dizzying change in the world is due to the difficulties of adaptation and the fact that these developments are not perceived enough that with the aim of the developing society to become an information society and the efforts of people to achieve themselves gradually,

Economically, people have played a larger and more comprehensive role in the development of an old country. How the human being in the economy is an important source should be measured by the volume of human investment in this country. Because the states earn more for the human capital account, it is not possible to remove the economy only for the natural resources account. So, according to the results of the World Bank's 2005 study, 16% of the world economic growth was in physical capital, 20% in natural resources and 64% in human capital. So, the increase in spending on human capital will ultimately make the country richer in the future.

It seems that the success of organizations in successful organizational life cycles depends on the consideration of the increasing importance of human being. The fact that the "human" factor has not been overlooked in terms of success targets in the increasingly competitive environment of enterprises has been acknowledged especially in recent years in the working life of the thought and these organizations have been included in basic organizational culture elements such as mission and vision. It is an indisputable fact that a person is a psycho-social entity (if one considers that the individual is a whole with his feelings and thoughts) naturally has a different place and a place within the factors of the business. In this respect, the management of the human resources in the organizations also carries a special importance. Parallel to organizational development, it supports the adoption of policies that require greater analysis of the Human Resources Management issue and the need to invest more in human resources in business.

The responsible scientist in improving human productivity and quality of working life is Human Resources Management (HRM). It is not a coincidence that human resource management thought and change and development processes are

synchronous. On the contrary, human resource management is at the center of change and development, because the target mass of change and development is human

The human resources of an enterprise consist of all the skills, talents and efforts of all people working for this business. In some enterprises, the main characteristic of human resources, such as personnel, workers and employees, is that they work in line with their business goals and objectives. Generally, in some organizations, the basic part that requires physical power is the "worker", while the other part that does not use physical power is called the personnel. The common feature is that both constitute the human resource. A successful management in the business requires efficient management of human resources in order to ensure that all employees work efficiently in line with the personal desires of the employees as well as their general desires. For this purpose, human resource management is the basis for establishing a solid relationship among staff, taking into account all the workforce.

The concept of human resources refers to the human resource, one of the main sources that organizations have to use in achieving organizational goals. This concept includes all employees as well as the workforce that is potentially exploitable outside the organization as well as the top executives in the organization up to the lowest level of the workforce.¹¹ One of the most important resources businesses have is even the most important human resource. According to Denis and Griffin, an organization is one of the most important assets in the organization because of its efforts to achieve its objectives, to achieve its objectives, to maintain its competitive advantage and to meet the expectations of environmental elements.

Human resource management (HRM) is a term often used to refer to philosophy, policies, methods, and practices that are relevant to the management of businesspeople in an organization. The HRM is a system of individuals working in organizations in general

and covers all the regulations that are based on the human being and are necessary for him to be more efficient, productive and useful, on the other hand to have job satisfaction and be happy. All the processes from recruitment of the individual in the working environment to adjustment training, salary adjustment, legal connection with the business, productivity, performance evaluation, meeting individual and social needs and finally leaving the work are realized within the scope of HRM applications.

Human Resources is a set of information and practice that consists of functions and activities across the entire organizational structure designed to enhance the effectiveness of employees in an organization. It is all the functions and activities that enable human resources in any organizational and environmental milieu to be managed in a way that is useful to the knitting, the individual and the environment, and in accordance with the law.

We can define human resources management as all of the functions and activities that enable effective management of human resources in any organizational and environmental environment, such as being useful to the knitting, the individual and the environment

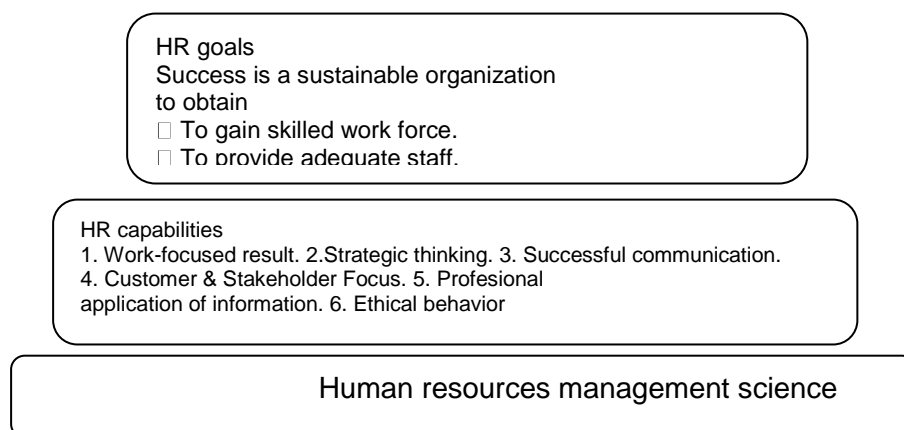


Figure 1. Human Resource Management.

Source:

the <http://www.3deducators.com/managementtraining/hrmanagement/certifiedhmanresourcemanagementprofessional-chrmp.asp>

Human resources management is the whole of the activities carried out in order to manage the most valuable assets of an enterprise, that is, its employees, effectively. The aim of human resources management is; to increase the contribution of employees to the business to the highest level, to ensure integration with the business and to increase their satisfaction.

All activities for the organization and coordination of human resources constitute human resources management. In other words, human resource management is the sum of the activities carried out to find qualified personnel and keep them in the organization. Human resource management is an approach that keeps the front of the human being as an understanding, placing the "human" element at the center of the organization.

Human resource management is a strategic and comprehensive approach to managing people and creating an effective workplace culture and environment. A successful human resources management ensures that employees work effectively and efficiently to achieve both their general corporate and organizational goals and objectives.

Human Resource Management (HRM) is the recruitment, training, development, motivation and evaluation process of a sufficient number of skilled personnel to carry out the functions necessary for the enterprises to achieve their goals. It is a management approach focused on people, dealing with employees' relations in an administrative structure, developing policies that are tailored to institutional culture, and acting as a key function in corporate management in this respect.

Human resources management is the whole set of activities aimed at finding, developing and maintaining the most effective workforce for the organization.

HRM is the implementation of the plans, programs and strategies that are put forward in order to motivate, develop, reward and ensure the continuity of an organization in the most optimal way in terms of vision and mission in the most optimal way. HRM is a discipline dealing with the proper management of human resources in addition to financial and material resources, which is a field related to developing, implementing and evaluating the programs, methods, regulations and processes related to employees in the business. This process, which constitutes an important work topic of the human resources center, involves the identification of existing staff needs, the announcement of these needs in appropriate ways and means, the receipt of applications, the negotiations and the recruitment of suitable candidates

1.2. Historical Development of Human Resource Management.

From the last quarter of the 20th century, our world, effected. Change is rooted in all the dynamics of organizations in the form of. It is the basic resource that gives life to organizations. For this reason, every process of change and development, in a way, people are also affected.

In recent years, the concept of Human Resources Management has been a management approach that has echoed. Historical perspective the management philosophy that started with Scientific Management is now generation Human Resources Management.

The concept of "human resources" emerged in the 20th century, In addition, people realized how important it was for people to have the necessary knowledge when performing a specific task. The development of human resources from the historical point of view was based on sufficient training that people should do their jobs better and use the necessary materials in a qualified way. In fact, the dimensions of today's desire for change and institutionalization shed light on the future of human resources management. Organizations under the pressure of a human resources management, which is obliged to prove its contribution to the organization

on the one hand, and shrinking due to the ruthless competition conditions on the other, and being more effective, meet in common goals and interests. Organizations apply every method that has proven scientifically proven to achieve maximum benefit from human resources. This situation puts more strategic roles and responsibilities in the management of human resources and makes it the most important function for the survival of the organization. Besides, the information society process that is happening is a fact brought by many questions about the future of human resources management. Although these questions have not yet been answered, human resource management remains valuable to organizations because of the importance attached to information people. The same developments demonstrate that the management of human resources in the information society will continue to be an important instrument of business management, shrinking but becoming more effective

The historical development of human resources management is evaluated differently according to different sources. According to the following section, the development of HRM is divided into three cycles:

1. First period
2. 1900-1960
3. From 1960 to the day

FIRST PERIOD	1900-1960	From 1960 to the day
<ul style="list-style-type: none"> <input type="checkbox"/> Registration system for workers <input type="checkbox"/> Renting new workers <input type="checkbox"/> Voluntary promotion for social programs in factories <input type="checkbox"/> First applied work safety laws <input type="checkbox"/> Training of basic difficult skills <input type="checkbox"/> Training courses in factories 	<ul style="list-style-type: none"> <input type="checkbox"/> Personnel Department <input type="checkbox"/> Trade Unions <input type="checkbox"/> Introducing strict work safety <input type="checkbox"/> Social programs for workers <input type="checkbox"/> Strong skills training <input type="checkbox"/> Focus on efficiency 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership <input type="checkbox"/> Basic Skills <input type="checkbox"/> Talent Development <input type="checkbox"/> Competition for talents <input type="checkbox"/> Use of external resources <input type="checkbox"/> Leadership <input type="checkbox"/> Variety <input type="checkbox"/> Innovations

Table 1. Historical Development Process of Human Resource Management Source: http://www.ehow.com/info_7737165_history-human-resourcedevelopment.html

The first applications that can be evaluated within the scope of human resources management can be seen in the depths of history. It is known that in the agricultural society and at the times when small workshop-style enterprises are widespread, there is a duty to keep records of employees. The record keeper prepares an infrastructure for paying wages by keeping track of employees' daily arrivals and departures, their work and working hours. Therefore, the recording officer is the person who performs the function. Those who act as record keepers are the owners themselves in small businesses. Sometimes one of the employees or a senior employee is assigned to keep records. As the number of employees increases more and more, an accounting staff member who is also involved in wages has been involved in the organization as a member of staff to keep records. As a result, the emergence of the need to keep employees' records reveals the registration duties of the first pioneers of staff function.

It is generally known that after the Second World War the concept emerged, but it is based on earlier periods. For example, we find that in the famous Babylonian Hammurabi laws, the system of paying, the first division of labor and specialization in the Chinese in 1600 BC, and the speed of staff turnover in the Chinese in the 400s BC. Human Resources first started to gain more attention with the evolution of large factories. This was in the 18th century, and the rapid development of the new industrial approach changed the world to a great extent. Fast and cheap production has become a priority for many industries. The factories have worked for 16 hours a day and have hired thousands of workers. Thus, many factories began to introduce voluntary programs to their employees to increase their comfort and satisfaction. On the other hand, the government has begun to intervene to introduce some basic human rights and work safety legislation.

Personnel problems are seen as important in this current sense İKY first examples of applications. In this sense:

- In 1776, Adam Smith's work focused on reducing the base studies;
- In 1786, Philadelphia printing workers were the first to raise wages strike;
- The implementation of the first profit-sharing plan in America in 1794; and the issuance of regulatory laws for working life;
- After the opening of the London Industry Exhibition in 1850 developments are an example of the pioneer formations in the field of HRM.

Scientifically, the concept of Human Resources came first with the Industrial Revolution. In this period, economic life is developing rapidly, important industrial establishments are born and people have started to work in factories instead of houses. But in 1890 NCR Corporation took its place in the history as Personnel Management Department with the opening of a separate personnel office.

In 1900, B.F. Goodrich established the first employment department in Germany. Between 1910 and 1920, Elton Mayo and his colleagues conducted a series of research at the Western Electric Company in the town of Hawthorn, near Chicago. According to these studies, the human factor has been kept in the foreground and it has been pointed out that people are more likely to work more when they are more satisfied with their work and that very real factors are important in empirical factors in workers' productivity. It is accepted as "Human Relations Approach" in the literature. Human resources management has evolved in line with historical developments and various management theories that have emerged in each period depending on these historical events.

With the widespread mass production through Fordist companies that grew up in USA, wages were controlled as production cost with means such as productivity, price indexed collective bargaining.

The full employment-based approach to welfare rights based on national citizenship, in turn, was an institutionalization of Fordist unions and Fordist companies. The disadvantaged parts of the fragmented labor market (especially women) and small to medium-sized companies have had to pay for this work. As capitalist development has suffered from the failure of state administration, some contradictions of capitalism have become evident.

According to Collin, I and II World Wars has led to several influences in terms of position. The survivors have changed the attitude of the managers to the workers, giving up autocratic control, democratizing them in the business environment. The attention paid to the working conditions of the workforce has increased. Industry with the development of psychology, PY techniques, hardware and business environments are ergonomic designs have been developed. The conditions of the war necessitating effective use of resources have required the formation of personnel expertise.

The 1960s, when theories of modern organization began to emerge, testify to a new transformation of the process of personnel management and industry relations. Within the framework of the "system approach", the harmony of individual organization, organization-environment adaptation and change ability are seen as conditions of success. In order to achieve this harmony and transform success into change, the search for the full potential of human resources has emerged.

