CONTENT ANALYSIS OF PUBLISHED ARTICLES ON HUMAN RESOURCES MANAGEMENT

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ABSTRACT
The aim of this research; It aims to evaluate the article researches on 'Human Resources Management' and 'Strategic Human Resources Management' by content analysis between 2019 and 2024. In addition, it is aimed to reveal the status of researches on 'Human Resources Management' and 'Strategic Human Resources Management' in the literature and to contribute to researchers who want to work in this field and to the relevant literature. Studies in the field of business administration were searched using Google Academy databases. A total of 27 articles were included in the research. As a result of the analyses, the most articles on 'Human Resources Management' and 'Strategic Human Resources Management' between 2019 and 2024 were published in 2022 (f = 6; 22%) and 2021 and 2019 (f = 5; 19%), and the publications were mostly published in Turkish (f = 16; 59%), 27 articles on 'Human Resources Management' and 'Strategic Human Resources Management' were published in 27 different journals, quantitative research method (f=16; 59%) was mostly used in the publications, questionnaire (f=16; 59%) data collection tool was mostly used in the articles examined, SPSS (f=14; 52%) data analysis programme was mostly used in the articles.
Keywords: Human Resource Management, Strategic Human Resource Management, Article, Content Analysis, Google Scholar.

INTRODUCTION

We use many definitions to describe how important people are to an organisation. The terms human resources, human capital, intellectual assets and skills management imply that it is people who drive the performance of organisations (along with resources such as funds, materials, information, etc.) (Verhulst S, et al., 2021). Successful organisations are experts in bringing together employees with different qualities to achieve a common goal (Valentine, 2024). This is the foundation of human resource management (Dowling, et al., 2023). Human resource management involves many activities, including analysing a company's competitive environment and designing work and team organisation so that a company's strategy can be successfully implemented to win the competition. This requires identifying, recruiting and selecting the right people for jobs and teams; training, motivating and evaluating these people; developing attractive salary policies to retain them; training them to lead the organisation in the future (Mello, 2018).

Human resources management ensures the continuity of the work of the existing personnel connected to the organisation for the success and sustainability of the company and the formation of appropriate and attractive conditions for the employment of new talented personnel to the company (Chesser J., 2016). Human resource management is a strategic approach to managing employees to increase the productivity of employees within an organisation (Chesser, 2017). Human resource management provides strategic management of employees to improve an organisation's performance and contribute to its competitiveness with its competitors (Verhulst S, et al., 2021).

Human resource management includes various processes such as recruitment, performance management, training, motivation and employee development in line with the goals of the organisation (Tang et al., 2018). Human resource management focuses on aligning the goals of the business with the needs and expectations of the employees and providing a productive and committed workforce (Dowling P, et al., 2023).

Why businesses need Human Resources Management; Today, not every business has a Human Resources department. In small businesses, the company owner usually deals with Human Resources issues. Although there are significant differences between large and small businesses, the same Human Resources activities should take place in every business. Every manager in an organisation acts as a Human Resources expert, so there are many people who can help solve Human Resources problems in the organisation. Sales managers, department heads, food and beverage managers, university deans and accounting department managers all manage human resources and their effectiveness in this regard depends on how well they understand and apply the principles of Human Resource management (Arulrajah and Opatha, 2014). It is not realistic to expect line managers to know the ins and outs of equal employment legislation, how to design a complex remuneration system or when to conduct job analyses (Carrel et al., 2022).

Organisations that fail to manage their employees properly face great risks in terms of legal issues and employee relations. In this context, it is of great advantage for organisations to have a Human Resources department and to have responsible managers with a strong knowledge of important Human Resources issues. For this reason, large enterprises usually employ professionals specialised in Human Resources activities or create a department

according to the size of the company (Renwick et al., 2013). In our age, almost every business that wants to be successful in its activities increases the number of Human Resources personnel (Snell et al., 2022).

