

# A Study on the Relation between the Demographics of Human Resource Managers in Turkey and Characteristics of their Companies

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## Abstract

The demographics of HR managers have been a matter of discussion for a long time. Most frequently encountered comments include; those that work in the field of HRM are generally female, those that have a Bachelor's Degree in business administration or economics, psychology, the humanities or law and those that have Master's Degree, have more work experience or those that are transferred from other companies are mostly employed in HRM. A more in-depth analysis may be obtained by the comparing the demographics of HR managers with the characteristics of their organizations. In this context, the purpose of the study is to first determine the demographics of HR managers and whether there is a relation between the demographics and the characteristics of their organizations in Turkey. The data were obtained through "using available information" on corporate websites, various databases and social networking sites. The findings of the study show that there is relation between the demographic factors of human resource managers such as gender, education background, total work experience, and the way that they are appointed to their current position, and the characteristic factors of their organizations such as segment, sector, partnership, year of establishment, and legal status.

**Keywords:** HR manager, demographics, organization, characteristics, relation

## 1. Introduction

Human should be considered as a factor in the organizations where certain resources come together in order to produce any kind of assets or service. In an organization the term of “Human Resource (HR)” implies all employees from the highest position to the lowest. Human is in constant interaction with the environment, being affected by the surrounding incidents with the ability to give different reactions to different conditions. Therefore, human needs to be evaluated separately from the other production factors.

The HR managers which are mainly in charge of HR practices should have certain skills such as communication, innovation, flexibility, leadership in order to be competitive and advantageous while using the human factor. In addition to these, the segment that the organizations operate, the sector, the business field, partnership structure and legal status could be considered as the effective factors on determining the profile of HR managers. These characteristics of organizations may lead to a demand for HR managers with different demographics. For that reason it should be aimed to investigate whether there is a relation between characteristics of organizations and the demographics of HR managers.

In the first part of this study, the nature of human resource management (HRM) and the role and responsibility of HR managers are researched and the results of a number of studies are reviewed. In the second part of the study the data of the demographics of some HR managers and the characteristics of their organizations in Turkey are presented. In the final part; the results of the analysis on the relations between the demographics of HR managers and characteristics of organizations are presented.

## 2. The Nature of HR Function in the Organizations

Human resource management (HRM) is commonly used in two different ways. On one hand, it refers to a collection of policies used to organize the work concerning the employment relations and the management of work and the management of people who undertake this work (Beardwell & Claydon, 2010, p. 4). Used in this way, HRM is really no more than a modern and supposedly imposing name for what has long been labelled "personnel management" (Torrington, Hall & Taylor, 2008, p. 6). On the other hand, the term is equally widely used to denote a particular approach to the management of people which is clearly distinct from personnel management. When it is used in this way, HRM refers to the policies, practices and systems that influence the behavior, attitudes, and performance of employees (Noe, Hollenbeck, Gerhart & Wright, 2008, p. 4).

Human resources management consists of numerous practices, including equal employment opportunity (EEO) compliance, job analysis, human resource planning, employee recruitment, selection, motivation, orientation, performance evaluation and compensation, training and development, labor relations and safety, health and wellness (Ivancevich, 2010, p. 5). Carrying out these practices are under the role and responsibility of high position managers, expert divisions, HR managers and other line managers. Recently; the importance of line managers in effective application of HRM functions is increasing. The results of a study conducted in India provide ample support to the idea that involvement of line manager in

HRM has positive implications and favourable outcomes (Azmi & Mushtaq, 2015, p. 633). Also it is stated that the effective application of HRM practices is in close contact with line managers' efficacy and motivation, as well as the suitable environment increases this effect (Bos-Nehles, Van Riemsdijk & Looise, 2013, p. 861). And it is revealed that, different line managers preferred different HR applications; for instance a line manager with transformational leadership style mostly used loyalty based HR applications in his department (Vermeeren, 2014, p. 3052).

### **3. The Role and Responsibility of HR Managers**

HRM is simply a way of grouping together the range of activities associated with managing people that are variously categorized under employee relations, industrial/labour relations, personnel management, and organizational behaviour (Heery and Noon, 2008, p. 214). Human resources staff (the size of HR department) component is affected not only by organizational size but also by sector and national location (Brewster, Wood, Brookes & Van Ommeren, 2006, p. 3). The role and responsibility of HR practitioners varies depending on whether they are managers or experts, their level of position, the needs of the organization, the work that they carry out and their capacity (Armstrong, 2009, p. 105; Dessler, 2011, p. 33-34).

The expectations from HR managers has increased along with the changes such as globalization, competition, technology, workforce trends, and economic turmoils. Today organizations expect HR managers to “focus on the big picture (informing and supporting the top management about strategy and vision)”, “find new ways to fulfill operational activities (using new technologies and external sources)”, and “have new abilities”. HR managers have been ascribed the role of “architects” who can foster the development of capabilities that support HRM implementation by allocating resources to learning activities (Piening, Baluch & Ridder, 2014, p. 562).