In the same period (1960) as a movement supporting the transformation of human resources management, Human Resources Management magazine was published in America. Some other developments which contribute to the transformation from personnel management to human resource management are:

- From the 1960s onwards the contributions of the quality control philosophy. The successes achieved in Japan,
- The rediscovery of human beings from the 1980s,

- The need to look at human cases in an integrated manner,
- Efficiency and development are dependent on a turnaround and efficiency to start focusing on people
- Increased considerations such as the inadequacy of human resources to ensure the efficiency of industrial relations with employee-only personnel.

Although the narrow scope of human resource management, which emphasizes that the individual must comply as a passive factor of belonging and that productivity can only be achieved through division of labor and strict supervision, has shown some improvement in the 1970s, but respect for the integrity of the individual can only be achieved by a mature, it has begun to become a managerial approach. Instead of management and manager concepts, a leadership approach has been adopted and respect for people's social and individual needs has come to the forefront. Japan's achievements, Total Quality Understanding and participatory management practices, in the 1980s and 1990s, have increased the awareness that human resources are not a routine input to production, but on the contrary, business performance and success are both the key element and even the only source of success.

1.3. The Importance of Human Resources Management for Enterprise

In today's business, the way to a superior situation is to give importance to human resources. For this reason, it is necessary to minimize the amount of mistakes in all the decisions concerning the discipline. To operate ten different people in different structures and in different tasks in an efficient and efficient manner is to guarantee the life of the business.

HRM practices in an enterprise are an important influence that leads to the formation of human capital and the increase in organizational performance. Thus, HRM can act as a leverage for the enterprise. By effectively guiding and supporting employees, it is possible to achieve and maintain a competitive advantage that is consistent with the

strategic goals of the business. It may be possible for the business operator to adapt to changing conditions in a short period of time by developing and implementing business forms in line with strategic goals. In addition to these, employees' satisfaction and quality of life can be increased while HRM and the needs of the operator are met.

Human resources management is one of the production factors necessary for an enterprise to pass the activity, but starting from recruitment of the most valuable human factor, determining the scope of the task, providing motivation, the opening of the career, the performance measurement, the charge, and much more to the topic. In fact, there is a great deal of work on the division of resources, how to make a man blood is the person who contributes to an enterprise if it is alive. Here, human resources are also concerned with the management of the human factor, which can be the strongest competitive advantage that an operator can have against their competitors. Let us not forget that other factors of production can be duplicated (the same amount of capital ownership, the same machines and the same materials), but the staff of management at the management level, which is human element in any enterprise, and the workforce of the workforce.

Greater emphasis is placed on human capital than on cost it is regarded as a resource to be developed. Employees encouraging them to work in groups by prioritizing their qualifications and skills human resources that are directed towards the most appropriate behavior for themselves and for the enterprise is provided by various elements of the management. The aim here is primarily to train to the highest level of employees' contributions, and increasing their satisfaction. "In that case investment expenditure not consumption but investment quality.

New production and management techniques based on human-focused, inclusive, group-based thought and behavior system have been widely used and it has been seen that enterprises have more competitive power with human capital besides financial capital. In this process, a different point of view was required for the "human"

element. Indeed, the best way to use human resources is acting as a strategic element in terms of businesses being influential on all other factors. In short, the relationship between secret and human resources is increasing day by day. In this framework, an understanding that is different from classical personnel management and employee relations and which seeks to evaluate human resource in the best way is the foreground.

An operator can have very intelligent and hardworking executives. These managers they can prepare very beautiful plans, they can draw an effective scheme of organizing, they can establish production systems or use complex accounting techniques. But if they are hiring wrong people, or if they are high performance failures are inevitable. Human resources prevent such situations in an enterprise:

- Unsurpassed increase in staff turnover rate,
- Employee's inefficient and low performance work,
- Wasting time with useless discussions in business,
- A business image that does not fulfill its legal obligation the possibility of birth,
- Most of the staff are constantly unfair and inadequate The complained about,
- Deterioration of industrial relations,
- Inadequate and adequate training in business,
- Decrease in overall performance.

In a broad sense HRM constitutes a strategic, comprehensive and internal consistency approach to the management of human resources, the most valuable asset of the organization. Every activity related to human resources management is carried out in line with its strategic objectives. From this point of view, human resource management has vital importance in terms of organization in terms of realization of objectives. Human resource management, which has so much precaution in the

organization, focuses on the common interests of management and workforce. It is also concerned with the formation of a positive culture in the organization and the identification of all the staff with their knit goals and values.

1.4. Organizational Structure of Human Resource Management

The success of an organization means that the units and they are intimately connected to having a proper structure. Organizational structure is the design that is formed by the organization of the functions forming the organization in a formal and systematic way and the relations between the functions. The structure is organized within a certain "size" and the organizational function from one side and the differentiation in the other is a systematic form of "integration" from the side. The organization forms the formal structure of diversification and integration together with its size. It may occur in a non-formal structure arising from relations among members of an organization other than formal organization in organization.

The HR departments are created to help workshops, managers and tutoring. Certainly, the executives and experts of these units do not have the authority to manage other units. Nevertheless, they have the authority to be called "the authority of recommendation".

In contrast, the authority of "order command" is the authority to directly manage the activities of units producing goods and services. Those with line authority are sometimes referred to as line or functional managers. Those with line authority are sometimes referred to as line or functional managers. Line managers make decisions about production, performance and people. These managers perform promotions, determine business decisions and decisions related to other people, and are responsible for success and failure. HRM specialists help line managers in meeting their obligations by recommending them. Managers' types of authority:

□ Command authorization: the business directly related activities for the original purpose and the right to order.

□ Execution authority: indirectly related activities for the purposes of the employer is a type of ancillary authority.

Within the organizational structure of human resources management in small organizations it is clear that such institutions are often limited to human resources there is no need for an independent unit concerned. However, human resources related work there is a need for an expert to conduct it. The person to be appointed as a human resources manager or a human resources specialist tries to realize the necessary parts of the work carried out by the human resources centers in medium and large institutions.

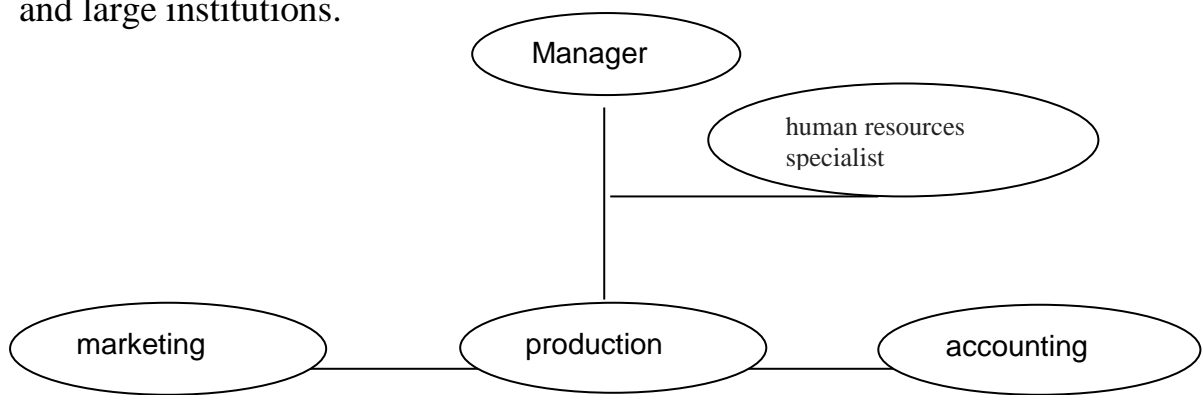


Figure 2. HRF function in small businesses

Source: www2.aku.edu.tr/~hozutku/sayfalar/ikaynak.pp

When determining the location of the HR department, it should be determined directly to whom it will work. This person may be a general manager, coordinator, or a deputy general manager.

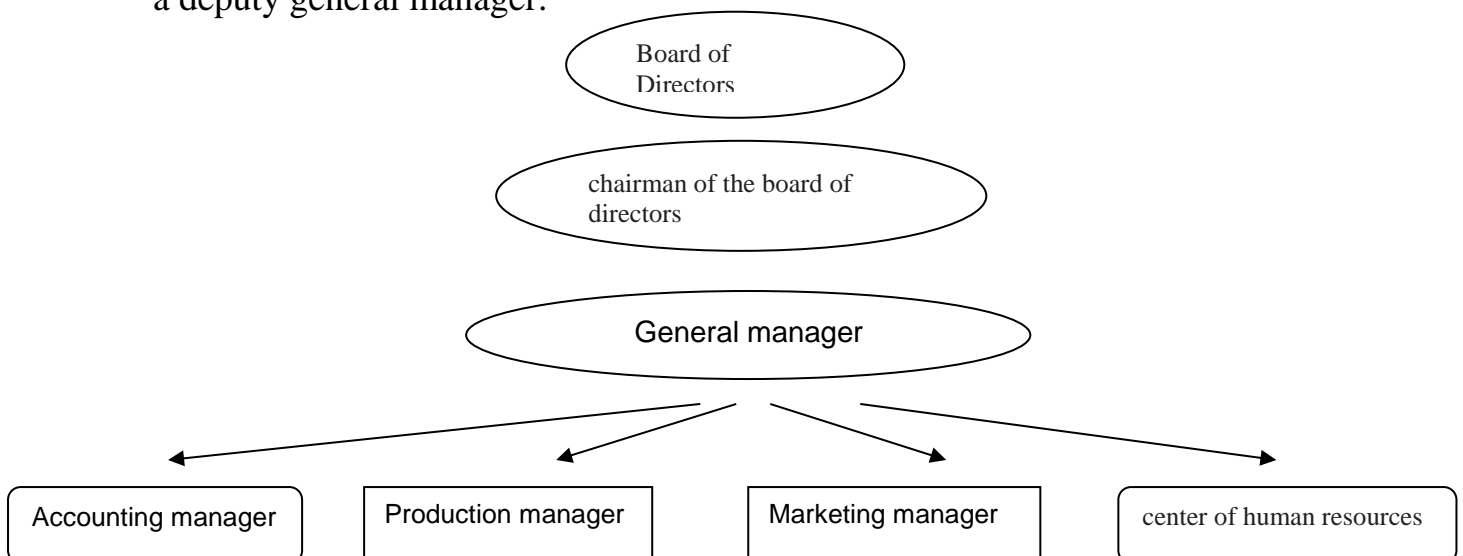


Figure 3. HRM function in large businesses

Source: www2.aku.edu.tr/~hozutku/sayfalar/ikaynak.pp

Within the general organizational structure of the business, there are some factors that influence the HR department. At the top of these factors, the attitude of the top management and the culture adopted in the organization. Other factors include the size of the organization, the geographical location, the nature of the activities, the nature of the employees and whether the employees are unionized.

- 1) Philosophy of top management: It should be known that in an organization, the top management does not gain the merit that nothing which it does not believe and does not deserve. The reputation of the HR department for success must be increased.
- 2) Organizational culture: The attitudes and behaviors learned, which determine how things are done in organization. Habits, traditions, beliefs, values and norms manifest themselves in written policies and procedures.
- 3) Size of the organization: In small enterprises, when the HR department is not established, work as an accountant or a small staff unit is established.
- 4) Geographical location: if there are multiple factories or branches, separate to each workplace HR section should be created
- 5) Structure of activities: Number of products, standard, depending on the technology used.
- 6) Qualifications of employees: As the qualifications of the employees increase, it needs HR structure to meet it
- 7) Rate of unionization: Depending on the unionization, employer relations it becomes important.

Some questions need to be answered while the internal organization structure of the HR department is being established. What activities are expected from the HR department in question from these questions? As we have already pointed out, many activities are being carried out in the HR department in order to realize the aims of planning, obtaining human resources, holding and increasing performance. The senior management of the business will create sub-units / departments depending on which of these activities is more important and prioritized.

a) Senior senior management: linking company policies and strategies. They are responsible for the establishment and HRM. HR Director, HR the co-ordinator, the HR manager or manager, the assistant general manager.

b) HR manager: Programs spread across various functional areas planning, initiating, conducting, coordinating and supervising senior manager, peroneel manager, administrative manager or chief can.

c) HR specialist: They are generally entry level positions for HRM career. It could be a system specialist, an interviewer, a wage analyst trainer.

d) HR support staff: These people facilitate the work in the department and support They provide. Officer, secretary, computer operator and programmer, service may be staffed.

1.5. Differences Between Human Resources Management and Personnel Management, similarities

Classical staff approaches and practices are insufficient to meet the new needs of occupational relationships in today's organizations. Human resources management has a perspective that includes, but is not limited to, personnel management functions. Staff management; It is a division that includes financial-legal relations between the institutions, the institution and the state, as well as the employees, creates a sub-work area of human resources management.

STAFF MANAGEMENT	HUMAN RESOURCES MANAGEMENT
Business-focused	Human-focused
Operational activity	Consultancy service
Recording system	Resource understanding
A static structure	A dynamic structure
Molds, norms	Mission and values
Classical management	Total quality Management
Working people	The person directing the business
Internal planning	Strategic planning

Table 2. The Difference Between Human Resources Management and Personnel Management

Human Resources Management is wider than Personnel Management

It is extensive. The scope of personnel management includes functional activities such as human power planning, recruitment, job analysis, performance appraisal, wage management, labor law, personnel training and related tasks. Human resources

management includes all these activities plus organizational development activities such as leadership, motivation, organizational culture, shared values, communication.

