



EFFICIENCY OF HUMAN RESOURCE MANAGEMENT: DIFFERENCES IN ACTUAL/PERCEPTUAL PERFORMANCE EVALUATIONS

DOI: 10.17261/Pressacademia.2015414543

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Keywords

performance appraisal, group performance, department of human resource

ABSTRACT

The importance of intellectual capital in nowadays' competitive environment is becoming apparent. The antecedents of maximum value given by employees to organizations is frequently investigated topic in organizational researches. The fact that retaining employees gain importance expresses efficient system in terms of human resource management in the level of organization, group, and individual. In this context, creating efficient working groups as work units and develop high-level group performance can be proposed as one of the human resource applications enabling employees' organizational commitment for retaining workers. Scope of this research is evaluating the human resource applications' efficiency for the success of group performance. In this research, group performance is appraised by first-line and second-line supervisors in hierarchical levels in addition to group members. According to findings, individuals' evaluations regarding working groups in which they perform are related to efficiency of human resource applications in organization. Efficiency of human resource applications have relatively higher influence on group performance defined as technical dimension. Contrary to expectations, human resource applications with the dimension of problem solving-structure reveal negative relationship with group performance evaluations. Perceptual group performance measured by individuals is affected by results of performance appraisal conducted in company and group performance value forming through cumulative individual performance scores. Perceptual performance evaluation made by the second-line supervisor is positively related to average group/department performance forming via actual performance data in the company.

JEL Classification

M10, M12, M14

1. INTRODUCTION

The main purpose of those who undertook the organization management is to achieve the most effective and best way possible for the objectives of the organization and its missions. Strategic role of human resources management gained in achieving organizational objectives, as well as hiring people with the appropriate skills to give organizations the tools to keep workers in high-performance organization suggests the organizational context. To describe the importance of the more intellectual capital of the strategic objectives of the company, effective business units / work group will be seen in the emergence of the

activities associated with human resources management (Cicek 2013). In a simple way, the group performance which will be seen as a function of individual performance, it will be shown how individual- group conformity is provided, the employees that have perfection of its work will be shown out in group performance; the human resources management application that will be effective on having the high performance for that reason it will be highly associated with group performance. Performance provides to make people different. The changes of structure and function of the organization, the increasing importance of working within the organization, with the differentiation of the approach to diversity and employee needs, the contribution of employees to corporation, and the increase of this contributions, the importance of profession and personal development increases according to it the performance of employee is administrated on an active way. Effective management of individual performance and group performance in the final output will lead to an increase in group (Uyargil, 2008). Recruitment can be defined as human resource management functions to reveal this performance, training and development, evaluation of performance, career management, work health and safety, pay and reward dimensions will be seen highly as showing group performances (Uyargil et.al., 2000). For this reason it will be a right advice if human resources will highly relate to group performance.

Valuation of performance is a work to describe out the success of any person. Individual-group incompatibility, can negatively affect the work of corporation and can decrease its activity, so for that reason to make the individual better and to show its conformity at a high level with organization and the group, here the performance and the human resource management has to been seen in a strategic level.

To see if the organization realizes it aims or not, the power of a human resource is closely related to its aims that could be realized. For the concentration of individual and group, the individual needs to know what contribution and benefits he will make for that group and for the organization, also he has to know what he will gain for the return and work according to it. The human power resource which the organization supplies, one of the factor that pushes into the struggle of organization to realize its aims is the evaluation of individual and the working group. It takes a great importance to the contributions of all employees to achieve organizational goals. The decisions that will be taken about the employees in which every worker will be effective on achieving the objectives of the organization of working group. Human resource management watches out the difference between the individuals and measures its objective criteria. In this respect, it won't be wrong if we unplug the high level working group performance to see the human resource organization in it. Performance appraisal is carried out once a year where the application is made. A person himself, the first supervisor and second one in practice they considered the criteria and behavioral criteria for hiring the supervisor person in the same working group of the measured performance value size / departments of the will obtained by the total scores for those actual group performance value and perceptual performance values the relationship between the other purpose of this study form.