In recent years HR managers have been encouraged to play a more strategic role in their organizations, especially in the case of extensive organizational change processes such as international mergers and acquisitions. Today this requirement is even more acute since the past decade has been characterized by enormous growth in mergers and acquisitions (Antila, 2006, p. 999). In strategic HRM, the focus should be on HR applications' contribution to organizational performance and competitive advantage (Mitchell, Obeidat & Bray, 2013, p. 900). Through strategic HRM, HRM has obtained a strategic meaning rather than a support service that can be claimed and while HRM focuses on “how” to manage the human resource, strategic HRM focuses on “what” the organization does using human resource (Ngo, Lau & Foley, 2008, p. 73).

### **4. The Demographics of Human Resource Managers**

The demographics of HR managers have also been discussed for a long time. Most frequently encountered comments include; those that work in the field of HRM are generally female, graduates of certain universities or certain departments; also the ones who have master's degree in certain departments are mostly employed. A college degree is held by the vast

majority of HRM professionals, many of whom also have completed postgraduate work. Business typically is the field of study (human resources or industrial relations), although some HRM professionals have degrees in the social sciences (economics or psychology), the humanities, or law. Those who have completed graduate work have master's degrees in HR management, business management or a similar field. (Noe et al., 2008, p. 12).

In a study, it has been found that the HR managers working in Turkey are mainly male, they have a work experience of 5-15 years, and generally they have bachelor's degree in the departments of business administration or engineering (Uyargil & Özçelik, 2001). According to the study, the demographics of Turkish HR managers share the highest similarity with their counterparts in Germany while the least similarity with the ones in the UK.

In another study conducted in 2010, 65% of the workers in HR in Turkey are female and the number of engineering -especially industrial engineering- graduates is estimated to be increasing in the departments of HR. It is indicated that graduates of the mathematical disciplines and the departments such as psychology, sociology, international relations, and public administration which relatively include occupational knowledge of HR management are choosing HR field more frequently ("OneDergi," 2010). As a result of the study conducted on 1109 HR managers throughout USA who are members of National Society for Human Resource Management – SHRM; it is found that 62% of all HR managers are female, 44% of them had bachelor's degree, 24% of them had master's degree and %30 of the HR managers work in the health sector (Giannantonio & Hurley, 2002, p. 191). According to the results of another study, the ratio of female personnel in the field of HRM was 64% in 1987 which reached to 76% in 2002 (Kochan, 2004, p. 14). A different study shows that female personnel ratio in HRM was 23% in 1988 and increased to 54% in 2007 ("Human Resource Competency Study Executive Summary," 2007, p. 2). The study conducted by the North East Human Resources Association and Human Resources Professionals Association in 2009 with 2.300 people revealed that more than 80% of the HR personnel who are member of the association were female and 55% had bachelor's degree, 12% had master's degree, while 1% had doctoral degree; 24% had 6-10 years of experience and 16% of them were working in the manufacturing sector (Human Resources Professionals Association [HRPA], 2009). In a study conducted throughout the world with 4.300 HR managers, it has been observed that 59% of the HR leaders and 52% of the HR managers were female; 34% of the HR leaders had more than 10 years of experience and 25% were in industrial manufacturing sector (Page, 2013, p. 37).

## **5. Research Context and Method**

The studies on demographics of HR managers are as a matter of fact, scarce and there are no studies that examine the relation between demographics of HR managers and characteristics of organizations. When the studies in HRM are reviewed it is observed that the focus is mostly on the strategic aspect of HRM, the duties and responsibilities of line managers and the employees' perceptions towards HRM practices (Sumelius, Björkman, Ehrnrooth, Mäkelä & Smale, 2014; Yılmaz & Ömürgönülşen, 2013; Özutku & Çetinkaya, 2012; Gürbüz, 2011; Demirtaş, 2014; Demirtaş, 2013; Yılmaz & Karahan, 2014; Tastard, 2012; Long, 2008;

Jamshidi, Zeinavazi, Aadal & Sabet, 2012).

The main purpose of this research is to determine that there is a possible correlation between the demographics of HR managers (board members responsible from HR, HR coordinators or HR managers) and the characteristics of their organizations. Accordingly, gender, education and total work experience of HR managers and the way they were appointed to their current position were tried to be determined. Also the characteristics of organizations such as status, segment, sector, partnership structure, year of establishment, and legal status were determined.