Personnel Management refers to operations such as recruitment, dismissal, and keeping records of personnel in enterprises, including a few functions; it does not have a strategic role in businesses. More staff perform their functions and do not undertake any tasks in organizational decisions.

Personnel management fair conditions and employment conditions is a dominant administrative record keeping function aimed at ensuring that.

The basic function of personnel management;

- Building a bridge between management and business people,
- To tell what the management expects of the workshops, to understand the workshops,
- In this direction, management is advised on how to get the best yield from occupations.

With these functions, personnel management is more defined as a form of secretariat for the keeping of records, the filing of documents, and the enforcement of rules relating to work in the organization. Personnel management, while focusing on technical processes such as staff selection, recruitment, salary, salary, legal rights, responsibilities, supervision in line with these basic functions, saw the human resource in the organization as a tool for the organization and based its existence on the organization.

In line with these basic functions, personnel management

- choice,
- recruitment,

- fees,
- salary,
- legal rights,
- responsibilities,
- audit

While focusing on such technical processes as the organization, the organization's human resource as a tool, and based on the existence of the human being as an organization.

It would be wrong to say that human resources management and personnel management are the opposite concepts. It is even possible to conclude from some sources that the information on personnel management is very similar to that of human resources management. We can sort the similar aspects of personnel management and human resources management as follows;

- Both personnel management strategies and human resources management strategies are both based on corporate strategies,
- There is also an order command chain in the management of human resources in the personnel management, there is the authority to direct the personnel of the managers,
- There are common ideas about personnel management and human resources management, `` respect for personal identity``, balancing of institutional and individual needs, satisfaction and development of personnel,
- The technical duties of staff management (job analysis, wage management, performance appraisal, etc.) are also met by human resources management.

□ In terms of personnel management and human resource management working conditions, corporate communication has common characteristics in organizational behavior.

Differences Between Human Resources Management and Personnel Management

□ One of the primary differences between personnel management and HRM is the philosophical viewpoint of work and perspective. While HR management does not play an active role in business management, HRM is responsible for all management processes related to human resources and is in business management and decision stages.

□ Personnel management is aimed at an individual working person, personnel and management.

□ Personnel management is pursuing a work focus, HRM follows a people-oriented approach.

□ While personnel management maintains the current situation of the employer, it is transitional. HRM is functional by employing human resources planning.

□ While HR management considers human as a cost element, HRM does not perceive human being as only working personnel, as a process that can develop. At the same time, the management of staff, including the legal and financial relations with the staff, constitutes a bridge between the staff-business, the business-government.

□ While personnel management shows a limited structure within the enterprise, HRM is in operation and self-organization and is interested in all functions of the business.

□ The effectiveness of personnel management is measured according to the success of previously prepared personnel policies. HRM performance is determined by the increase in business performance.

□ According to the changes in personnel management, administrative regulations, union activities, compliance with the changes in parallel with the labor laws are taking place in the audience. HRM plays a role in initiating and activating new activities with its pioneering and guiding feature.

1.6. Human Resources Management Functions

The human resources practices that an employee faced in the process of being involved in the process, from being involved in the business to leaving the job, are expressed as human resources functions.

Human Resources Functions are the duties and responsibilities of the human resources manager for the recruitment and coordination of human resources.

Different researchers are different about HRM functions they can make classifications. In general, HRM main functions are in order.

- Human resources planning
- Recruitment and settling function
- Training and development
- Motivation management
- Job and occupation evaluation function
- Wage management
- Career management and development,
- Personal affairs,

- Working relationships and security function

Human resources functions determined by the American Society for Human Resource Management and activities related to these functions are described below. It states:

Activities in Basic Human Resources Functions:

Human resources planning, staff selection and recruitment:

- To determine the qualifications required for specific jobs in the organization analysis.
- The human resources needed to reach the organization's goals estimation of needs.
- Developing and implementing a plan to meet these needs.
- The human resources needed to reach its goals to gain an organization.
- Selection and recruitment of staff for specific positions in the organization receipt.

Development of human resources:

- Orientation and training of employees.
- Design and implementation of management and organizational development programs.
- Establishing effective teams within the organization structure.
- Establishing a system to assess the performance of employees.
- Assist employees in developing their career plans.

Fees and other payments:

- Establishment of wages and other payment systems for all employees and operation.

- Ensure that wages and other payments are fair and stable.

Working and working relationships:

- Serving as an intermediary between the organization and trade unions.
- Establishment of disciplinary and problem-solving systems.

Human resources research:

- Establishment of the human resources information bank.
- Establishment and operation of employees' communication systems.

The American Institute of Human Resources Certification, on the other hand, implementers have the following six field knowledge and experience.

These ; management skills, selection and recruitment, education and development, wages and other economic benefits, business and employee relationships, and job health, safety issues.

1.6.1. Human Resources Planning

Planning is the process of taking decisions that will make it easier for an organization to reach its goals and expectations. It also includes steps to be taken to achieve these goals.

Human Resources Planning is the process of integrating human resources in an organization, structuring and evaluating them for the purpose of developing, developing and using them in an effective manner and in accordance with the developments.

Human Resources Planning, the organization will need the staff in the future predetermination in terms of quality and quantity; and the determination of how and when this need can be met. As organizations become increasingly complex, they need

specialized staff to cope with complexity. For this purpose, either specialized personnel are hired or the existing staff is trained at a certain cost.

Functions of Human Resources Planning for an organization can be summarized as follows;

- The effectiveness of human resource management in all organizational levels increase.
- To promote harmony between occupational activities and organizational goals.
- To provide economics in recruitment of new personnel.
- To provide personnel activities and other organizational units of the human resources management information system.
- Ensuring coordination of other HRM functions, such as occupational discovery and selection, career planning.
- To ensure the optimum efficiency from the knowledge and skill of the worker
- Contributing to the development of the organizational planning process
- To establish the specific labor force qualifications required.

The factors that drive organizations to make a systematic staffing plan include:

1. Future Personnel Needs: Personnel planning clearly sets out the need for staff to be able to recognize the organization in the future,
2. Realizing Change: Personnel planning makes it easier to adapt to environmental changes such as changing market, competition, technology. Because such environmental changes affect the content, skill level and the number of staff required for organizational affairs.

3. Provision of Highly Informed and Competent Personnel: The composition of the personnel in the organization shifts towards the weighted and professional staff. Since the number of such personnel is often limited, it will take a long time to be sought and found.

1.6.2. Finding Persian and Choosing

The human factor is one of the factors that play an important role in efficiency and productivity of today's enterprises. The need for a person with an effective role in reaching the objectives of the operator is increasing for various reasons. Different jobs and positions in businesses require different qualities, abilities and personality traits. This has brought the necessity of employing qualified and qualified people to work. Operational effectiveness and efficiency are dependent on the process of finding and selecting an effective occupation that has or will be made.

Finding and selecting qualified and productive workforce of enterprises requires a great deal of time, money and energy. Although there are a large number of unemployed people in society, those who are really skilled are limited and businesses compete to attract and retain candidates with these qualifications. It is now understood that the cost of investment in finding and selecting staff is far below the cost of employing the wrong people. Those who have the talent and personality traits of the qualifications of the personnel who are successful in the job and who work successfully in the job (high scores in the performance evaluations) are preferred if the education and experience levels are sufficient.

Personnel discovery, selection and settling process; In order to eliminate the staff vacancies determined by HR planning or spontaneously during the period, the job descriptions include the availability of persons who are in accordance with the tasks for which they have been made, the selection of the wages, the recruitment and orientation of the wages required by the assignment.

Selecting a non-workable element is primarily a cost element. For example, the need for education may be excessive, which would be an expense.

Apart from this, the inefficiency of the inefficient business operation, conflict, resulting in lost workforce and increased job accidents. It will take time for the new employee to adapt to the business environment. The more appropriate the occupation is and the better the qualifications, the less time it takes to reach the actual performance level. This will also increase the productivity of the job. An element that satisfies business successes will increase the commitment of the business to the firm by monetary and non-monetary awards provided by the business. Managers who believe that their workforce is doing their jobs well enough can spend more time developing themselves and generating new ideas.

1.6.3. Orientation and Personnel Training

It is called training orientation training which is applied to new beginners in the working life or to personnel who change positions in the company. As a new job, the acquisition of new information is educational programs that are implemented with the aim of acquiring intellectual and physical skills.

Recruitment Program Process

The recruitment of new recruits to a specific program framework helps prevent confusion as well as achieving the goals of the program. The steps of the recruitment program are as follows:

1. Prepare to meet new business
2. Meeting the new business
3. Show interest in new business
4. Giving information about business
5. Describe the function of the department that will work in the occupation

6. Notification of working rules
7. Introducing the occupation to colleagues
8. Teaching occupational processes to the occupation
9. Track development.

Recruitment - orientation purposes:

- To prevent alienation of new employees to work and business and to provide social cohesion
- To ensure that new employees gain self-confidence and reduce their tension
- Reduce the initial costs and the labor turnover rate
- To prevent complaints from new employees from uncertainty and ignorance.

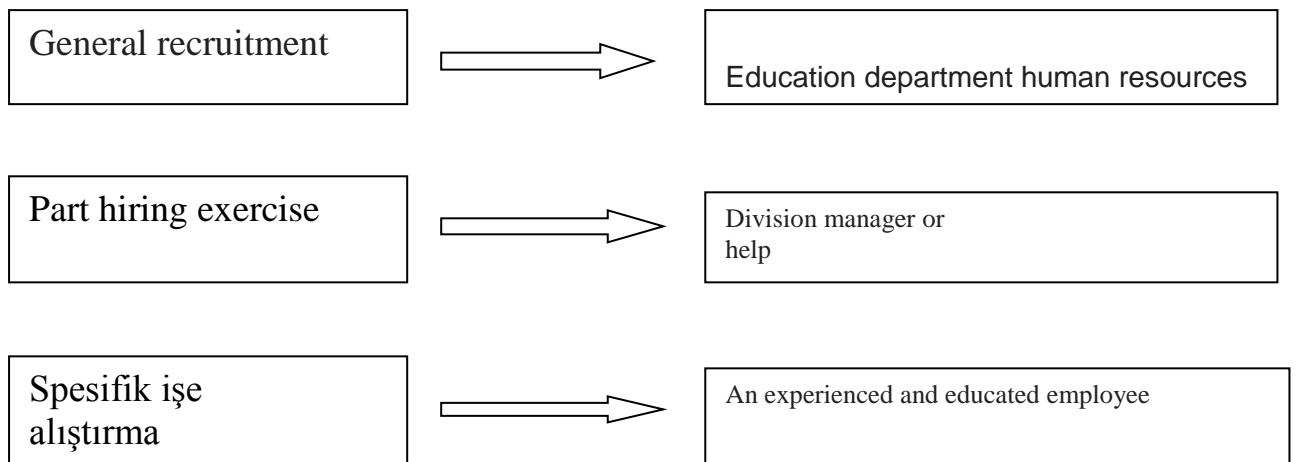


Figure 4. Recruitment process

Personal Education

One of the most important factors that increase the success in contemporary businesses of today is human power. The power of an operator is measured by the power of its employees and managers. For this reason, training and development of

employees is a special precaution. Within this system, all parts complete one another. Effective and efficient operation of the system necessitates a continuous training effort.

Training is an array of planned activities that, according to pre-determined goals, help to make certain improvements in people's behavior.

Education; is a social process involving an influx of selective and controlled environments and schools to ensure the individual's social skills and optimum personal development.

Staff education; employees and their groups they are all educational activities and actions that increase their knowledge, skills and abilities, which aim to make positive changes in their rational decision-making, behavior and attitudes, habits and perceptions, which broaden their professional horizons so that they can carry out their tasks more effectively.

In establishments, the identification of training personnel, the establishment of appropriate training conditions, the selection of training equipment and trainers are among the responsibilities of management. The trainings to be determined by the management vary according to the requirements of the personnel. These trainings are given as in-house and off-site trainings under the following headings.

In-house training;

- Orientation
- On-the-job training
- Training on supervisor follow-up
- Rotation

Authorization transfer

- Internship
- Training with group work

Non-business education;

- Seminars and conferences
- Case study
- Training in the laboratory environment
- Sensitivity Training
- Role-playing technique
- Programmed learning technique
- Learning on simulation

Businesses will set a number of principles and objectives with the training programs they organize. Businesses need to determine in which subjects they will conduct their training activities, which techniques they will use, which tools they will use, when, where and by whom. These are among the main topics in the education programs. By conducting these correctly and accurately, educational activities in operation will be able to achieve their aims. In this way, unnecessary money and time loss can be avoided.