There are many benefits of having a dedicated Human Resources department in an organisation. Organisations that implement effective Human Resources practices often enjoy higher profits, higher stock prices and greater productivity than those that do not. Human Resources professionals must respond appropriately to current business challenges and opportunities to help the organisation succeed. Key challenges facing organisations today include building the business of the future, delivering a superior employee experience and leveraging diversity and inclusion. Human Resources professionals can make a difference to other organisations by providing solutions to these challenges (Dowling et al., 2023).

Today, new trends include a globalised workforce, age diversity, a focus on sustainability and an emphasis on social media. Human Resources professionals can address these issues by taking an interdisciplinary business approach (working with marketing, operations and finance personnel), engaging with external constituents, identifying critical organisational challenges and facilitating organisational change. HR professionals can also adapt HR processes to fit changes in the workplace, work more closely with IT staff to manage technology, hire more successful people with the right skills, and act as innovation leaders. Human Resources professionals contribute to the effectiveness of line managers when they effectively structure Human Resources practices, involve line managers in the development of these practices, and enlist the support of the Board of Directors (Chesser et al., 2020).

The role of Human Resources management in organisations has changed dramatically in recent years. The days of Human Resources being a 'personnel department', dealing with record keeping, checking in and out, organising files and other office operations are past. In financially successful organisations, Human Resources has come to be seen as a critical strategic partner with wide-ranging and transformative roles and responsibilities. Adopting a strategic approach to Human Resources management requires leaving behind the 'personnel management' mindset and practices and focusing on strategic rather than operational issues. Strategic Human Resources management aims to make the function of managing people the top priority in the business and to align all Human Resources programmes and policies with the strategy of a business. Strategic Human Resource management recognises that employees make or break a business, as all decisions about finance, marketing, operational activities or technology are made by the organisation's employees (Morris et al., 2022).

Strategic Human Resources management involves the development of consistent and compatible practices, programmes and policies to enable the organisation to achieve its strategic objectives. It considers the impact of corporate strategy on all Human Resources systems in an organisation by translating corporate objectives into specific people management systems. The specific approach and process used will vary from organisation to organisation, but the core concept is coherence; essentially, all HR programmes and policies are integrated into a broader framework that facilitates the organisation's mission in general and its goals in particular (Morris et al., 2022).

Probably the most important feature of strategic Human Resource management is that it emphasises the fact that there is no single way of managing people in any business. Even within organisations in the same sector, Human Resources practices can vary greatly from one organisation to another, and critical to success in any organisation are the people management systems that clearly support the organisation's goals and strategy. It is not enough to have a strong Human Resources strategy linked to the organisation's objectives. The HR strategy needs to be communicated, implemented and explained in writing. A recent global study found that organisations with a written Human Resources strategy are more profitable than those without. Having an organisation's Human Resources strategy in writing appears to facilitate buy-in and buy-in from both senior managers and other employees. Research has shown that organisations with a specific written Human Resources strategy have higher revenues per employee than organisations without a written strategy and that organisations with a written strategy have lower employee absenteeism and lower labour turnover (Dowling et al, 2023).

Strategic Human Resource management provides an approach to today's challenges where employees can work on a contractual or permanent basis in more than one organisation at the same time and can work remotely from a different city or even a different country from the location of their employer or even their manager. While this expands the talent market globally, it also makes competition among employees even more challenging. Therefore, organisations do not need world-class talent for every position, but instead they need talent in critical and more strategic positions where they can make a big impact with their performance. Such strategic positions do not necessarily have to be at executive level, but can be in any position within the organisation. High-performing employees should not be found in every position, but in critical, strategic positions that provide the greatest impact on organisational performance (Harnandez, 2009).

2. METHODOLOGY
2.1. Purpose of the Study:
This research analyses the articles on 'Human Resources Management' between 2019 and 2024 by content analysis method.