### *5.1. Data Collection Method*

In this research, the factual data on the specific characteristics of persons and organizations is utilized. The factual data are collected through the method of “using available information” which is one of the social sciences research methods, and secondary data sources are used in order to collect the related data. In order to collect data from sources with a standart classification, an evaluation form was prepared. Evaluation form has two categories: (1) demographics of HR managers and (2) characteristics of organizations. Four sub-categories were used to describe the demographics of HR managers: gender, types of education, total work experience and how they were appointed to the current position. Under the sub-category of types of education, a third level sub-categories were defined such as bachelor’s, master’s or doctoral degree, location and status of university, faculty etc. And five sub-categories were used to describe the characteristics of organizations: segment, sector, partnership structure, the year of establishment and the legal status of the organizations.

During the collection of data using the evaluation forms, the corporate websites of the companies were visited and the information about the characteristics of organizations was collected. Organizations of which websites did not provide sufficient information, other sources such as Central Database Service Provider (<https://e-sirket.mkk.com.tr/esir/>), Public Disclosure Platform (<http://www.kap.gov.tr>), Kompas Information Delivery Services (<http://tr.kompass.com/>), Kariyer.net Electronic Publication and Communication Services ([www.kariyer.net](http://www.kariyer.net)) and social networking sites such as Facebook, LinkedIn, Twitter were utilized. After the characteristics of organizations were collected, HR managers of each organization were determined and the information about demographics of those were collected. First, corporate websites were examined, second, social networking sites, primarily LinkedIn, and respectively Facebook, Twitter, Xing, Yatedo; and magazine, bulletin, websites such as Career Magazin (<http://www.dijimecmua.com/kariyer/>), and HR Magazine (<http://www.hrdergi.com>) were utilized.

### *5.2. Population and Sample Size*

The population of research targets joint-stock or limited limited liability or service companies and their HR managers. In order to determine the population, the list of top 500 companies published by Istanbul Chamber of Industry (ICI) in 2014 for joint-stock or industrial limited liability companies were used while various other lists by sectors were utilized for joint-stock or limited service companies. For instance, the finance corporations list of Banking

Regulation and Supervision Agency, the media companies list of Media Organization, the five star hotels list of Touristic Hotels and Investors Association, the private hospitals list of Social Security Institution and the private universities list of the Council of Higher Education were used to determine the service companies in the population. Also the population of research includes publicly-traded companies in Borsa İstanbul.

The sample of research consists of 647 organizations and their HR managers selected via stratified sampling, which all companies in sub-populations had the equal possibility of selection, considering the proportions of those stratas in population in reference to the calculated sample size. 316 companies are included in the list of top 500 companies published by Istanbul Chamber of Industry (ICI) in 2014. Rest of the sample (331 companies) were reached making use of social networking and other websites. In selection of the sample, that the characteristics of organizations were derived from corporate websites or other websites, while the demographics of their HR managers were derived from social networking sites such as LinkedIn, Facebook, Twitter, Xing, Yatedo or magazine and bulletin websites.

### *5.3. Limitations*

The failure to access HR managers in all of the companies which are active in Turkey is the limitation of this study. Additionally demographic information of HR managers was limited to what they shared at the social networking sites. For example since they did not share information such as “age”, “salary”, or “marital status” these variables were not included in the scope of the research.

### *5.4. Data Analysis*

All of the data were codified based on a nominal scale which enables to choose a single choice among more than one alternatives and the codes were transferred to SPSS version 18. Coding frame was restructured after the coding was completed and coding was done in accordance with this new frame one more time. The codified data was reanalyzed in SPSS 18.0, and frequency tables were extracted, and for each main and sub-category -spatial frequencies were obtained.

In order to find out relationship, Chi-Square Analysis was conducted. Hypothesis for testing the relation can be specified as follows:

H<sub>1</sub>: There is a relation between the segment in which organizations operate and the demographics of HR managers.

H<sub>2</sub>: There is a relation between the sector of the organizations and the demographics of HR managers.

H<sub>3</sub>: There is a relation between the partnership structure of the organizations and the demographics of HR managers.

H<sub>4</sub>: There is a relation between the year of establishment of the organizations and the demographics of HR managers.

H<sub>5</sub>: There is relation between the legal status of the organizations and the demographics of



HR managers.

## 6. Findings

The findings about characteristics of 647 organizations; demographics of their HR managers and whether there is a relation are presented separately.

### 6.1. Characteristics of Organizations

Characteristics of 647 organizations can be seen on Table 1.