1.6.5. Career management

Globally speaking economic conditions and politics have affected all of the world's workers in the same way and it has become clear that under these uncertain conditions, no organization will be able to provide job guarantees to its employees. For this reason, career management has been a fast and versatile development in recent years and has become one of the most challenging and controversial topics of Human Resource Management. The difficulty of companies to find qualified

personnel they need, the need to fill current and future positions has increased the importance of career management.

Career is the development of one's activity, responsibility, attitude and behavior in business life. Career planning is a problem-solving and decision-making process that aims to establish the most appropriate relationship between employees' values and needs, and work experiences and opportunities. It ensures that employees are happier and more productive in their work. To help staff analyze their talents and their opinions and to plan career development activities.

Employees in Career Management are provided with mobility within the organization so that people are motivated. In organizations where career management is applied, people can know or predict what status they will become after a while. Knowing this, it connects him to the work and the institution, it gives motivation.

Career Management, knowing what the person is and what will be the next step, to be able to see the future and to make appropriate preparations for this future

It is a very useful work in terms of. As a result of this study;

- Personal development,
- Increasing employee satisfaction,
- Strengthening the feelings of belonging of key employees,
- Performance increase
- Efficient use of resources,
- The results of reaching the organization targets can be obtained more quickly.

Career Development Organization-Individual Relationship: Career Planning Systems

Career development can be defined as conscious activities that contribute to the satisfaction of the needs of competence and self-esteem of the occupation, in which the employee's chosen choice is harmoniously integrated. In order to respond to social needs as well as the specific aims and needs of the employee, organizational career development programs benefit both the organization and the individual. Career development in terms of occupation allows the occupation to be motivated by allowing for its own career planning. In terms of organization, increasing occupational satisfaction and organizational commitment provides benefits such as more realistic behaviors when occupants prepare their career goals and plans, and the enrichment of occupational skills.

Career planning; it is a process in which both the organization and the individual share responsibility. When career planning is considered as a system, both the individual and the organization that works within the individual participate in the system. Because if the individual perceives that his personal goals and the goals of the organization are similar, he increases his sense of satisfaction from his work. Based on these definitions, it can be said that there are two types of career planning systems as an individual-centered career planning system and an organization-centered career planning system.

Organizational Centered Career Planning System

With the widespread adoption of the new management approach, organizations have begun to use new methods such as redefining manufacturing and service production processes, team work and cell production. While the change of management approach makes change in production and service delivery processes inevitable; At the same time, both public and private enterprises need to adapt to this new understanding. In the 1990s, total quality management applications that revolutionized management approach and applications of human resources management and career management techniques are necessary. For this reason, career management practices involving

employees in organizations based on the TQM concept must inevitably be implemented by the organization.

In this type of management framework, workers also feel that they have to take their skills to the next level in achieving increasingly complex production systems. Here are the organizations at this point; seeking ways of ensuring maximum satisfaction of their employees' jobs in order to create a better product or service in an increasingly hard-fought competitive environment, and see that people have positive effects in the final stages of producing adequate job satisfaction goods and services. It is possible to define career management in an organizational sense as activities aimed at improving the careers of employees and raising job satisfaction in the direction of these needs, organization leadership.

1.6.6. Performance management

Performance is an important issue for managers in organizations and is a result of the work behavior of the occupation. Performance can be defined as the total measure of qualitative and quantitative contributions of a work or group to the units and organizations for which they are relevant. For this reason, individual business performance is important for the organization. The organization will also be affected because the performances of the occupants in the individual sense are strong or weak. Since it is the duty of the manager to increase the performance of the organization, it is the responsibility of the manager to raise the performances of the employees.

Performance can be tailored to the characteristics and capabilities of the person can be defined as the realization of the work within acceptable limits. Performance is the measure of the rate at which individuals or organizations can reach their goals. Performance appraisal is a process in which the performance of people, units or institutions is measured "on the basis of certain standards" or "performances of workers in similar positions".

We can summarize the benefits of performance management as follows.

From the institution point of view:

- To evaluate the performance in a standard and objective way,
- Coordination and realization of the institution's goals and personal goals,
- Carrying out career plans,
- Measuring your effectiveness in the recruitment process,
- Ensure that the titles are made in line with the objectives of the institution and at the appropriate time,
- Determining training and development needs, (Determining the strengths and developmental needs of employees and providing appropriate training opportunities)
- Provides regulation of premium and reward systems.

In terms of employees:

- Giving employees timely and constructive feedback,
- To clarify expectations of employees and institutions,
- Information about employees' current and expected performances to be their proprietors.

Performance evaluation is one of the important functions of human resources management and it is used by individuals in the direction of organizational goals and in the analysis of the results they produce in a certain period and in various fields (determination of fees, promotion etc.).

In order to obtain the expected benefits from the evaluation system and to obtain effective results; fair, continuous, comprehensive, developer, motivating, relevant, valid and reliable. At the same time, it should allow staff participation.

Performance evaluation methods are examined under two main headings.

- Historical valuation methods
- Rating
- Compulsory Preference
- Success Records
- Critical Event
- Checklist
- Sort
- Field examination
- Graphical review
- Valuation methods for the future
- Personal valuation
- Psychological evaluation
- Valuation centers method
- Valuation for purposes
- Valuation as a group

1.6.6. Wage management

One of the most sensitive and perhaps the most controversial issues in human resources management is wages. Fee is an issue for the employees, and an expense for the institution is usually a problem.



Figure 5. Income for the wage earner, expense item for the institution.

SOURCE: Fındıkçı, İ. (1999). **İnsan Kaynakları Yönetimi**, s 353, İstanbul : Alfa Basım Yayım Dağıtım

The wage is the most basic salary that a person gets for working in an organization. Fee is not only the money that the individual gets for the individual, but the wage is very important for him because the individual has other meanings as well. From this point of view, the wage sends a number of "messages" to the workforce. These messages include not only material rifah but also the level of recognition in the workplace due to contributions made to the work, how the behavior of the employer is evaluated by the employer, and the attitude of the organization in the face of individual success.

The wage becomes important for the individual in the following four basic terms:

1. Satisfaction: Satisfaction ensures that the individual is satisfied with his / her goals, such as avoidance of insecurity, believing in his / her abilities, self-assurance, and achieving his / her goals.
2. Feedback: Fee provides feedback on the progress of the individual's work, assessment of contributions made by the employee, success among other employees, place in the hierarchical structure.
3. Control: The wage indicates the degree to which the individual influences others (their supervisors, colleagues) for their own purposes; for example, in determining the total amount of wages the individual will receive, in selecting the payments to be included in the payment package, and in determining the principles upon which the payment systems are based.
4. Expenditure: The wage represents the goods and services that the individual can buy. As a result, wages are perceived as individual welfare.

Wage management is an important human resource management function that will ensure the establishment and execution of a wage system that meets the needs of both management and employees and other interested parties. In today's businesses, wage management creates a driving force to gain competitive advantage. For this reason, wage management should be viewed as a key strategic function. From such a point of view, a systematic and holistic approach is required to rely on wage management, robust policies and strategies.

The wage systems being applied in the enterprises are in two groups; the main wage system and the incentive wage system. The main wage system is examined under three main headings. The first is the seniority-based wage system that is reviewed; is determined based on time and is calculated on the basis of the time spent by staff at work and at work. Secondly, the performance evaluation system is based on the performance of the staff in the job. In case of group or team unit fee, no additional payment or interruption is applied for one or more of the personnel to work for a pre-determined fee and time, or to finish the work before or after the specified date. In incentive wage systems, except for the fixed wage that is determined, the amount of production according to the success of the individual and the working groups is directly proportional to the production amount and production output.

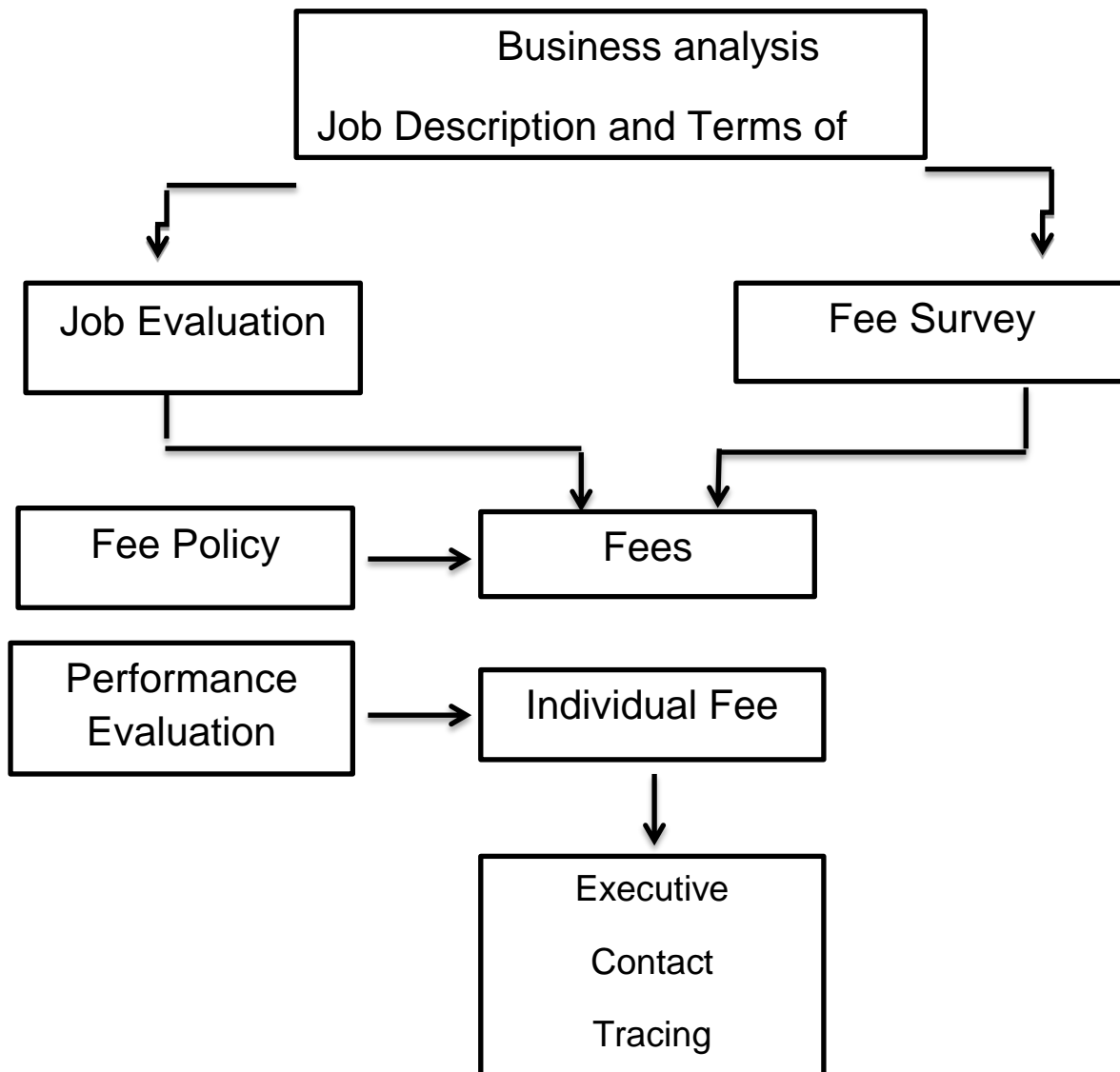


Figure 6. Wage Management Process

1.6.7. Working relationships and security function

The work network of work quality, work satisfaction and motivation works to meet the needs of employees. To ensure such a business environment, organizations must be democratic, empowered and accountable. The open communication in the organization is also important in establishing good relations with employees. Because employees have information needs to carry out their activities, fulfill their responsibilities and make decisions. Employees who enjoy business life and have

high quality of life may increase their job satisfaction levels. Being more motivated to their jobs can increase their business success. Because employees who are motivated and satisfied with work expectations can be more productive and their efforts and behaviors can be found in the same direction as organizational goals and values. Not coming to work, being at work and leaving the organization may be reduced. Positive relations between the organization and the employee are established and conflicts are prevented.

The protection of physical and mental safety of the staff at work includes taking necessary health and safety precautions. Human resources management is obliged to ensure continuity of working staff in operation and to improve the conditions necessary to keep them operating. The staff who work on how to deal with stress in the business environment and how to do activities such as increasing productivity should be aware of the trainings, organize trainings and seek solutions to their problems.

Job security - job security, which is very important for older workers, which young workers do not much anticipate, plays an important role in their being a member of the union. Employees are particularly concerned about periods of increased unemployment or for dismissal without fulfilling the conditions of retirement. This leads them to dissatisfaction. The unions are struggling to put provisions that make it difficult for employees to work in collective bargaining agreements with employers. At the same time, trade unionists provide assurances to their employers against the illegal removal of employees.

1.7. Environmental Factors Affecting Human Resource Management

The HRM remains under the influence and pressure of the periphery in an effort to increase the efficiency of the occupation and to improve the quality of the working life. The changing value judgments and standards of society change expectations

without operating or functioning. A successful HRM has to be sensitive to these expectations and warn top management. It is possible to divide environmental factors into internal and external environment elements. Today, in order to be successful in HRM, it is necessary to closely monitor the internal and external environmental factors that affect HRM.