2. LITERATURE SURVEY

2.1. Group Performance

Performance; within the mission framework it can be thought as an object which has putted to the middle or as a duty or a thought which full fits the task. (Pugh, 1991 and Helvacı, 2002). Performance is an indicator which intends how successful something is, or how successful a person is, it shows how a community or a company is successful to indicate their wants.

There are some various formal and informal groups in organizations. A common aim, the goal and the approaches are adopted in a particular process and this process is responsible for one of its part (decision making, planning, to implementation, use of resource) and defined with the necessary information and the togetherness of employees is called as a group. (Can et.al., 1998). In today's increasing completion, the group organizational achieving aims have been increased even more, to measure the qualitative and quantitative dimensions of the performance has become even more important.

Group activities believe that the group will complete the missions successfully. (Lindsley and et.al. 199; Shin, 2005). Gil et.al. (2005) according to their research they emphasized that in literature the group researches as one of the 4 methods are which they emphasized is the group size and measurement of criteria (Shin, 2005). According to the researches, there are varying definitions of literature on group activities. It's the selected result of the main differences of selected criteria (Erkutlu, 2008). The group activity and group performance, participate in group goals, the group's growth, ability to cope with crisis capacity, subordinate group aim loyalty, it can be defined in various dimensions as the development of group members (Erkutlu, 2008). Group performance is one of the most important group activities which is highlighted by researchers Burch and Anderson (2004), Kirkman et.al. (2001), Neuman et.al (1999), Shin (2005). It occurs when the pattern reflects the performance of the members of the group depending on group performance defragmentation process (Shin, 2005). Group activities and group performance due to the close relationship between organizational results have been analyzed by many researchers' interested groups and events (Gladsetein, 1984; Harrison et al., 2002; Kirkman et al., 2001; Mathia et. al, 2000; Neumna et. al., 1999; Shin, 2005).

First of all the researches described about the group performance to focus on member satisfaction and later it focused on mission performance (Moynihan and Peterson, 2001). The productivity of the working group or the performance events can be defined depending on the various dimensions such as innovation and quality (Ancona and Caldwell, 1992; Riordon and Shore, 1997). Cohen and Bailey (1997) the researchers that work on this area have described the group's performance in three dimension: performance activity, the attitudes and behavioral outcomes of group members. (Henttonen et.al, 2010). Another researcher, Hackman (1987) explained that one of the three categories of productivity is 'performance'. Other categories are the capability to satisfy the needs of the group members (member satisfaction) and time by time it is the ability to work together (e.g. viability) (Moynihan and Peterson, 2001).

Salas et. al. (2004) have collected a lot of models on two basic frames related to organizational context.

1. Input-process-output model (Magrath, 1964; Morris, 1974). It is called functional approach (Wittenbaum et al. 2004). One of the assumptions of group performance can be affected by external and internal factors. Team effectiveness is measured by three main criteria in the broadest sense (Guzzo and Dickson, 1996)

a. Productivity results: quantity, quality, cost reduction, shorter waiting time, customer complaints

b. Result for member: to obtain knowledge and skill, changes on attitudes and personal development

c. Viability of the team that in future they effectively continue capacity of work

2-meta-theoretical framework (Campion et al, 1993, 1996) identifies five main team event variables. Job design, interdependence, composition, context, process

Business design: self-directedness, participation, importance of work, diversity and integrity

Mutual interdependence: tasks, goals, feedback, rewards

Composition: members of diversification, flexibility, the relative size of the team, teamwork prefer

Contextual variables: education, administrative support, intergroup communication, cooperation

Process: group strength, social support, workload sharing, communication between group members, cooperation (Gil et al, 2005).

McShane (1995) is a researcher who developed a model about the group performance, has shown the changing model of team event on the figure 1. This model defines the efficiency of the team in three dimensions. Achieving organizational goals of productivity, in other words would be considered as performance (Baines 1996).