Table 1. The characteristics of organizations

		n	(%)
<i>The segment</i>	Industry	373	57,7
	Service	274	42,3
<i>The sector</i>	Petro-chemistry	62	9,6
	Metal products-vehicles	81	12,5
	Basic metal industry-energy	62	9,6
	Food, beverage and tobacco	64	9,9
	Manufacturing industry	57	8,8
	Textile	46	7,1
	Wholesale and retail trade	23	3,6
	Financial services	92	14,2
	Information technology-communication-transportation	54	8,3
	Education/Health/Media	57	8,8
<i>The partnership structure</i>	Tourism and accommodation	49	7,6
	Domestic capital	422	65,2
	Foreign capital	202	31,2
<i>The year of establishment</i>	Equally-owned	23	3,6
	Before 1968	133	20,6
	1968 and 1983	126	19,5
	1984 and 1992	130	20,1
	1993 and 2000	133	20,6
<i>The legal status</i>	After 2000	125	19,3
	Joint-stock company	574	88,7
	Limited liability company	48	7,4
	Others	25	3,9
<b>TOTAL</b>		<b>647</b>	<b>100</b>

When the results are examined it is revealed that among the 647 organizations, 373 are industry companies while 274 are service. 92 organizations are in finance sector, 81 are in metal products-transportation vehicles and 64 are in food, drink and tobacco. When we look at the partnership structure; 422 are domestic capital while 202 are foreign. In 23 organizations there is an equal partnership. When the establishment date was investigated it was observed that 133 organizations were established before 1968; 126 were between 1968 and 1983; 130 were between 1984 and 1992; 133 were between 1993 and 2000; and 125 were established after 2000. Finally when the legal status of the organizations are examined, 574 are joint-stock companies; 48 are limited liability; and 25 are with other legal statutes.

### 6.2. Demographics of Human Resource Managers

The demographics of HR managers were examined under four sub-categories: gender,

education, total work experience and how they were appointed to current position. The demographics of HR managers can be seen on Table 2.

Table 2. The demographics of HR managers

		n	(%)
1. Gender	Female	339	52,4
	Male	308	47,6
2. Education			
2.1. Associate Bachelor's Degree	Associate degree	13	2,0
	Bachelor's degree	619	95,6
	Without associate or bachelor's degree	15	2,4
The location of the university	in Turkey	613	97,0
	in a foreign country	19	3,0
The status of the university	Public	596	94,3
	Private	36	5,7
Faculty	Business administration	180	28,4
	Psychology / sociology / psychological counseling and g.	74	11,7
	Economics	72	11,4
	Engineering	65	10,3
	International relations / political science	60	9,5
	Labour economics and industrial relations	44	7,0
	Other	137	21,7
	2.2. Master's Degree	With master's degree	236
Continuing master education	Continuing master education	32	5,0
	Without master's degree	379	58,5
The location of the university	in Turkey	219	81,7
	in a foreign country	49	18,3
The status of the university	Public	195	72,7
	Private	73	27,3
Faculty	MBA / business administration / economics	93	34,7
	Human resource management	68	25,4
	Organizational behaviour / management sciences	39	14,5
	Educational sciences / philology	14	5,2
	Industrial engineering	9	3,4
	Other	45	16,8
2.3. Doctoral Degree	With doctoral degree	14	2,2
	Continuing doctoral education	8	1,2
	Without doctoral degree	625	96,6
The location of the university	in Turkey	21	95,0
	in a foreign country	1	5,0
The status of the university	Public university	17	77,2
	Private university	5	22,8
Faculty	Management and organization / strategic management	8	36,4
	Business administration	3	13,6
	Physical sciences / chemistry / chemical engineering	3	13,6
	Organizational behaviour	2	9,1
	Other	6	27,3
3. Total Experience	2 to 10 years	138	21,3
	11 to 14 years	136	21,0
	15 to 17 years	132	20,4
	18 to 21 years	121	18,7
	22 years and more	120	18,5
4. How They are Appointed	Promoted inside the organization	250	38,6
	Incoming from other organizations in the same group or holding company	36	5,6
	Transferred from other organizations that belongs to a different group or holding company	361	55,8
TOTAL		647	100



As seen in Table 2, 52,4% of HR managers are female while 47,6% are male. When the results are examined in terms of education, it is seen that 95,6% have a Bachelor's Degree while 2% have an Associate Degree. So, it can be concluded that the vast majority of HR managers have a Bachelor's Degree at least. Among 632 HR managers who have associate or Bachelor's Degree, 97% received their degree from a domestic university while 3% from a foreign. Additionally, 94,3% received their degree from a public university while 5,7% from a private. Also 28,4% received their degree in business administration, 11,4% in psychology and so on and 10,3% in engineering.