In general, the environment can be characterized as all of the physical, chemical, social, cultural, political, and economic factors that can act directly and / or indirectly on the activities of living organisms and people over a period of time, immediately or later. It refers to factors that are directly and / or indirectly related to the environmental operator itself but outside of it. Organizations live inside with boundaries that provide resources and define boundaries. Organizations that engage in exchanges with the environment in many ways offer the environment by transforming the inputs they translate into the appropriate and needed output. For this reason, environmental organizations have an important place in maintaining their assets.

Environmental factors affecting HRM activities are two as external and internal environmental factors. The grub is separated:

a) External Environmental Factors: Laws and regulations, society, trade unions, technology, economy, labor market, customers, shareholders and competitors.

b) Internal Environmental Factors: Vision, mission and objectives, policies, management understanding, organizational culture and working quality.

Businesses make decisions that affect the purpose, structure and strategy of the information they obtain as the result of analysis of these specific factors.

8. Örgüt , Onun Çevresi ve İnsan Şekil Kaynakları Yönetimi Sistemi Arasındaki İlişki

1.7.1. External Environmental Factors

External environmental factors - are the relatively uncontrollable factors arising from the environment in which the operator operates.

The external environmental factors are divided into two main groups:

- Macro Environmental Factors
- Industry Environmental Factors.

Macro Environmental Factors

a) Political factors

There are various laws, regulations, directives, agreements made in other countries by the State, as well as collective and individual labor contracts signed by the employer determines the legal action area of the human resources manager.

b) Economic Factors

Economic changes are non-business factors that are closely related to the demand for labor, develop outside the control of the business, and are difficult to predict. Unfavorable economic conditions such as high inflationary environment, increase in interest rates and unemployment affect the human resources planning. An emerging economic crisis may affect businesses in the direction of downsizing. This situation can directly lead to the change of human resources plans. Many businesses prefer to continue their lives by reducing human resources in such a situation.

c) Technological Factors

Technology is the machine and technological knowledge used in the business when it is considered in the narrow sense. In the broad sense, it is economically efficient and the application of scientific principles and techniques in management together with production to be able to work profitably.

The technological environment is changing rapidly in terms of organization. Rapid change can be seen in the product, the production process and the workforce.

d) International Factors

Today labor / labor market is globalized. Local work force; both in the country and in the international migration movements. The end result of the search for equilibrium in the labor supply and demand is beyond the boundaries, the workforce globalization movement has led to the need for some new systems and models in the field of business management.

Industrial Environment Factors

The industry environment is the factor related to the sector in which the businesses operate. In order to achieve basic and secondary goals of the business, it is necessary to take into consideration the characteristics of the competitors of the industrial environmental factors, the attitudes and the characteristics of the unions.

a) Competitors

Organizations compete with each other for their customers in the market and generally they follow new ones and set new strategies. Michael E. Porter's "five-power model" is the most used analysis tool to examine the competitive environment. This model explains the competitive environment in terms of five key competitive forces:

1. Competition of new entrants
2. The bargaining power of suppliers of goods to companies
3. Firmman's bargaining power
4. Competition of substitute products
5. Intensity of competition between competing firms

b) The union

Employees and employers meet under equal conditions in order to ensure their availability. Community culture of democracy also sheds light on the union's development. Trade unions play a very important role in employee-employer relations because they are advocates of personnel rights. Collective bargaining, strike, lockout practices can greatly affect an operator's competitive power. In business lines where strong trade unions exist, human resources managers must take into account the presence of union control.

c) Social factors

Tradition, customs and values, educational and religious attitudes, scientific and cultural level, demographic characteristics etc. that society has as a whole have a significant effect on organizations. For this reason, the social factor is also a factor that creates significant pressure on the HRM.

The social environment of the enterprise is formed by culture, trade unions, customers and shareholders. Various behavioral characteristics in the national culture are reflected in the business life.

1.7.2. Internal environmental factors

The internal environment, which can be controlled relatively easily as well as external environmental factors that organizations can not easily audit or control, has a significant impact on HRM. It is the controllable factors arising from the structure of the operator.

a) Mission, Goal, Objectives and Tasks

The mission is the definition of why you do what you do, the reason for existence in society and the contribution of community. The determination of the mission has three benefits: a) guidance in strategy formulation. b) establish multi-dimensional standards for organizational success. c) propose standards for business ethics

behavior. It is a guiding guide for general and specific purposes, objectives and tasks in defining the aims, objectives and duties of human resource management in organization. The aims and activities of human resources management are supported by fulfilling the upper goals of the human resources management.

b) Politics:

Policies, decisions to be taken to achieve the objectives of the organization and written in the nature of a guiding guide to guiding or verbal generally accepted rules.

c) Organization Climate and Culture

Climate and culture concepts are often used in place of each other although these two concepts are different from each other.

It is necessary not to confuse organizational climate with organizational structure. Building organization skeleton, climate is the way people perceive a person as a person.

Organizational culture is the result of interactions among the individuals in the organization common beliefs, norms, meanings, and their symbolic expressions definable.

The organizational culture, the staff about the way things are done in an organization and the beliefs and values of the executives.

SECOND PART

2. SELECTION OF ELEMENT IN HUMAN RESOURCES MANAGEMENT AND RECRUITMENT

2.1. Emergency from the point of view of an employee

The activities of providing human resources in organization are all the principles and technical studies for determining where to find suitable people for the job and the work to be done and for the job, drawing and selecting them. The activities of providing human resources are the most important efforts in organization. because the success of all subsequent work on human resources will be influenced by the success of these efforts. The activities of providing human resources take place in two main stages:

1. To make an assessment of the business enterprise's current human resources, taking into account the products or services that the enterprise is producing and the movements in the labor market;
2. To make optimal use of human resources by examining and developing the structure of the organization and existing work patterns in the organization.

The activities of finding qualified and productive labor of enterprises require a great deal of time, money and energy. Although there are a large number of unemployed people in the society, those who are really skilled are limited and businesses compete to attract and retain candidates with these qualifications. It is now understood that the cost of investing in the staffing activity is well below the cost of employing the wrong people. In large enterprises, personnel selection and selection processes can be centralized in the human resources department, thus reducing costs and increasing productivity and efficiency. This is due to the fact that human resources specialists have the knowledge and experience to perform these functions more effectively than managers in other departments.

Today, human being stands out as the most important factor that provides competitive advantage to all institutions and businesses. The element selection system is also the beginning of the process of efficient use of human resources. The main purpose of this system is to disseminate the automation to the whole process, from the application information to the recruitment stage, to solve the time problem of the human resources department, to make it easier for the managers to make decisions in the recruitment process and most importantly to get the right staff. With the Staff Selection and Recruitment module, it is aimed to increase the motivation and to increase the success graph of the workplace by providing the employees to work in the most suitable positions

Finding a job creates the process of finding suitable candidates for the qualifications an employer needs. During the occupational selection, the employer should make efforts to find candidates so that they do not have to choose the best among the evil ones and should choose the best from the good.

In conclusion,

- Includes sufficient number of candidates who are willing to work for the enterprise.
- Staff accumulation that the employer can hire is created.
- Businesses seek suitable staff to adapt to the circumstances in the environment.
- Which resources will be preferred for the presence of the staff is determined by the company policy.
- It is also important to educate and train staff to carry out employee finding studies.

2.2. Factors Affecting Staff Acquisition

As a result, some basic factors influence the function of finding human resources. These factors are:

1) Personnel policies

Policies such as prioritizing the existing staff, paying below or above the market level, employing temporary or full-time staff, giving consideration to job security, allowing unionization, etc., determine the number and the number of candidates that can be reached.

2) Workforce plans

The human resources department is prepared to reach the appropriate staff when necessary, by predetermining the future staff needs through workforce plans; thus making it easier to perform the staffing function.

3) Living experiences

The continuity of these behaviors of the managers who see that a way they see in the way of finding the staff gives a positive result can always lead to the similarity of the candidates and the diversity of the management personnel. On the other hand, this route chosen based on experience may be safer.

4) Work features

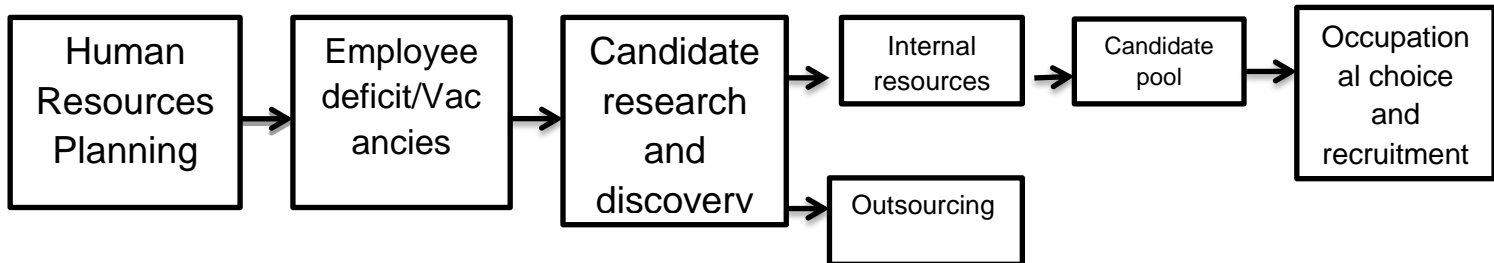
The level of education and experience required by the job, the prestige it provides within the society, the degree of difficulty, the conditions of work, and the factors that make it important are also important in terms of staffing.

2.3. Elementary Template Resources and Methods

Human resource planning is a period in itself. This process is based on plans, designs, and predictions, as its name implies. At the end of the planning period of the human resource, the image of the institution's human resources is determined. It is possible to get rid of the basic two sources of labor need. These are the internal resources of the institution, ie its employees and external resources.

In general, the selection of the job is defined as the selection and recruitment of the most suitable person for the job requirements among the applicants who are applying for internal or external sources, vacancies or vacancies in the workplace.

Figure 7. Candidate research, discovery and selection process



Source: ONAL, G.(2000): Temel İşletmecilik Bilgisi, 3. Baskı: Türkmen Kitabevi, İstanbul: pg 226

2.3.1. Elements from Internal Resources

Within the organization, recruitment benefits from existing human resources in the organization. This policy only means that the initial members are outsourced. It is preferred because it recognizes employees' ability to rise and future safety and thus motivates them.

In case of using internal resources, the vacated jobs are carried out by assigning the other elements which are still operating in the horizontal (transfer) or vertical (elevation) level. In practice, applying to internal resources leads to business changes at the vertical and horizontal level. Among the main domestic sources are the utility vehicles;

A. Promotion (Promotion): A job is to bring a higher relative at the highest level, which carries more authority and responsibility than the task in which it is held.

1) Promotion by seniority status: Those who have done the same job for many years know the necessity of the job closely. In addition, their experience facilitates adaptation to the job. This is done according to the individual's experience in the professional sense or within the enterprise. As a result of the formation of a top position vacancy, the most senior individual working in the business is promoted to

this position. Experiences gained in business life, convenience of business and business rules and principles are easy to master. Accordingly, seniority types;

- Unit Leadership: the duration of the position or position of the individual
- Operational Senior: Indicates how long the individual is working in the enterprise
- General Working Senior: The total experience duration of the business and the work that has worked until the time the individual is involved.

2) Promotion by Performance: The achievement of the occupation in business can be rewarded with an increase in discipline or commitment to the business.

3) Increase by stepwise order: According to the hierarchical order (the command-control chain is called elevation to an open top position.

B. Internal Transfers: When a task is vacated, another element is assigned at the same level in this case. The internal transfer method is examined in five groups

- Disrecruitment: In the event of a production problem involving a senior staff member, the production issue that is the same in terms of work done is split transfer.
- Healing Transfer: It is the bringing of a different reference to the personnel who do not achieve success in the position they are in, but who believe that the potential for work and skill is high.
- Omnidirectional Transfer: Personnel is required to use materials that are necessary for the job or used material, similar to the machine, and to obtain information.
- Shift Transfer: It is not the work that the staff does, but the changes during working hours.
- Production Transfer: From departments with personnel surplus, departure from work or the transfer of personnel to the units where the need for labor is born as a result of organizational change

The following methods can be used to supply human resources from within the organization:

- Open positions are declared within the organization and applications of qualified and willing personnel are provided. It is an open system and it is preferred system because everyone recognizes equal rights.
- These requests are assessed if the occupants come from their own selves and are found in a demand for a higher level job.
- Organizational skills are kept in inventory and when there is a clear position, skill inventory is scanned to find the most appropriate occupation.
- If a particular career system is being implemented in the organization, career candidates for open positions are assessed.
- Employees in the organization can recommend their friends or relatives for open work. Suggestions may be from within the organization or from outside the organization. It is easier to identify the positive and negative aspects of the organization when the relatives are present in the organization. so they can adapt to the work in a shorter period of time as the expectations from the organization will be more realistic.