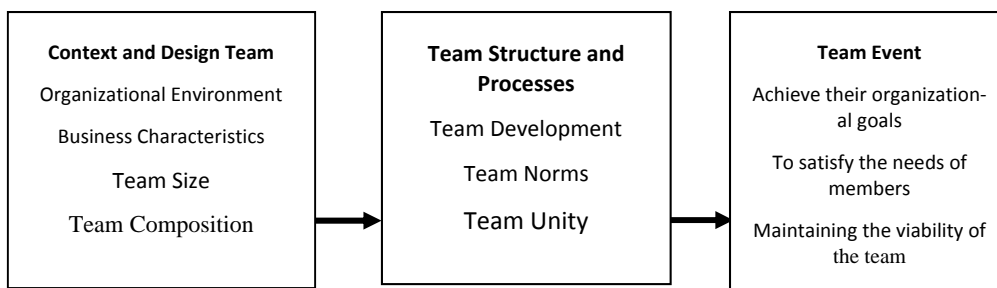


Figure 1: Team dynamics and effectiveness of the model (McShane, 1995).

As a group formal performance is determined in three criteria's (productivity, efficiency, and timing). As the productivity is evaluated with the ratio of input and output, it is associated with the quality of the output events. Hackman(1991) dealt that the group's measurement is activated on to the 3 criteria. The amount of Group performance depends on the quality and timing factors. Group life activities affect the functional competence of the group's members. You can increase the satisfaction of the individuals in the group. These three index groups (departments) are taken into consideration in determining the performance. . (Wang et. al., 2011; Cicek, 2013)

The groups that fed with its individual experience, wish and motivation, can show better performance in taking a decision by himself or in a large organizational groups. (Katzenbach and Smith, 1998). The group performance is used to evaluate the success or failure of members to work. Thoughts, attitudes, behaviour, individual roles, skills, and group members, goals or team goals set, clarity of purpose, taking responsibility for the goals and achieving the defined goal, idea generation, decision making, conflict management, communication style, identification of roles and responsibilities, determining the shape of process of group workings like movement plans, operations and leadership, according to organizational status it is associated with the identification of applications such as cultural management and reward system. (Uyargil, 1994).

2.2 Efficiency of Human Resource Management

Technology and economy depending to development in global context, scales and tends to grow more complex organizational structure and operation system. As a result of these developments, administrators are having advance knowledge of the threats and opportunities they will face in order to reveal organizational performance, they need to determine the rational strategies by making predictions and must a effectively practice these strategies. Therefore, strategic management is no longer defined as a strategic partner in the organization and it's known as human resources. (Birdal and Aydemir, 1992).

With the increase of globalization effect, it is seen that the organization which captured an international level of completion, and shown that this success comes from 'increasing importance of human resource. (Tikici and Akdemir, 2002,). In this process, due to the extremely complex environmental conditions, human resource management became more important, most of the managers began to recognize that human resource management is a strategic expansion. The focal point of this strategic expansion aimed to explore, to explore again and to build the future, the strategic creativity in organizations is innovated by the employees with the understanding associated with participation in the strategy process of creating strategic human resource management (Akmehmet, 2003). The effective evaluation of human resource management is defined more importantly by assuming the strategic role.

Organizational effectiveness, achieving organizational objectives is the degree to achieve them. According to this view; how much can an organization reach the goal that much it is effective. Effectiveness in terms of company; labor, raw materials, how effective are this raw materials inside the company and it is the criteria which shows how qualified the

material used in that company. The event itself is already determined that the program for the production or the factors of production represents the realization of a business degree. In other words, when the actual (realized) performance is classified with the standard performance, it is realized the level of approach between them (Yükcü and Atagan, 2009).

It became necessary to review the ongoing activities in institutions and human resources to support long-term strategy. The first thing that must be done for this to achieve the long-term organizational goals is to determine the potential of human resources. The first step to build this strategic connection is to detect the importance which the organization creates for itself to reach the goal of significant business strategies. For now on what has to be done is the identify human resource strategy which will support the business strategy. (Smilansky, 2002). To determine the human resources strategy on the correct way, it is needed to classify the organizational requirements and the capability of organization. (Gratton, 1999). In this respect, performance appraisal, recruitment, career management, fee-reward systems, training and development are the resources evaluated as a successful function by employees of the company.