Content analysis is defined as a research technique for drawing reproducible and valid conclusions. In addition, content analysis should be objective, systematic and qualitative (Krippendorff K., 2013). In addition, it is aimed to reveal the status of research on 'Strategic Human Resources Management' in the literature and to contribute to researchers who want to work in this field and to the relevant literature.

2.2. Research Design:
In this study, qualitative research method was used for the articles on 'Human Resources Management' published in Google Scholar between 2019-2024. In this context, local and international literature searches were made and articles related to the subject were reached. The articles were examined, analysed and interpreted according to 7 (seven) variables according to years, publication languages, number of authors, journals, methods, data collection tools and data analysis. The research data were analysed by content analysis method by adopting qualitative research method.

2.3. Work Group:
The articles on 'Human Resources Management' and 'Strategic Human Resources Management' in Google Scholar databases were analysed. During the review, it was included as a scanning criterion that the articles were published between 2019-20024 and the publication languages were Turkish and English. As a result of the research, 27 articles were found to be suitable for the research criteria.

	Selection Criteria
Database	• Google Scholar Database
Screening Criteria	• "Human Resources Management" and "Strategic Human Resources Management". • To be published between 2019-2024. • To be published in Turkish and English.

2.4. Collection of Data:
The research was carried out using the literature review method with the data obtained from Google Academy databases on 'Human Resources Management' and "Strategic Human Resources Management".

2.5. Data Analysis:
In this study, the publications on human resource management and strategic human resource management on businesses were examined and then the articles were analysed by content analysis method using 7 (seven) variables (years, language of publication, number of authors, published journals, method, data collection tools and data analysis). Microsoft Excel programme was used for data analysis. Graphs, percentage and frequency tables were used to interpret the findings.

2.6. Limitations of the Study:
• This research is limited with Google Scholar databases between 2019-2024,
• Limited to the resources available on this subject
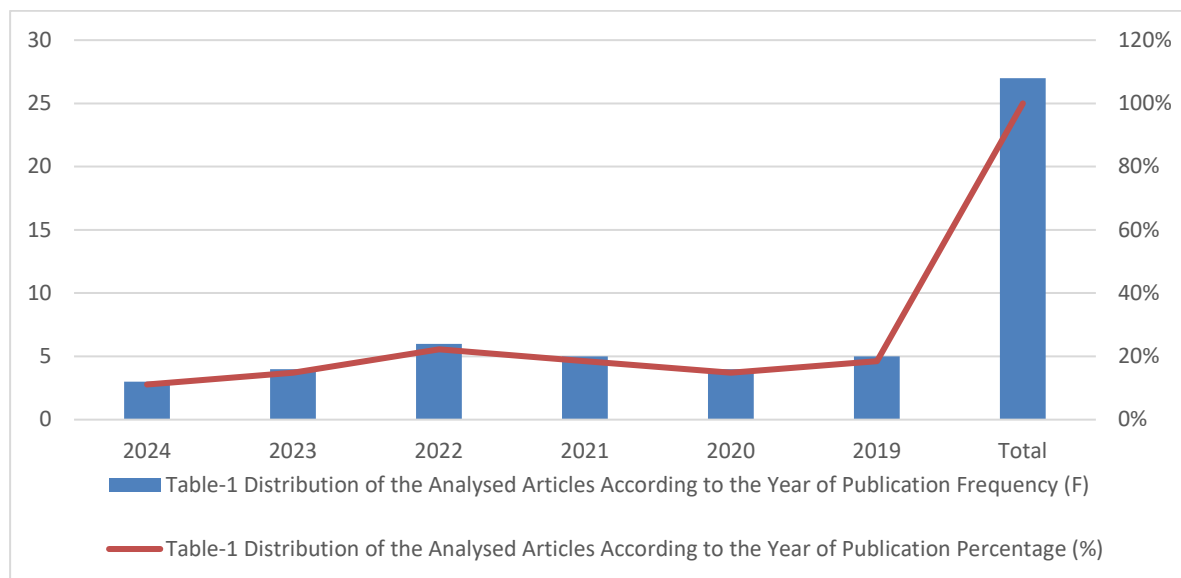
3. FINDINGS
In this part of the study, the findings related to the years, publication language, number of authors, journals, methods, data collection tools of the articles analysed within the scope of content analysis will be presented.