It is important for the employees, and for the institution, that the need for labor should be provided from internal sources. The benefits of receiving labor from internal sources can be summarized as follows:

- Providing a mobility within the organization,
- Meeting the expectations of employees who are expectation of promotion and promotion,
- The institution to use its own resources,

- Not to make a separate investment for personnel to be provided from external sources,
- Elimination of problems such as the adaptation of the personnel to be provided from external sources to the institution, the difficulties of adopting the values of the educational institution,
- The discovery of new talents and the opportunity for sub-staffing,
- Prevention of brain drain that will go out of the institution

If it is a mistake to obtain staff from internal sources

- Preventing the entry of new ideas into the knitting,
- It is not always possible to find the sought-after element

2.3.2 Finding Elements from Non-Operational Resources

It is often not possible to meet the labor force from internal sources. There may be several reasons for this. The reasons such as the absence of an appropriate staff member for the labor force, the lack of a person to be promoted and the fact that the labor force is not a new functional area for the institution often requires that the labor force opening be covered by external sources.

Non-organizational resources are useful in introducing new ideas, methods, techniques. If the staff is provided for a long time from the internal sources, the diseases present in the organization will not be noticed after a while. An outsider can look at the knight with a more critical eye. When benefiting from internal sources, when an occupation is promoted to the top level, a lower position is left open and the lower positions must be filled in, respectively. In such a chain-paced organization, it means that all personnel play in place, and everyone slows down until they adapt to

the new place. It makes it possible to fill in the open position without needing to chain the element from the outside source.

External sources can be classified under the following headings:

- Competitors and other businesses.
- Unemployed
- Self-employed
- Subcontractors
- Students
- Courses and state-funded training programs

The issue that is important in the process of providing work from outside sources is that the right personnel are found in ways that are appropriate to the business and business ethics rather than being found

whatever the personnel. Nevertheless, in meeting the need for personnel, it is necessary to conduct the relations outside the enterprise as appropriate to the ethical rules, without damaging the competitive morality. Today, many businesses are outsourcing, as is the case in other departments, the human resources management unit is going outsourcing "outsourcing". Outsourcing in human resources is required for many businesses. The training and development process is the most outsourced function of the purchasing process enterprises with the personnel

The methods that can be used to find occupations from external sources are:

- Interviews with university students through the employment services of universities can be made available to students who graduate.
- Those who come to self-governing and apply for work can be assessed.

- Official and private employment agencies can be used.
- Professional associations can be used for highly educated professional staff.
- Advertising can be made through mass media to allow more people to apply.

A. Professional Employment Offices

These are the specialist organizations that bring job seekers and companies looking for employees. Job seekers are included in their records by leaving their resumes. The enterprise that searches for employees also has the opportunity to apply to this office and screen the work that may be appropriate for him. There are also branches that are used especially for the senior management. These bureaus demand a certain fee from the employer or from the staff for the services they provide. One advantage is that they must thoroughly investigate the applicants before sending them to the employer

B. Announcements

One of the important steps in the process of meeting your human resource needs is to hear. The organization does not work with any consulting firm or announced is the first concrete step to meet the needs of the need for working at a limited level.

The means by which the announcement may take place are as follows:

- knowledge base of Element: Internet, E-mail (electronic mail), the companies announced that banks need information element.
- Video and Audio Media: Television channels
- Written Media: Newspapers (Especially human resources supplements), Magazines, Bulletins, Sector publications
- Hand brochures
- Wall posters

- Existing employees

C. Direct Applications

Candidates looking for a job may mail or fax their resume containing information about their resume to an unannounced company or they may go to work and fill out a job application form. Applications filed will be filed and removed from the human resources department of the employer. When the need arises, these applications constitute a source of employment for the enterprise.

D. Educational Organizations

The close relationship established with schools and colleges, especially those providing vocational and technical training, is a good source of resources for the staff that the employer needs.

Along with the new entrants, the enterprises visit the universities by human resources directors and experts during the graduation period of the university students and create the HR platforms and interview the students and enable the eligible candidates to take a step into their business life. Despite being useful in providing employment from educational institutions, low cost, access to talented and young minds, and easy and rapid provision of employment, candidates have some negative effects because of their lack of any work experience and unfamiliarity with their working life.

E. Occupancy Leasing: The leasing enterprise chooses, educates and leases occupied businesses. In this way, an advantage is provided in terms of staffing and labor costs. The necessary number and quality of personnel are hired by a leasing agreement between the company that needs the personnel and the leasing company. The occupations are the staff members of the leasing company. The business is demanding new staff instead of occupations that do not have enough performance at work. In this application, the leasing company chooses, educates and seeks occupations and rents these personnel to the enterprises that need them. In this way

the staffing structure is preferred, especially in terms of labor costs and inability to carry out some of the obstacles of employing permanent staff.

H. Applications Filed by Business Personnel

Because employees closely monitor vacated jobs, they can act as intermediaries to enter into these open tasks. In the case of employees who are employed in small businesses, the advice of employees is used. This may result in low productivity.

I. Trade Unions and Professional Organizations

Meeting the need for unions from the union is valid when the relations between the management and the union are optimistic. In the event that the members of the union are separated from their work, the members of the union keep their member information in their databases and create a job opportunity for direct occupation or management. Professional Organizations provide consultancy services in different fields and are engaged in activities aimed at contributing to the professional development and career development of members through their reports, presentations, seminars, conferences and publications about their sector. In addition to these activities, they establish candidate pools in their bodies in accordance with the demands that may be incurred by the enterprises they are working with, and businesses can access the candidates according to the characteristics they seek from the pool of candidates, while individuals seeking jobs can create resumes as members.

The main benefits of meeting the need for labor from external sources can be summarized as follows:

- New blood donation to the organization
- Institutional window change
- To bring different perspectives and approaches to the institution apart from existing habits and abilities

□ Achieving a mobility within the organization

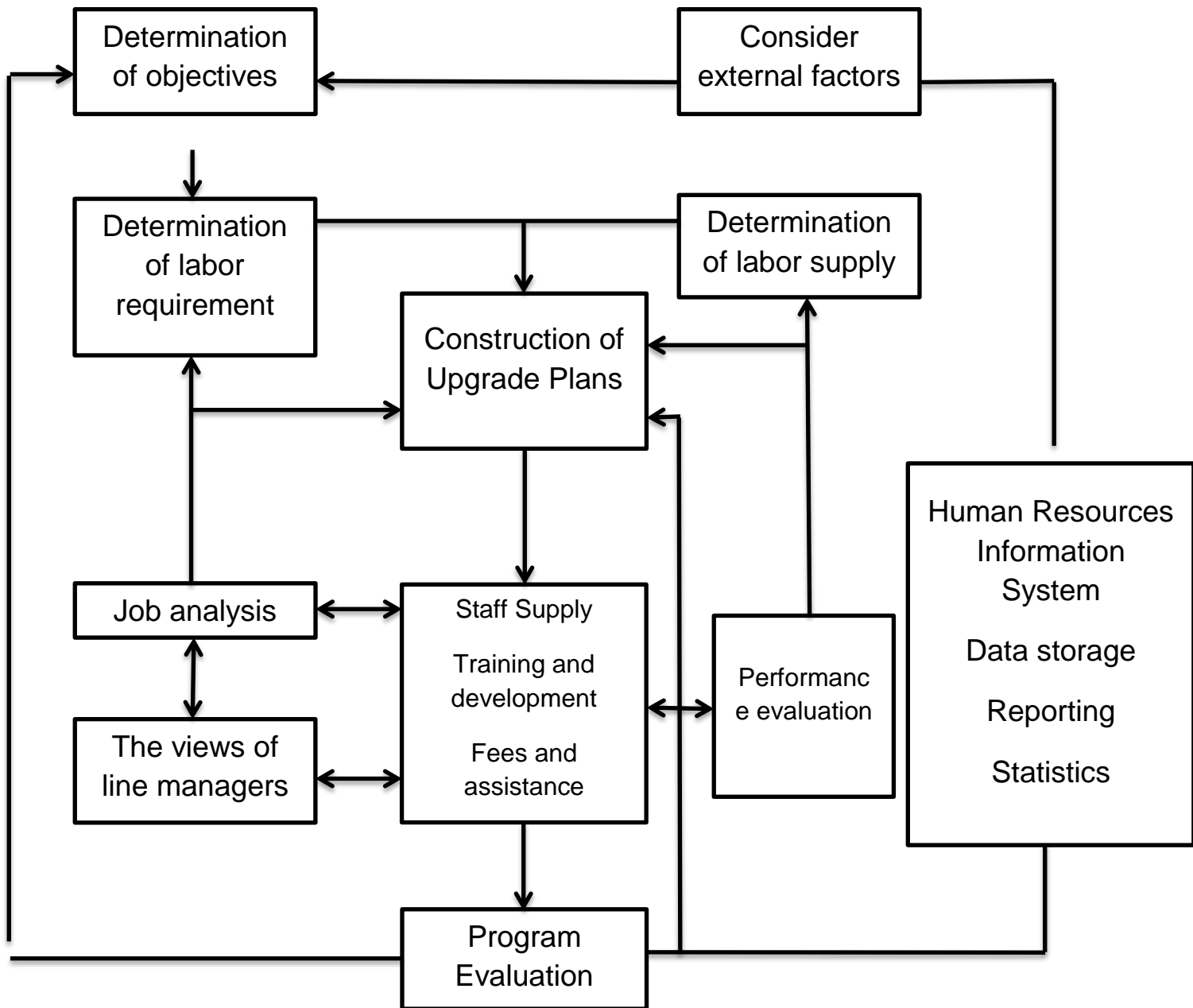
There are also some drawbacks to finding elements from external sources. The definition of the inside environment of the organization from outside takes time to adapt. The staff of the organization can react to the outside and try to prevent their activities. When applying to external sources, the costs of research and selection and initial fees are higher. When the organization chooses its external source, it chooses to pay more to buy the grown-ups and keep them organized rather than to spend on education and training.

As a result, we can compare the supply of internal labor and dental resources as follows:

2.4. Determination of element requirement

The basis of human resource planning lies in keeping the number of human resources at a certain level. This is very difficult to implement in terms of implementation. The planning of the human resource need is theoretically to determine in advance the work to be done in a future time in terms of quality and quantity and then to go from these determined values numerically to the specific feature of the human resource to do the job in question. Job analysis information and human resource conversion rate information are at the forefront of information that helps predict the need for human resources. The human resource is influential in determining the absenteeism rate and the need for human resources in information about the external environment.

Figure 8. Human Resources Planning Process



Source : G.M. Rampton , Human Resource Management Systems: A Practical Approach, 2.ed, (Ontario:Carswell Thomson Professional Publishing, 1999), s

Human resources planning; predicting human resource demand (demand), determining human resource supply, and preparing plans by comparing supply and demand. These elements are supported by activities such as setting objectives,

environmental analysis, business analysis and performance appraisal. As we mentioned earlier, it is not fair to say that all of these elements exist in every business, but each organization fulfills these elements either explicitly or indirectly.

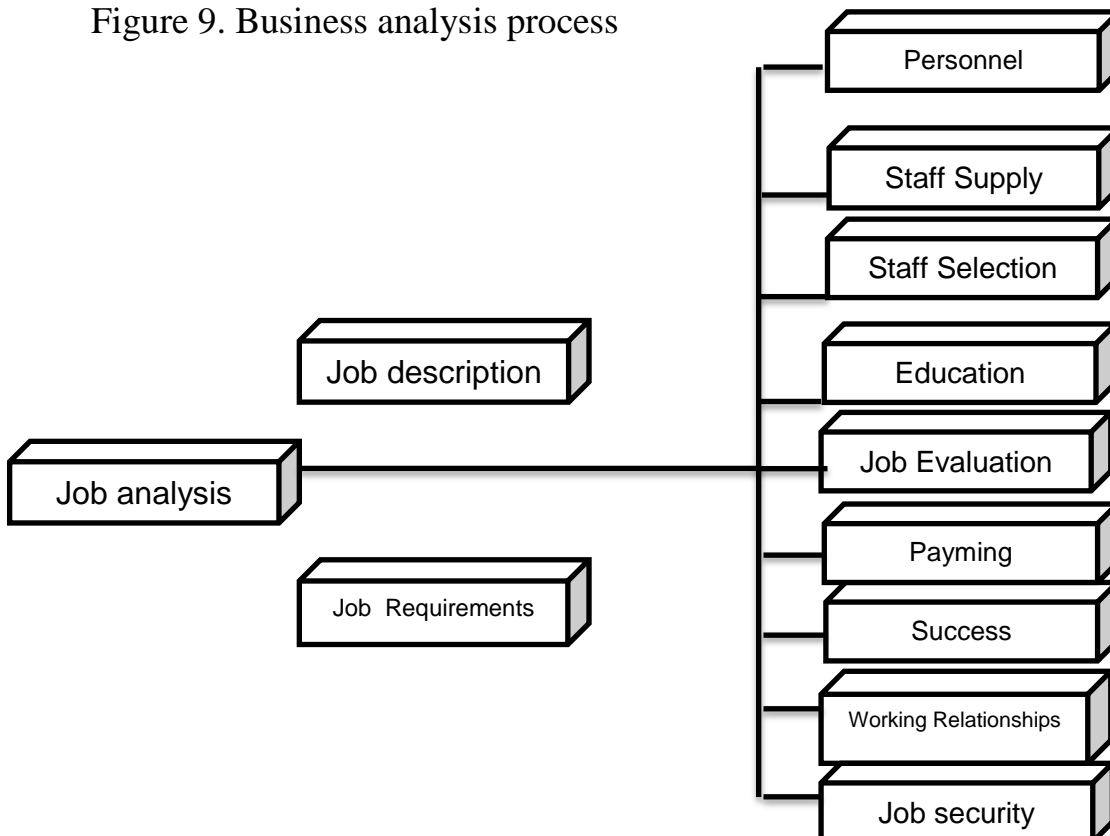
Knowledge is an indispensable element of decision making. Correct, legible, relevant information helps to make better decisions. Information on human resources planning is an indispensable prescription for decisions made by the human resources management and senior management on the business. Planning effective human resources depends on the amount and quality of information that can be used in the decision-making process.