According to the description on the basis of theoretical knowledge and the results of previous research the following hypothesis is suggested.

H1: The effectiveness of human resource management in the emergence of a group of high level of performance will have a positive impact.

The application made periodically in business is carried out as a systematic performance appraisal. The score results that have got from the evaluation of behavioral criteria for individual performance of the first and second supervisor's person where they receive workgroups, collected in the department will be able to obtain the actual group performance. Also it reached the perceptual performance data at the individual level in the study group. In other words, both perceptual and actual performance data obtained by the group performance value is concerned.

A similar measurement is also noticeable in person- group fit differences and relational demography literature. Compliance sensory (direct) or real (indirect) as being operationalized, also questioned the measurement of predictive power. Nisbett and Ross (1980) have described the fact that people perceive their cognitive assessment and direct the response to specific situations (Metzler, 2006). Horrison and et.al (2002) found out that real group perception will be developed for this group of true diversity. Vuuren and dig (2007) in their study, have compared the actual consistency (indirect measurement based on a comparison of organizational and personal values or characteristics) and perceived measures (including direct measurement of person-organization fit you into their predictions). They have demonstrated the predictive power measurements directly on the harmonization of indirect compliance measurements. A small number of researches have examined the relationship between real and perceived differences. Between perceived and real differences will be a strong correlation (Cunningham, 2007). Van Knippenberg and dig (2004) in their study have suggested the demographic differences within the

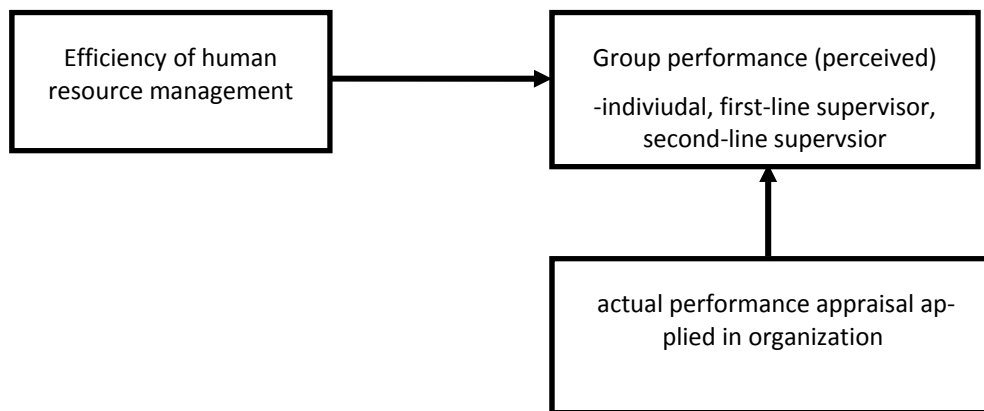
group as real and perceptual models. A real difference, leads to demographic differences in perceived describes the related changes in the organizational results (Cunningham, 2007).

With a similar approach, the individuals themselves with real performance data obtained by said periodically implemented performance appraisal work in the business, 1st may arise therefore a significant correlation between sensory evaluation scores of first and second supervisors.

The relationship between the actual group performance and perceived group performance based on research findings and the theoretical explanation is recommend as the second research hypothesis.

H2: The real group obtained by the performance evaluation applied in the management/ department performance value to be assessed by individual perceptions of group/ department will lead to a positive impact on performance value.,

Figure 2: Research Model



The research model is shown at Figure 2. The efficiency of human resource management evaluated by employees is independent variable and perceived group performance is dependent variable. Actual performance data applied in company is determined as independent variable for 2 nd hypothesis.

3. DATA AND METHODOLOGY

3.1. Sampling

Sampling is selected from a middle-size company operated in construction sector, İstanbul. The employees having at least 1-year participated in this study. Departments and sub-divisions are determined in light of organization chart. 19 working groups emerge. Out of the employees evaluated according to performance appraisal application executed in company periodically, 58 employees constitute the population for this research considering one-year organizational tenure.