When the results are examined in terms of graduate education, 36,5% of HR managers have a Master's Degree while 58,5% have no Master's Degree. And 5% are pursuing their master's degree education. 81,7% have completed or are pursuing Master's Degree in a domestic university while 18,3% in a foreign. When the locations of foreign universities are examined, it has been observed that 20 universities in the US, 12 in the UK, 6 in Germany, and 11 in other countries. Additionally, 72,7% have completed or are pursuing a Master's Degree in a public university while 27,3% in a private. Also 34,7% have completed or are continuing Master's Degree in MBA, business administration or economics, 25,4% in HRM, 14,5% in organizational behaviour or management sciences, and 5,2% in educational sciences/philology. 2,2% have a doctoral degree and 1,2% are pursuing their doctoral education. 95% have completed or are pursuing doctoral education in a domestic university while 5% (one person) in Germany. Further, 77,2% of HR managers have completed or are pursuing doctoral education in a public university while 22,8% in a private. When the results are examined in terms of the field of study, 36,4% have completed or are pursuing doctoral education in management and organization or strategic management, 13,6% in business administration, 13,6% in physical sciences, chemistry, or chemical engineering, and 9,1% in organizational behaviour. Finally, the classification of HR managers in terms of total work experience are as followed; 21,3% are between 2 and 10 years; 21% are between 11 and 14; 20,4% are between 15 and 17; 18,7% are between 18 and 21 and 18,5% are more than 21 years.

When the results are examined for how HR managers were appointed to current position, it is revealed that 38,6% were promoted to HR manager inside the organization while 55,8% were transferred to HR manager from other organizations that belongs to a different group or holding company.

### *6.3. The Analysis of the Relationship between the Demographics of HR Managers and Characteristics of their Organizations*

Main purpose of this research is to find out whether there is a relation between the demographics of HR managers and the characteristics of organizations. In order to find out the relation, following hypotheses were developed and these hypotheses were tested and discussed in detail according to the results of the Chi-Square analysis.

*H<sub>1</sub>: There is a relation between the segment in which organizations operate and the demographics of HR managers.*

In order to test this hypothesis Chi Square Analysis is conducted, and as a result of this, it has been concluded that there is a relation between the segment in which the organizations operate and the gender of HR managers ( $0,000 < 0,05$ ), the faculty from which they graduated in bachelor's degree ( $0,001 < 0,05$ ), whether they have a Master's Degree or not ( $0,012 < 0,05$ ), and how they are appointed to the current position ( $0,046 < 0,05$ ). In conclusion  $H_1$  hypothesis has been partially accepted. The results can be seen on Table 3.

Table 3. Comparison of the segment in which the organizations operate with the demographics of HR managers

Profile of HR Manager		Segments			
		Industry		Service	
		n	%	n	%
<i>Gender</i>	Female	172	46,1	167	60,9
	Male	201	53,9	107	39,1
<i>Faculty Associate Bachelor's Degree*</i>	Business administration	105	29	75	27,9
	Psychology / sociology / psychological counseling and guidance	41	11,3	33	12,3
	Economics	43	11,9	29	10,8
	Engineering	43	11,9	22	8,2
	International relations / political science	34	9,4	26	9,7
<i>Master's Degree</i>	Completed or pursued Master's Degree	144	38,5	124	45,3
	Without Master's Degree	229	61,5	150	54,7
<i>How they are appointed</i>	Promoted inside the organization	158	42,4	92	33,6
	Incoming from other organizations in the same group or holding company	18	4,8	18	6,6
	Transferred from other organizations that belongs to a different group or holding company	197	52,8	164	59,6
<b>TOTAL</b>		<b>373</b>	<b>100</b>	<b>274</b>	<b>100</b>

\* Only top five categories were given place

When the results are examined; in industry segment mainly male HR managers are employed while in service sector it is mainly female; in industry segment HR managers mostly graduated with an associate or bachelor's degree in the fields of business administration, economics, and engineering; in service segment HR managers mostly graduated with an associate or Bachelor's Degree in the fields of business administration, psychology, etc.; the ratio of HR managers with a Master's Degree in service segment is higher than in industry segment; and finally HR managers were more frequently transferred from other organizations in service segment when compared to industry segment.

*H<sub>2</sub>: There is a relation between the sector of the organizations and the demographics of HR managers.*

As a result of Chi Square Analysis, it has been found out that there is relation between the sector of organizations and the gender of HR managers ( $0,000 < 0,05$ ), the faculty from which they graduated in bachelor's degree ( $0,000 < 0,05$ ), whether they have a Master's Degree or not ( $0,048 < 0,05$ ), total work experience ( $0,000 < 0,05$ ), and how they are appointed to the current position ( $0,002 < 0,05$ ). In conclusion  $H_2$  hypothesis has been partially accepted. The results can be seen on Table 4.