2.5. Auxiliary Tools for Determining the Need for Staff

A. Business analysis

It is the process of identifying and examining in detail the smallest parts of a given work. It is the collection, evaluation and organization of information about all the different activities in the organization of the enterprise.

Figure 9. Business analysis process



Job analysis is a process in which information about the general status and characteristics of each job to be done in the business, information about the environment and working conditions to be done, systematic review of the collected data, evaluation and information about them are written.

Objectives of Business Analysis

1. The future needs of employees and their needs and helping to plan human resources.
2. Establish clear and precise criteria for job acquisition.
3. Identify the educational needs that may arise in the present or future.
4. Determine performance standards.
5. To ensure that your career plan is healthy.
6. Eliminating adverse working conditions.
7. To reach basic information that will enable the relative importance of each job for job evaluation.

To provide the necessary data for the legislative work of workers and workers.

Methods of collecting information at the time of job analysis

1. Observation; the business analyst records that they have watched and watched the work of the staff without intervention.
2. Interview; face-to-face and verbal communication. Directed interviews are called free interviews between the interviewer and the person transmitting information, drawing attention to their appropriate aspects of the work.
3. Survey; The difference in the structured questionnaire of the questionnaire is that the answers to the questions in the form are marked not by the interviewer but by the

person or supervisor who personally makes the answers. The majority of job analysis techniques are obtained through survey.

2.6. The Importance of Elementary Selection

One of the most basic and prominent functions of human resources management is element selection. The significance of this issue arises from the importance that the selection of the staff to provide the institutional continuity is for the institution. Ever since the most important component of every activity has been understood to be human, determining the need for effective, qualified and skilled personnel in the field has begun to play a more decisive role in recruitment of appropriate people.

Indeed, it is not easy to find elements that will embrace the aims of the organization and show the characteristics required for the job to be determined. This process, which constitutes an important issue of the center of human resources, involves the identification of the existing staff needs, the announcement of these needs in appropriate ways and means, the receipt of applications, the making of opinions and the recruitment of suitable candidates.

Selecting a non-workable element is primarily a cost element. For example, the need for education may be excessive, which would be an expense. Apart from that, inefficient business operation causes a decrease in efficiency, conflict, loss of labor and increase in work accidents. It will take time for the new employee to adapt to the business environment. The more appropriate the occupation is and the better the qualifications, the less time it takes to reach the actual performance level. This will increase the efficiency of the business. Successful business and social and financial awards that are satisfied by the business will increase the commitment of the business to the business. The jobs of their affiliates are good enough

Managers who believe in doing so can devote more time to developing themselves and generating new ideas.

Whether or not new occupants have the qualities and talents required by the job must be reliably determined. This is a mandatory action for all organizations with efficiency and effectiveness. Most executives accept the choice of the job as one of the most difficult and most important business decisions. Taking staff is never an easy task.

An effective occupation is the aim of the electoral function to harmonize people with work and organization. If the individual is too qualified or lower in quality than they need, and if for any reason they can not adapt to the work or organization of the cult, they will probably have to leave the firm. On the other hand, recruitment is based on the effectiveness of the election, the qualifications required by the job, and the availability of highly qualified people to succeed in the job to be employed.

The benefits that the element selection function provides for the end result of development are:

- Saving time to human resources employees by spreading automation to all staff selection and recruitment process.
- Project management with project management, easy control of costs and deviations.
- Increasing motivation by providing employees to work in the most suitable positions.
- Announcement and Interview Plans and follow-up of the interview process with the job announcement and candidates.
- Reliability with reference information.
- Saving time and convenience with batch processing
- Flexible filters make it easy to reach candidates with desired features

- Application Convenience Analysis makes it easy to select the right staff for the manager.
- Saving time and preventing mistakes by automatically transferring the registration information of applicants accepted to the job from the application card to the registration card.
- Ability to work with quality focus by keeping all necessary documentation for the project and making informed.

2.7. Factors Affecting Element Selection Function

Some basic factors of element selection function are affected. These factors are as follows.

1) Decision Making Speed

2) The time available to make a decision affects the electoral process. Sometimes in an extraordinary situation, for example when a job in a critical task leaves the job, it may be necessary to perform the selection process quickly so that production does not stop. On the other hand, choosing a top manager can take months. In bureaucracies, the electoral process may also require a significant amount of time.

2) Organizational Hierarchy

Different selection approaches are often used to fill positions at different levels in the organization. For example, there is a difference between choosing between a top manager recruitment and a job at the bottom of the job. Candidates for a lower-rank position are subject to a simple test or a brief job interview, while an intensive resume control and interview is the managerial position.

3) Candidate Pool

The number of qualified candidates for a particular job can also influence electoral action at the same time. If only a few candidates with the necessary skills are involved, the selection will be made between them. It is difficult or impossible to find a suitable candidate for a job if there are only a few candidates. In addition, the widening and narrowness of the labor market is also influential. Where the unemployment rate is very low, it is difficult to increase the number of candidates.

4) Type of fabric

The fact that an organization is a public or private sector or profit organization can affect the electoral process. In a profit-making private sector organization, prospective employees are subject to compliance according to whether or not they will contribute to the realization of the profit motive and at what point in the future. In public organizations, it is tried to determine qualified personnel through competition exams.

5) Trial Period

Many firms use a trial period that allows them to evaluate an occupational ability according to the established performance standard. This practice is used either to replace certain stages of the selection process or to test the validity of the process.

2.8. Stages of Selection Process

The occupational selection process reflects the need to use a variety of methods and tools to collect meaningful information about persons applying for work and to find a correspondence between the information in question and the requirements specified in the job specification. In another aspect, the occupational selection process sets out a series of activities involving the evaluation of applicants, and finally a decision process that results in the hiring of one or more of the candidates as required.

Finding staff. selection and recruitment process; In order to eliminate the staff vacancies determined by the HR planning or spontaneously during the period, job

descriptions include finding people who are in accordance with the tasks for which they have been made, making elections, setting the wage level required by the assignment and working to be subject to orientation.

The selection of candidates for the job is a process consisting of a series of stages in which research and discovery efforts are conducted to determine which of the candidate groups will be hired. At this stage, the qualifications and eligibility of candidates who are present in the application are investigated through the Occupational Finding and Selection Processes, taking into account the qualifications required by the employer for the vacant work or jobs.

The occupational search ends with the application of the candidate candidates to the job, and the selection process begins with the application made. There are other stages of the election, which include efforts to determine the "candidates for the job" by various methods. According to the staff selection method, which is determined by the operator in the light of the personnel policy that the operator creates, necessary information of the applicant is taken and it is evaluated whether the candidate-job compatibility has been achieved.

The recruitment process consists of delivering the number and quality of the determined occupational needs to the target group, passing the applicants' pre-evaluation, negotiations and application of various tests, finally the final interview and acceptance stages. Which information the business announcement will take and which tools to use can vary depending on the level of position and the resources to be utilized. What is important is to be able to attract candidates to the pool of candidates, in a way that is convenient for the selection of the staff.

Acceptance of applications

Most organizations require the application form to be filled in with the name of the job request document. Because this form provides a fast and systematic approach to obtaining a series of information about the applicant.

The staff selection process begins with candidates applying to the business through different sources. The confidentiality of the application and evaluation phase of the applications is among the principles of the operational and human resources unit. After the announcement of the need for personnel, applicants made by the candidates within the specified period are allowed to exceed the acceptance. At this stage, candidates must have an appropriately prepared recruitment procedure for admission.

□ Examination and Test Application

Examination of the personnel selection is carried out based on the candidate's level of knowledge and professional competence. It is necessary for the applicant to be tested in order to be able to intervene in the problems encountered and to be successful in his / her job.

Written examinations: Candidates are examinations made in order to determine the applicant's level of knowledge. These exams can be done in the form of tests, as well as using the classical method for author or composer writing so that the candidate answers the questions in detail.

Practical Examinations: Examinations that measure the applicant's ability to use his or her equipment or machines based on measuring the physical ability. Physically, the candidate is trying not to measure the durability, disease or disability status, and practicality.

Various tests are used to determine the various personality traits and abilities of individuals.

Intelligence Tests: Used to measure certain types of mental abilities. These skills are; cognition, intellectual properties, expressiveness, memory, cohesion, logic, learning, counting ease, perception speed, comprehension power etc.

Personality tests: It is tried to determine the psychological characteristics and personality structure possessed by the individual, the emotional state and motivation of personality tests for accuracy or honesty.

Ability tests: Ability is the definition of bodily qualities such that a person can realize certain facts with their mental characteristics such as "understanding, analyzing, analyzing, reaching the final result".

Achievement tests: These tests measure the degree of success in the work that the candidate claims to be doing well.

Interest tests: A person does a job he loves, does, and does better than a job that does not attract attention.

Simulations: Imitation tests or simulations are tests that require a candidate to perform his / her duties.

➤ Pre-election - Acceptance of First Amir Confirmation

It is now necessary to make a preliminary selection of candidates recruited in a positive election process in the previous election process. This pre-selection decision naturally belongs to the human resources unit. However, in order for the human resources department to make this decision, it is imperative that the staff personally direct the candidate or obtain approval from the first supervisor to work directly.

Physical Examination

Especially in a job that requires physical work, it is absolutely necessary to investigate whether the occupation has the desired health conditions. For example, good vision, hearing, or lack of long-term working strength can make it harder for

you to work. On the other hand, the candidate should be under a serious supervision of whether he or she is healthy as well as the physical structure, spiritually and intellectually.

□ Last choice - Recruitment Decisions

The final decision must be made on recruitment for candidates who have successfully passed the steps of the occupational selection process mentioned above or are not rejected. The human resources department has the right to veto and the final approval of the president of the company is the general practice. In addition, in practice, the common decision of the department where the human resources unit and the candidates are to be employed may be the subject of a common decision.

□ Recruitment

At this stage, the bid for the island was made and the candidate accepted the offer. The date on which the candidate can start work if the candidate is admitted to the job was asked during the recruitment interview, and the consensus was reached on this issue while the job offer was being made. When the candidate accepts the job offer, he will be notified of the day and the required documents. This phase, called business recruitment in terms of business, is "starting work" in terms of the individual

2.9. Element Selection Methods

These are practices that are used to determine whether the characteristics of staff candidates in an enterprise comply with work and working conditions.

A. Biographical Methods

People's values, preferences, attitudes, successes and failures are quite persistent. Their biographies give clues about them. Biographical information can give a preview of how the attitudes and behaviors of the future worker, his colleagues, the managers, and the success situations can be, by reflecting the candidate's past experiences and continuity characteristics.

Application forms - In the case of a job application, it is usually required to first fill out the standard application form. The application form usually includes the candidate's name, address, age, (educational status, graduation schools and graduation rates); the places of work they have been working with, and the telephone numbers of the previous administrators that can be reached; the course, seminar, etc. that he / she participated in.

Biographical inventors - multiple-choice question lists beyond the information on the application form, in which values, attitudes, beliefs, past experiences are tried to be determined.

B. Psychological Tests

Psychotherapy is the method of evaluating and comparing individuals with certain characteristics and qualities with the help of tests. In the psycho-technical method measurement and evaluation tests are performed. Psychotechnology examines the various characteristics and qualities of an individual in terms of work, and determines the appropriateness of the individual's abilities and qualifications as required by the job. The tests used in the psychotherapeutic method are classified under different headings according to certain criteria in terms of their preparation, coverage, and response patterns²⁰⁷

1) Tests according to material

Paper-Pen Tests

Grip Tests

2) Tests according to application purpose

Forecasting Tests

Diagnostic Tests

Speed Tests

Power Tests

3) Tests According to Application Format

Individual Tests

Group Tests

4) Tests According to the Evaluation Format

Objective Tests

Subjective Tests

5) Tests according to Cultural Structure

Non-Cultural Tests

Cultural Dependent Tests

6) Tests for Individual Characteristics Evaluated

Intelligence Tests

Ability Tests

Interest Tests

Personality Tests

C. Selection Method by Simulation

In particular, it is a method of selection applied in the so-called valuation centers where executive candidates are examined in detail by a series of methods. In these centers, managerial candidates are compared to simulated conditions in the real business environment in the future, as reflected by the experience and the application of various personality and skill tests to individuals by educated valuers.