3.2. Method

Both actual performance appraisal data collected in company periodically and data obtained via questionnaires are utilized for this research. In addition to participants' demographic data, group performance scale and scale for efficiency of human resource management are applied via 6-degree Likert. 1 year-organizational tenure is essential for measuring satisfaction from dimensions of hrm, considering previous year. Therefore, determining performance of human resource department can be possible in a simple way. In hierarchical structure, the first line-supervisors and second-line supervisors of working groups evaluate group performance.

Group performance: Firstly, individuals evaluate perceptual group performance via the scale developed Beffort and Hatturp (2003) and adapted to Turkish by Karakurum (2005). This scale is designed to evaluate individual performance. Therefore, Word "individual" is replaced with "group" so as to measure group performance. Internal consistency reliability is reported by Beffor and Hatturp as 0,68 for 9 items. Karakurum (2005) used 4 items and added 2 new items. In this research, 4 out of this 6- item scale and 2 items from scale developed by Schin (2005). Schin designed the scale for team performance by team leaders and reported Cronbach alpha as 0,89.

Secondly, the scale is developed to measure group performance via the first line-supervisor and the second-line supervisor by adapting from Ozdemir (2002), Cingoz and Akdogan (2013), Agca and Tuncer (2006), Sucu (2010), and Donertas (2013) and by utilizing company annual activity report. The contribution of department to company performance is evaluated via 10 points at most. This evaluation consists of two parts, one of which is the effect of department/sub-units on the whole organizational performance; the other is actual level considering target effect. The ratio of actual level to planned target performance is operationally defined as department performance. The scale developed for his research is shown at Appendix 1.

Efficiency of human resource management: 16 item-scales is developed by adapting Chen and Huang (2009), Eryigit (2007), and Mazzanti et al. (2006), Delery and Doty (1996), and Khilji and Wang (2007). The scale enables comparing 1 year- term of human resource practices and evaluating increment/reduction in satisfaction from human resource applications.

Performance evaluation application in company: The application consists of two parts. In the first section, there are behavioral criteria affecting overall performance with the weight of ½. Evaluating criteria are appearance and representative skill, cooperation, tendency to group working, taking initiative, work-discipline, attention for work, stability, commitment, communication and congruence, innovative thinking and productivity. The second part includes job performance criteria affecting overall performance with the weight of 1. Evaluated functional competencies are vocational knowledge, result orientation and time, develop himself/herself and training, awareness of responsibility, desire to participation in making decision, time management, working with aspect of cost reduction, report/meeting, documentation, and ERP. Performance appraisal are carried out by individual himself/herself, the first-line supervisor, and the second-line supervisor.

Evaluation by individual indicate a confirmation insight so as to apply efficient performance measurement by considering the difference between the scores given by the first-line supervisor and and by the second-line supervisor. Score evaluated by individual is compared with the scores appraised by the first and second line supervisors. If the difference is in high live, the reason of this gap is questioned.

Normal distribut, on of the data is diagnosed via skewness and kurtosis ($0 < x < 1$) abd test of kolmogorov-simirnov. Reliability of scales is tested through Cronbach-alpha coefficient of internal consistency. Validity is tested via exploratory factor analysis. Relationship between variables is diagnosed via pearson correlation and multiple linear regression. SPSS 22.0 is utilized for analysis.

4. EMPIRICAL FINDINGS

4.1. Demographic Data

All participants are male. Age 31-40 means 45 % of all participants. The ratio of the employees having undergraduate degree and graduating from vocational high school is 43 % for both, seperately. The individuals grudating from lyceum have the ratio of 12 %. The ratio of the employees having 5-10 years-organizational tenure is 40 %, the employees having 1-5 years organizational tenure are the 60 % of all participants. The employees having 1-5 years job tenure in that company constitute 72,4 % of all individuals. The employees' working time with their first-time supervisor is 1-5 years for 81 % of all participants.