Table 4. Comparison of the sector of the organizations with the demographics of HR managers

Profile of HR Manager		Sectors									
		Financial Services		Metal Products Vehicles		Food, Beverage and Tob.		Petro-Che mistry		Manufacturing Industry	
		n	%	n	%	n	%	n	%	n	%
<i>Gender</i>	Female	47	51,1	40	49,4	25	39,1	47	75,8	24	38,7
	Male	45	48,9	41	50,6	39	60,9	15	24,2	38	61,3
<i>Faculty in Associate or Bachelor's Degree*</i>	Business administration	32	35,2	24	30,8	17	27,4	12	19,4	16	26,7
	Psychology, sociology, psychological couns.	8	8,8	8	10,3	8	12,9	15	24,2	3	5,0
	Economics	11	12,1	5	6,4	13	21,0	5	8,1	7	11,7
	Engineering	13	14,3	13	16,7	8	12,9	4	6,5	11	18,3
	International relations, Political science	12	13,2	10	12,8	3	4,8	9	14,5	4	6,7
<i>Master's Degree</i>	Completed or pursued Master's Degree	44	47,8	32	39,5	23	35,9	33	53,2	21	33,9
	Without Master's Degree	48	52,2	49	60,5	41	64,1	29	46,8	41	66,1
<i>Total work experience</i>	2 and 10 years	3	3,3	20	24,7	20	31,3	12	19,4	13	21,0
	11 and 14 years	17	18,5	14	17,3	6	9,4	14	22,6	11	17,7
	15 and 17 years	16	17,4	18	22,2	14	21,9	14	22,6	12	19,4
	18 and 21 years	25	27,2	12	14,8	9	14,1	11	17,7	12	19,4
	22 years and more	31	33,7	17	21,0	15	23,4	11	17,7	14	22,6
<i>How they are appointed</i>	Promoted inside the organization	43	46,7	42	51,9	25	39,1	20	32,3	24	38,7
	Incoming from other organizations in the same groups	5	5,4	2	2,5	5	7,8	4	6,5	4	6,5
	Transferred from other organizations that belongs to a different groups	44	47,8	37	45,7	34	53,1	38	61,3	34	54,8
<b>TOTAL</b>		92	100	81	100	64	100	62	100	62	100

\* Only top five categories were given place

When the results are examined; mainly female HR managers are employed in finance and petro-chemistry sectors while it is mainly male in food, beverage and tobacco and manufacturing sectors. In the metal products-vehicles sector, it is seen that the number of male HR managers are more than female HR managers although rates are very close to each other. The number of HR managers with Associate or Bachelor's Degree in psychology and so on in petro-chemistry sector and in economics in food, beverage and tobacco sectors is relatively large. The number of HR managers with a Master's Degree is less than the number of HR managers without a Master's Degree in all sectors, except petro-chemistry sector. Additionally, HR managers who completed or pursued Master's Degree are dominantly in finance sector, and at the least in basic metal industry-energy sector. When the results are examined in terms of total work experience, it is observed that HR managers in finance sector are more senior compared to HR managers in other sectors. On the other hand the distribution in terms of total work experience of HR managers is more balanced in other sectors. And finally in terms of how HR managers are appointed to their current position, it is seen that HR managers are dominantly transferred from other businesses in all sectors (mostly in petro-chemistry, at the least in finance sector), with an exception in metal products-vehicles.

*H<sub>3</sub>: There is a relation between the partnership structure of the organizations and the demographics of HR managers.*

As a result of Chi Square Analysis, it has been detected that there is relation between the partnership structure of the organizations and the gender of HR managers ( $0,000 < 0,05$ ) and the faculty from which they graduated in Bachelor's Degree ( $0,000 < 0,05$ ). In conclusion *H<sub>3</sub>* hypothesis has been partially accepted. The results can be seen on Table 5.

Table 5. Comparison of the partnership structure of the organizations with the demographics of HR managers

Profile of HR Manager		Partnership Structure					
		Domestic-owned		Foreign-owned		Equally-owned	
		n	%	n	%	n	%
<i>Gender</i>	Female	190	45	136	67,3	13	56,5
	Male	232	55	66	32,7	10	43,5
<i>Faculty in or Bachelor's Degree*</i>	Business administration	131	31,9	42	21,3	7	30,4
	Psychology / sociology / psychological counseling and guidance	32	7,8	40	20,3	2	8,7
	Economics	47	11,4	22	11,2	3	13,0
	Engineering	38	9,2	23	11,7	4	17,4
	International relations / political science	40	9,7	18	9,1	2	8,7
TOTAL		422	100	202	100	23	100

\* Only top five categories were given place

When the results are examined; dominantly male HR managers are employed in domestic capital organizations, while mainly female in foreign-owned and equally-owned businesses; considering the HR managers working in all organizations in all three partnership structure, HR

managers mostly have Associate or Bachelor's Degree in business administration. And finally economics in domestic-owned businesses, psychology and so on in foreign capital businesses and engineering in equally-owned businesses are in second place after business administration.

*H<sub>4</sub>: There is a relation between the year of establishment of the organizations and the demographics of HR managers.*

The results of Chi Square Analysis revealed that there is relation between the year of establishment of the organizations and the demographics of HR managers which is; gender ( $0,020 < 0,05$ ), the faculty from which they graduated in Bachelor's Degree ( $0,022 < 0,05$ ), whether they have a Master's Degree or not ( $0,036 < 0,05$ ), and how they are appointed to their current position ( $0,002 < 0,05$ ). As a result  $H_5$  hypothesis has been partially accepted. The results can be seen on Table 6.