Accumulated work technique

Problems to be solved, problems to be solved, letters of business to be answered, meeting calls, reports, etc. It presented. They are expected to bring urgent and appropriate solutions. Whether or not there is fast and effective decision-making ability. Individual decision making ability is assessed.

Leaderless group discussions

They discuss a group of up to eight executive candidates about a business. There is no specific speaker or group leader among them. The goal is to determine how each candidate handles the situation and who emerges as the leader. Finally, the performance of each candidate is evaluated by experts²⁰⁸

D. Interview Method

Interview is a kind of human relationship consisting of mutual speaking of individuals in order to realize an organizational purpose. Among the recruitment methods, the best candidates are interviewed. In general, the objectives of the negotiations are:

- Potential evaluation required for promotion,
- Determining the ability to get along with others,

Personality assessment

- Understanding whether the person will fit in the weave.

Free Interview

The choice of staff does not limit the number of inquiries the interviewer has to address the island. The interviewer may ask questions from any topic that the candidate thinks will help cut down the behavior the job will show in the future. Candidates may also bring new questions to the interviewer's mind in their responses.

This type of interview is flexible, so that a wider range of information can be obtained about the candidate. But unnecessary detail can be entered. The candidate may also be informed by the interviewer about the values of the organization, the culture. There are some misleading effects in the free interview. One of these is that the interviewer has to judge his whole based on the candidate's few positive or several negative features

Structured interview

In the scheduled interview, the questions to be asked to the island are prepared by experts before the interview stage. In this method, which is called structured interview, before the interview with the candidate, the information of the island is examined and the question list is prepared according to the requirements of the job. In the planned interview, the questions in the question list created for all of the interviewed candidates are asked in the same order and in the same order, and no questions are asked outside the list.

Situational Interview

If the job analysis is done with the Critical Event technique, the Situational Interview Technique, which the questions are based on, can be used in the selection of personnel. It is investigated whether the candidate has behavioral characteristics that are considered important for the successful execution of the job. In critical situations that can be encountered in this job, it is tried to determine in advance whether the candidate will show the behaviors necessary for success

E. Reference and Advice Letters

The Reference Letter is the most commonly used method of gathering information about a candidate. The form created by preparing certain questions to be answered briefly is filled and returned by the reference person.

Candidates who successfully complete different stages in the personnel selection process are subject to the reference control for the evaluation of their information in terms of their correctness, personality and discipline. The reference control determines the candidate's knowledge, experience, previous successes in business and business, job performance, duration of work, wages he / she has received, reasons for departure, relationship with superiors and colleagues, attendance and assessment of the candidate. The reference is being interviewed by the candidate's school administrator or instructor if the applicant is a new graduate of the former business manager, first supervisor, human resources specialist, or candidate who has shown the reference as a reference to obtain complementary and confirmatory information about the candidate's credibility. The reference control is effective, if any, to achieve clearness of the ambiguity of the candidate, as well as to make comparisons between candidates of the same quality, especially in the near term of the election phase. The point to note in the reference control is the reliability of the information that will be taken from the references that the candidate has shown. Since the candidate identifies the reference source by himself, the candidate shows the person to whom he has personal affinity or who can express positive opinions about him, which is why the information is likely to be unhealthy. Some human resource specialists prefer not to meet with a different person or business manager, except for references that the candidate has shown, in order to prevent this and obtain objective information.

THIRD PART

EVALUATION OF ELECTIVE ELECTION AND RECRUITMENT APPLICATIONS IN AZERBAIJAN

3.1. Historical Development Line of Human Resources Management in Azerbaijan In parallel with the circulation of products, capital and technology in global markets with the effect of communication and transportation opportunities that are developing nowadays, Human resources markets in Azerbaijan are becoming increasingly global. For this reason, it can be said that the rise of the human resources management in Azerbaijan and the increasing prejudice are the result of the strategic change in the enterprises. The widespread use of human resources management methods, the passing of techniques and the introduction of a strategic phenomenon is the birth and growth of managers as a response to the trend of globalization of international market relations.²¹⁴ In Azerbaijan, HRM development can be considered as two periods. These are the Soviet and post-independence periods. Just as Azerbaijan, which has been living in the Soviet Union for seventy years, is in every area, many applications still remain in the field of HRM since then. From this point of view, it is useful to give brief information about the Soviet HRM practices before giving information about the present situation of Azerbaijan HRM practices. During the Soviet era there were four departments dealing with personnel affairs in each major business. The first of these is the part of the staff who is interested in recruiting, removing and evaluating the performance of employees, the second is the unions responsible for organizing social life; holiday camps, kindergartens, sports and social activities, and most importantly, the activities necessary for the employees to be house owners. Another division, the wage department, was charged with timely payment and management of wages. Finally, the chapter dealing with the design of jobs and work safety managed by the chief engineer. As can be seen from these chapters and the activities they have undertaken, there has never been a HRM strategy established at the business level in the Soviet era. With the disintegration of the Soviet Union, all of

the above functions have been rolled into a huge void. The personnel department, which is obliged only to carry out legal procedures related to the employees, was inherited from the Soviet period in the enterprises in Azerbaijan. Fee departments have also been transferred to accounting departments in many businesses. In the 1990s, the Kadrolar branch, the only branch of the business that was interested in human beings, was still a branch of employees who saw their salaries and other personal affairs. Even some of the firms did not even have the Kadrolar Branch, and all of the employees' personal affairs were managed by an accountant. Beginning in the 1990s, with the understanding of Quality Management System, which showed the idea of spreading the quality from the lowest level to the highest level, human being started to come to the forefront more. While the names of the staff changed over time into the human resources department, the activities of many companies were still limited to managing the personal affairs of employees. But among its functions, new concepts such as rewarding, performance, evaluation, career management have also begun to enter. Now, the importance of human understanding has increased in time and the selection of the right person for the right work has become one of the main tasks of the human resources department. Executives who realize that the capital invested in their employees actually improves their efficiency in realizing the company's goals, have begun to pay attention to the behavior of workers. Even later, in some large corporations, the training and development branch further developed and acted as the effective branch of human resources management. Nowadays, many companies have started to see man as a capital to be invested rather than a managed resource in order not to fall behind. It is the most obvious indication of the fact that the human resource management is becoming one of the main branches of the company. As a result, we know that Azerbaijani HRM implementations are not fully recovered from Soviet practices, especially when they are going to modern applications with the contribution of foreign capital enterprises, and they are a mixture of these two

3.2. Scope and Method of Work

The research is a descriptive research and a questionnaire has been applied for the development of this research. The research covers businesses in Azerbaijan. In general, these surveys have been directed to medium and small businesses. A questionnaire consisting of 15 questions was prepared for the research. The questionnaire survey reflects important information from the presence of the human resources management department in Azerbaijan to the selection of personnel, recruitment practices and the existence of orientation programs. In general, questions were answered by the managers of the human resources department and by other employees and general managers of the department. The names of the businesses have not been shown because the surveys are anonymous. Surveys were sent by e-mail to 45 businesses, but 21 surveys returned.

3.3. Analysis of Data

In the study period, the officials of 21 companies contributed to the survey by answering the survey questions. Pay attention to the operating period of these enterprises if they give general information about the enterprises; 50% of the enterprises have activities for 1-5 years, 30% covers 15-20 years and 20% covers 5-10 years. Whether your business is a private business or a public business, the answer is 80% private and 20% public business. These enterprises, which are active in Azerbaijan, are composed of 15% foreigners and 85% local enterprises. If they explain the sectoral distribution of the enterprises involved in the study, they account for 60% service sector, 20% banking sector, 5% heavy industry and 15% food sector. As a result of the questionnaire, 80% of these enterprises answered that there is an HRM department in our business. The HRM department is called the HRM department within the organization with a 50% management, and in the case of 30% management it is under the name of Personnel Management department. In the case of 20% operation, the HRM department is called HRM department. According to the

analysis result, it can be said that the HRM department is generally applicable to larger scale enterprises. HRM department managers are 50% graduates of economics, 15% are sociology, 10% are pedagogy, 15% are graduates of other departments. However, some of the graduates of other departments have participated in important certification programs. In the HRM section, we placed a question in the survey to determine the number of employees and according to the result of this problem; The number of employees in the HRM sector in the 47% of the enterprises is between 1 and 5, 42% are in the business, 5-10 are in the business and 15% are in the business. Employee turnover rate is calculated at 85% -index of participating enterprises. This is a very important display, because the staff turnover rate is not calculated and if it is high it is harmful to the business. Firms with well functioning human resources departments are difficult to enter, and the recruitment process is extensive, and the rate of departure or drop out of these companies is also low, ie the turnover rate is low. High employee turnover rate in a company; the fact that the human resources practices in the institution are not successful, the correct job matching to the right job can not be achieved, and the employees are exposed to stress, job dissatisfaction, conflict, lack of communication, loyalty. At the next stage of the work, five questions were asked with the Likert scale in order to analyze the selection and recruitment process of the enterprises in Azerbaijan. The result of the analysis can be seen in the table below.

**Table. 3 Selection and recruitment of businesses in Azerbaijan
evaluation of applications**

	I strongly disagree	Partly Disagree	I do not agree	Absolutely I agree	Partly agree
Our business has predetermined recruitment standards and selection schedules	%75	%25	—	—	—
When there is a vacancy, we prefer to invest in internal resources	%30	%40	%20	%5	%5
A commission has been created for the selection of workers in our business.	%80	%5	%10	—	%5
There are pre-determined business requirements for our business to replace the business	%80	%20	—	—	—
The staff is being tested during the recruitment phase	%55	%30	%15	—	—

90% of the enterprises participating in the training provide training in employment. The time of component selection analyzes 50% of the operating methods of the competitor enterprises. In 55% of enterprises, the selection of staff consists of 3 stages, 20% - 4 stages and 10% - 2 stages. In the case of 60% of the enterprises, the top level manager is filled by internal sources and 40% by the external sources. It is possible to learn the answer of the question which you attach more importance to the outsourcing of the enterprises with the following analysis.

Table 4. Use of external resources in Azerbaijan's enterprises

Which of the external sources is more productive than the result?	F	%
Professional Employment Bureaux	1	5
Announcements	3	15
Direct Applications	10	50
Eğitim Kuruluşları	7	35
Internet and Human Resources Sites	10	50
Manager's Recommendation	11	55
Applications made by the employees of the company	8	40
Trade union and Occupation institutions	1	5

According to the results of analysis, the most general outsourcing of the enterprises is given to the advice of the managers and the second and third place are the direct applications and internet and human resources sites.

Conclusion

In this study, firstly the importance of human resources management is mentioned in general, and in Azerbaijan the analysis of the selection and recruitment applications of the most important HRM functions has been done. Along with surveillance, businesses have entered into a war using different sources in order to make a profit and a competitive edge to survive. As in other developing countries and in Azerbaijan, there are some measures to be taken in order to make the necessary plans for economic development and to include important additions in itself. A country that has succeeded in improving its economic structure naturally will have a great sense of satisfaction in politics whether it is naturally occurring in international relations or if the level of life of its citizens is being raised and their state is being realized. It is not possible to escape from change, but it is possible that change can be directed and the society interpreted in its own values. One has shifted from an understanding that sees man as a cost element only in the management process, towards an understanding that man is a resource element. The understanding of the management of human resources is an approach that sees the "human" element at the center of the organization and brings it to the foreground. It is a mistake to say that the HRM practices in Azerbaijan are fully modern, because after attaining independence these modern practices require a certain amount of time and practical skills. But considering the past five years, the entry of foreign capital enterprises into the country has also led to the development of these applications, in which local businesses want to make profits. As a result of the study it is possible to say that in Azerbaijan the HRM department is called the HRM department within the organization with 50% operating and in the case of 30% operation it is under the name of Personnel Management department. In the case of 20% operation, the HRM department is called HRM department. Businesses in

Azerbaijan have more internal resources when choosing employees. More internal resources may lead to the promotion of employees' talents, the morale of employees as they struggle for promotion, the internalization of creativity and innovation, the system becoming bureaucratic, and the need for excellent training and development programs. Outsourcing gives 55% advice to the advice of the managers, 50% directly to the applications, 40% to the recommendation of the employees. In Azerbaijani enterprises, the staff is generally selected in three stages according to the survey result. But HRM officials say that these stages are directly related to the position in which the element is to be selected. At the same time, according to the results of the analysis, although enterprises say that 80% of the turnover rate is calculated, most enterprises are aware of the damage to the operation due to the high turnover rate.

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