4.2. Reliability and Validity of Scales

The reliability and validity of the scales for group performance and efficiency of human resource management are shown at Table 1 and Table 2.

Table 1: Factor structure and reliability of group performance (employee's perception)

Factor	Items	Factor load	Explained variance (%)
1	Our working group exhibit performance in high-level quality.	0,875	34,643
	Our working group execute main duties forming our job, successfully.	0,772	
	We utilize essential technical knowledge efficiently for doing job when execute our tasks	0,552	
2	Our group deserve positive performance appraisal.	0,761	32,987
	Performance of our group exceed those of other groups	0,856	
Total			67,29
Kaiser-Meyer-Olkin Test			0,589
Bartlett's Test		df 10	
		Sig. 0,00	

One item is deleted so as to constitute one factor. Reliability of this scale is 0.696. The factors are named considering items loaded as

1-technical

2-in-organization

Table 2: Factor structure and reliability of hrm efficiency

Factors	Items	Factor load	Explained variance (%)
1	Rotation of the employees to functional units is considered as a development activity.	8,867	31,927
	Pay and compensation stress effort and work discipline instead of only job title.	0,875	
	Development of conditions for job health and safety	0,711	
	Motivation activities for employees	0,866	
2	Desire to keep on the salary difference considering performance for the employees having the same job title	0,847	25,201
	Develop cooperative work environment and supportive job relationships.	0,945	
	True job position for convenient employee having essential qualifications	0,903	
	Present orientation training for newly-hired employee	0,733	
3	Training in adequate level for employees	0,644	10,285
	Forming teams for developing quality in organization	0,767	
	Initiative is allowed when delegation is required	0,888	
4	One of the activities executed in organization is application for developing skills of problem solving	0,548	9,799
	Forming job teams in organization	0,593	
	Activities for developing relationships between supervisor and subordinate	0,811	
Total			77,212
Kaiser-Meyer-Olkin Test			0,606
Bartlett's Test		df 91	
		Sig.	
		0,00	

One item is deleted because of load factor in low-level. One item loaded on more than one factor with the difference score of 0,1 or lower is removed from the analysis. The factors are named considering items loaded as

1-innovation-salary-behavior

2-performance-work group-recruitment

3-training-process

4-problem solving-structre

Internal consistency reliability of this scale is 0.766.

4.3. Relationships between variables

Correlation values between variables are shown at Appendix 2.

According to correlation analysis results, there is a middle level relation between technical group performance and in-org. group performance and between hrm 1 and hrm 3. There is a low-level relation between hrm 2 and hrm 4. "Technical dimension" of perceptual group performance has a low-level relationship with department performance data obtained via company performance application. "In-organization" dimension of perceptual group performance has a low-level relationship with "training-process" dimension of hrm efficiency. "Innovation-salary-behavior" dimension of hrm efficiency has middle level relationship with "training-process" dimension of hrm efficiency, whereas, low-level relationship with performance scores calculated through company performance evaluation application.

The results of regression analysis carried out to diagnose the effect of independent variables on dependent variable are shown at Table 3, 4, 5, and 6.

Table 3: The effect of hrm application (technical group performance)

Independent variable	Group perf: technical		
Dependent variables	Standard Beta	T	P

Inovation-salary behavior	0,301	2,203	0,032
Performance-work group-recruitment	-0,130	-1,142	0,259
Training-process	0,287	2,113	0,039
Problem solving-structure	-0,284	-2,518	0,015
R²: 0,406		Adj. R²: 0,361	
F :9,056		Significance:0,00	

Technical dimension measured of group performance is affected by the dimension of “innovation-salary-behavior”, “training-process”, and “problem solving-structure” hrm efficiency. 40,6 % of the variance in group performance is explained via hrm efficiency. Employees think that hr applications regarding problem solving-org.structre decrease group performance.