Table 6. Comparison of the year of establishment of the organizations with the demographics of HR managers

Profile of HR Manager		Year of Establishment									
		1967 and before		1968 and 1983		1984 and 1992		1993 and 2000		2000 and after	
		n	%	n	%	n	%	n	%	n	%
<i>Gender</i>	Female	57	42,9	65	51,6	63	48,5	82	61,7	72	57,6
	Male	76	57,1	61	48,4	67	51,5	51	38,3	53	42,4
<i>Faculty in Associate or Bachelor's Degree*</i>	Business administration	39	29,5	29	24,0	40	31,7	35	26,9	37	30,3
	Psychology / sociology / psychological couns.	10	7,6	15	12,4	13	10,3	21	16,2	15	12,3
	Economics	13	9,8	11	9,1	14	11,1	15	11,5	19	15,6
	Engineering	18	13,6	16	13,2	14	11,1	10	7,7	7	5,7
	International relations / political science	16	12,1	12	9,9	9	7,1	10	7,7	13	10,7
	<i>Master's Degree</i>	Completed or pursued master's degree	59	44,4	52	41,3	43	33,1	55	41,4	59
Without master's degree		74	55,6	74	58,7	87	66,9	78	58,6	66	52,8
<i>How they are appointed</i>	Promoted inside the organization	67	50,4	53	42,1	49	37,7	52	39,1	29	23,2
	Incoming from other organizations in the same group	9	6,8	4	3,2	8	6,2	9	6,8	6	4,8
	Transferred from other organizations that belongs to a different group	57	42,9	69	54,8	73	56,2	72	54,1	90	72,0
<b>TOTAL</b>		133	100	126	100	130	100	133	100	125	100

\* Only top five categories were given place

When the results are examined; male HR managers are dominantly employed in older companies, while in younger predominantly female HR managers. When the faculty that HR managers graduated with Associate or Bachelor's Degree are examined, the HR managers in companies established in different time periods mainly have a business administration degree. However, the number of engineering graduates in older organizations and the number of economics graduates in younger businesses are relatively high. When the results are analyzed in terms of Master's Degree, the ratio of HR managers who hold a Master's Degree is less compared to those that do not. However, the ratio of HR managers with a Master's Degree is highest in organizations established after 2000, while it is lowest in organizations established between 1984 and 1992. Finally when the organizations are analyzed in terms of how the HR managers are appointed to their current positions; in all companies established after 1968 (being highest in the firms that were established after 2000 and lowest in established between 1993 and 2000) HR managers mostly transferred from other organizations. On the contrary, in companies established before 1967, HR managers mostly promoted inside the organization.

*H<sub>5</sub>: There is a relation between the legal status of the organizations and the demographics of HR managers.*

The results of Chi Square Analysis revealed that there is relation only between the legal status of the organizations and how HR managers are appointed to their current position ( $0,038 < 0,05$ ). As a result  $H_6$  hypothesis has been partially accepted. The results can be seen on Table 7.

Table 7. Comparison of the legal status of the organizations with the demographics of HR managers

Profile of HR Manager		Legal Status					
		Joint-stock		Limited		Other	
		n	%	n	%	n	%
<i>How they are appointed</i>	Promoted inside the organizations	230	40,1	13	27,1	7	28,0
	Incoming from other organizations in the same group or holding company	33	5,7	0	0	3	12,0
	Transferred from other organizations that belongs to a different group or holding company	311	54,2	35	72,9	15	60,0
<b>TOTAL</b>		<b>574</b>	<b>100</b>	<b>48</b>	<b>100</b>	<b>25</b>	<b>100</b>

When the results are examined, HR managers are mostly transferred from other organizations that belongs to a different group or holding company in organizations with all legal statutes. However the ratio of HR managers who are promoted inside the organizations in joint-stock companies is higher than in limited liability companies.

## 7. Conclusion

The main purpose of this study, which is conducted through analyzing the publicly available data obtained from secondary sources, is to determine whether there exists any relations



between demographics of HR managers demographics and characteristics of their organizations in Turkey. This is a wide range study in which a total of 647 organizations and their HR managers from 22 different sectors are investigated. It is hoped that this study presents a broader picture about demographics of HR managers in Turkey and may contribute to the literature with the findings revealed.