Table 4: The effect of hrm application (in-org. group performance)

Independent variable	Group perf: technical		
Dependent variables	Standard Beta	T	P
Inovation-salary behavior	-0,111	-0,686	0,494
Performance-work group-recruitment	0,199	1,497	0,140
Training-process	0,390	2,442	0,018
Problem solving-structure	-0,286	-2,161	0,035
R²: 0,184		Adj. R²: 0,122	
F :2,984		Significance:0,027	

In-organization dimension measured of group performance is affected by the dimension of "training-process" and "problem solving-structure" hr efficiency. 18,4 % of the variance in group performance is explained via hr efficiency. Employees think that hr applications regarding problem solving-org. structure decrease group performance.

According to findings, Hypothesis H1 is partially supported.

Table 5: The effect of actual performans value on perceptual group performance evaluation (2nd line supervisor)

Independent variable	Group performance (2 nd line supervisor)		
Dependent variables	Standard Beta	T	P
Depart. perform (company appli)	0,162	1,350	0,183
Total individual perform (company appli)	-0,118	-0,980	0,331
Average depart.perf (company appli.)	0,566	5,001	0,000
R²: 0,354		Adj. R²:	0,318
F : 9,697		Significance:	0,000

Evaluation by 2nd line supervisor is affected by average department performance value obtained via total performance scores divided by the number of employee in the department. This average score explains 35,4 % of variance in group performance evaluated by 2nd line supervisors.

Table 6: The effect of actual performans value on perceptual group performance evaluation (individual-technical)

Independent variable	Group performance (technical)
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Dependent variables	Standard Beta	T	P
Group performance (1 st line supervisor)	0,134	0,967	0,338
Group performance (2 nd line supervisor)	-0,108	-0,644	0,522
Depart. perform (company appli)	-0,407	-2,933	0,005
Total individual perform (company appli)	0,279	2,037	0,047
Average depart.perf (company appli)	-0,080	-0,510	0,608
R²: 0,207		Adj. R²: 0,130	
F : 2,669		Significance: 0,032	

Group performance value evaluated by employees is affected by individual scores obtained via performance evaluation application in company and department performance score formed by total of individual performance values. Performance evaluation scores obtained via company application explain 20,7% of variance in the technical dimension of perceptual group performance by employees. The effect of department performance scores formed through company performance evaluation is relatively higher on perceptual group performance by employee.

According to findings, Hypothesis 2 is partially supported.

5. CONCLUSION

According to the findings of research, both two hypothesis are partly supported.

Study group /both described dimensions of the department performance are significantly impressed from the evaluation of human resources functions efficiency. The performances of the departments which are described in technical dimension were found relevant with the practices aim that the innovation management of the management of human resources, accounting and canalization of the behaviours of the stuff the way desired; and education and work process dimensions.

The project teams which involve in a construction sector, are the working groups that need fast management; and a succesful hrm is considered active in this process. The sector includes business lines that have an intense competiton. Therefore, to provide a competitive salary to the stuff and a high level group performance that will occur were evaluted regarding to the stuff. To be provided an "education" to the workforce with a constant

requirements, about the issues such as smart buildings or economic structures; it reveals a perception of an active human resources management about the occurrence of working group with a high performance. A positive relation with the process management partially means the awareness for the strategical business partnership of human resources management for a business in this work line.

According to the findings of research, the practices such as problem solving - structure performed by human resources management is evaluated as a disruptive factor for the occurrence of the working group/ department with a high performance. It appears that the problem solving and organizational structure oriented practices of the human resources management damage the intragroup dynamics. Even if raising awareness about the problem solving oriented strategies/practices could hold together with the different organizational purposes or operations, they damage the group performance. The project-based works in the construction sector bring the level organization in the group; and the communication process between lower organizations and upper ones and the solutions for the other structural problems are not considered effective.

A different comment for the comment of this relation that made contrary to expectations, is the evaluating negatively the resolution advisories of management consultation for the business problems received by the business from outside a while ago and the organizational structure oriented formative revisions by the stuff. In the management consultation services received from outside, the satisfactory policies are just for the administrative staff and this causes negative effects on motivation of the stuff and the working group performances in a long term. The consultation companies' concern of making short term profit policies with an aim of providing continuity of the trade relation could underwhelms to develop rational policies. The solutions offered to the business problems without an effective organizational analysis will cause a revision about job definitions of the organizational structure and stuff, and an ineffectual evaluation about a hrm made by stuff. A similar rational reason could be a matter for this business. The "intraorganizational" performance, which is the other defined dimension of the group performance provides information about the competitive position of the subject working group/department with the other departments/subsidiaries in the business. The intraorganizational dimension of group performance correlated positively to the education-process dimension of the hrm activity. The quality management works are performed intensely in the business, and the awareness of the continuing education as a necessary factor is raised for the departments / subsidiaries. The employees who think that the contribution provided for the quality emphasis of sharing interorganizational of the business sources, could reveal importance of this practise of human resources management on the competition between the departments. The hrm practices related to the problem solving-structure reveals an adverse effect for the subject reason in a group performance dimension.

The practice of the human resources management for the performance weighted defined performance – working group – employ did not consider effective for showing a high level working group performance. For the present in house regulations could not meet the fast management requirements of the working groups, centralist management mentalities

and traditionalist sense of the executives of the foundation did not affect positively the formation of high level working group performance. The employees find performance evaluation system that is measured by specific weighting of the job oriented criteria and behavioral features performed in business ineffective for revealing the group performance.

1. Superior perceptual performance evaluation did not correlated significantly with the performance evaluation scores performed in business. 2. Superiors perceptual group performance evaluations correlate positively with the average performance of the group/department acquired by the business data. Because the activity evaluation is associated with the strategical level of the business, it supposed to be correlate with 2. Superior evaluations. Because 2. Superiors represent the executives, their awareness relatively higher for the performance evaluation system performed in the business. The evaluation of group/department performance that are closer with the business data, is more possible result. However, a more significant relation with the the group performance score that was acquired from average company data occurred, not the personal performance scores. Executives partially know the contribution of departments/subsidiaries for the organizational performance/strategically objectives, without knowing the relative value of the performance evaluation scores. This finding coincide the hrm practice on the performance-working group-employ dimension of the people with the result of finding ineffective to reveal the high level group performance.

The perceptual performance evaluations of the individuals oriented to their own groups on technical dimension correlates significantly with personal performance practices that are performed in the business. However, the relations that are contrary to expectations was determined. With the department/subsidiaries performance scores acquired by the total personal points. This finding reveals that the personal performance evaluation methods which are performed for the identification and measurement of the intragroup dynamics, is not enough.

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Appendix 1: Department performance scale

	The effect of department (sub-unit) on organizational performance	Actual level
The contribution to targets that company will accomplish in long term		
The contribution to targets that company will accomplish in short term		
The contribution to company's congruence with external environment and flexibility		
The contribution to company's profitability		
The contribution to company's growth		
The contribution to increment in company's productivity.		
The contribution to reduction in company's cost.		
The contribution to development of internal business processes		
The contribution to customer satisfaction		
The contribution to instructional learning and development		

Appendix 2:Correlation Values

	Group perf (techn)	Group perf (in-organ)	hrm 1	hrm2	hrm 3	hrm 4	2nd-line superv.	Depart. perform (compay appli)	Total perforf (company appli)	Average de-part.perf (company applica)
Group perf (techn)	1									
Group perf (in-organ)	.404 **	1								
hrm 1	.503 **	.114	1							
hrm2	-.260 *	.120	-.124	1						
hrm 3	.454 **	.304 **	.619 **	.009	1					
hrm 4	-.0317 **	-.189	-.028	.377 **	.067	1				
2nd-line superv.	.131	.041	-.245	-.079	-.418 **	.141	1			
Total perforf (company appli)	-.124	-.084	.289 *	.06	.104	.180	-.207	1		
Depart. perform (company appli)	-.337 **	-.07	-.248	.029	-.267	.116	.219	.377 **	1	
Average depart.perf (company applica)	-.132	-.028	-.002	-.172	-.057	-.145	.563 **	.193	.174	1