In the conclusion of the research it has been discovered that more than half of the HR managers are female; a great majority of the HR managers holds at least Bachelor's Degree; and business administration is the most common field in Bachelor's Degree. Besides almost half of the HR managers either have or pursuing a Master's Degree while the most preferred programs are MBA, business administration or economics. According to the results of the study, a small number of HR managers have doctoral degree or are pursuing doctoral education and the most preferred programs are management and organization or strategic management. Other results of this study are; approximately 60% of the HR managers have less than 15 years of total work experience; more than half of them are transferred from other organizations that belong to a different group or holding company. When the findings of similar studies conducted in different countries are compared, female HR managers are higher in number in Turkey. Additionally when compared with the study by Uyargil and Özçelik (2001) it can be stated that the number of female HR managers has increased. Furthermore, the ratio of HR managers with Bachelor's Degree in Turkey is higher than other countries; while the ratio of Doctoral Degree is similar. The reason behind the higher number of HR managers with Bachelor's Degree in business administration may be due to the fact that most HR managers in industry sector and relatively smaller organizations are graduates of business administration department of Open Education Faculty in Anadolu University. Additionally the assumption that graduates of departments such as psychology and sociology prefer HR field more frequently in recent years is verified in this research. However; it is interesting that when compared to Bachelor's Degree, HR managers predominantly prefer foreign or private universities for Master's and Doctoral education. It can be supposed that non-thesis master's programs in private universities and the flexibility in terms of attendance are the reasons behind this finding. Additionally it can be deduced that instead of being trained and promoted inside the organizations, most of the HR managers in Turkey are transferred from other organizations. Among many reasons of this, some might be as follows; the replacement of hierarchic organization structures with fewer staged, team work and project oriented organizational structure; preference of organizations to find and transfer qualified managers instead of starting employees from the lowest stage and training them in order for them to rise vertically in a hierarchic structure and become managers.

In the scope of this study, the demographics of HR managers and the characteristics of the organizations are compared for the purpose of determining whether there is a relation between them. As a result, it has been observed that HR managers are mostly male in industrial companies, while predominantly female HR managers are employed in service companies. The result can be viewed as significant considering the fact that mainly female HR Managers are employed in service companies. Additionally, it is interesting that the number of female HR managers is comparatively higher in the chemistry-petroleum sector.

This finding is believed to be due to the ratio of HR managers in the global medicine sector which is the pioneer of the modern management, and in which first traces of modern practices are observed. Foreign capital organizations or equally shared ones, and the organizations which are established in relatively closer dates employs mostly female HR managers. When the variable of education background is considered, it has been observed that HR managers in the industrial companies have Bachelor's Degree in business administration, while HR Managers in the service companies have bachelor's degree from psychology and so on along with business administration. Another important finding of the study is that ratio of Master's Degrees in the service sector is higher than in the industry. Besides, the ratio of Master's Degree in chemistry-petroleum sector is high. This finding may be the result of the fact that HR managers in this sector are mainly from technical departments, and among the graduates of these departments, having an MBA degree after undergraduate education is considered important. Nevertheless, the number of HR managers that holds Bachelor's Degree in psychology and so on is also high in foreign organizations in accordance with the examples in the world. The establishment dates of the businesses are also taken into consideration and the results are found similar to earlier studies; mostly graduates of engineering are working as HR managers in relatively older organizations, while in newer companies in addition to business administration or economics, graduates of other departments such as psychology and so on are employed. Furthermore, the ratio of HR managers that holds or pursues a Master's Degree is higher in newer organizations. When the results are evaluated as a whole, a general picture towards HRM can be extracted particularly from the point of being a domestic/foreign based organization or older/newer found organization. A new generation in HR management has emerged in Turkey that is composed predominantly of females, that are the graduates of best universities in Turkey, and have the knowledge of one or two foreign languages; international organizations, or relatively new organizations mostly prefer HR managers from this new generation. On the other hand, it can be stated for domestic, or relatively older organizations that they consider they do not have to change their current HR managers and/or they mostly employ traditional HR managers. When the results on how HR managers are appointed to their current position are examined, it has been concluded that the service companies compared to industrial companies transfer HR managers more often from other organizations. This finding might be considered as significant due to that fact that competition is heavier in service sector and for this reason they have to choose HR managers from among the "new generation" in order to be more competitive. In addition to this, it has been found that particularly the organizations established after 2000 mostly transferred the HR managers from other organizations, while the ones established in 1967 or before used promotion. The results describes a meaningful fact that; HRM discipline has improved through time, relatively new companies are flatter organizations compared to the traditional ones, and they have simple structures instead of a hierarchic structure; new organizations mostly prefer finding and transferring qualified HR managers rather than training and promoting them in a hierarchic structure; there are more alternatives for HR manager position when compared to the past and transfers of executives are more common today.

Since there is not enough studies that concerns the determining of HR demographics or testing the relation between demographics of HR managers and characteristics of

organizations, this study may contribute to the literature with the findings revealed. Moreover, an overall picture of HR demographics in Turkey was taken with this study. In future studies it is recommended to expand the scope to reach a higher number of organizations and HR managers; to use survey method to get more detailed information; and to focus on group interviews.

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