3.1. Findings Regarding the Distribution of Article Publications Analysed within the Scope of the Research According to Years

Table 1. Distribution of Articles according to Year of Publication

Year of Publication	Frequency	(F)	Percentage (%)
2024	3		11%
2023	4		15%
2022	**6**		**22%**
2021	**5**		**19%**
2020	4		15%
2019	**5**		**19%**
Total	27		100%

When the distribution of articles on Human Resources Management in Table 1 is analysed in terms of publication years, it is observed that the most frequently published year is 2022 with 6 studies and 22%, followed by 2021 and 2019 with 5 studies and 19%, the third most published year is 2020 and 2023 with 4 studies and 19%, 2020 and 2023 are in the fourth and fifth place with 4 studies and 15%. Looking at the years with the lowest number of publications, 2024 was the year with the lowest number of publications with 3 studies and 11%.
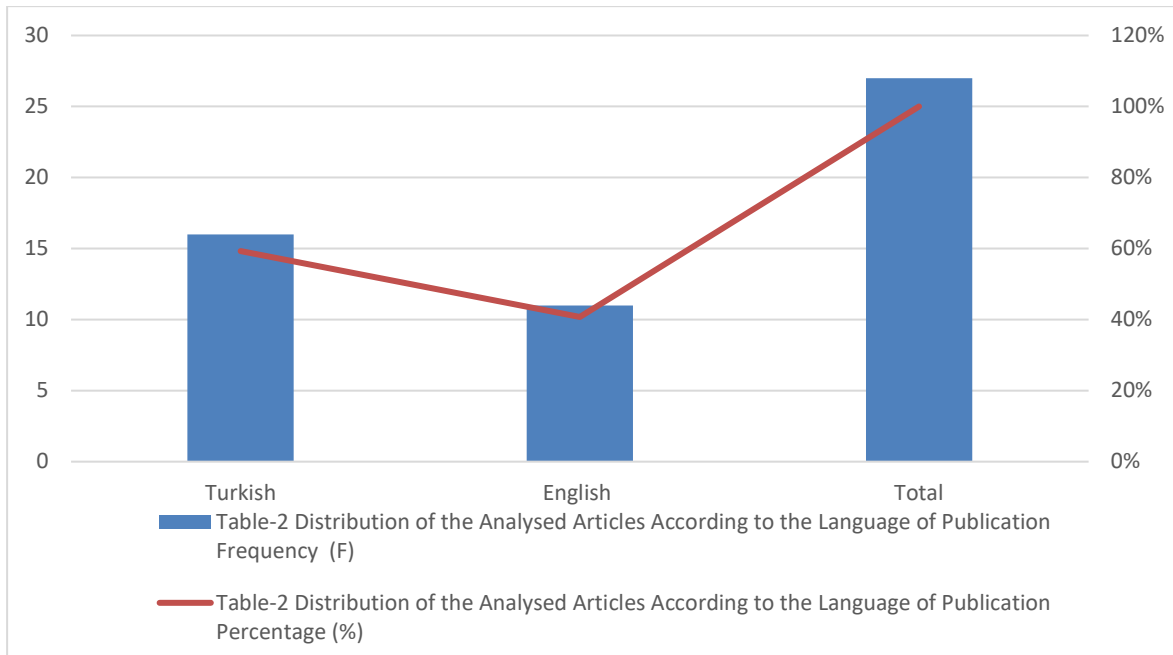

Table-1 Distribution of the Analysed Articles According to the Year of Publication Frequency (F)

Table-1 Distribution of the Analysed Articles According to the Year of Publication Percentage (%)

3.2. Findings Regarding the Distribution of the Publication Language of the Article Publications Analysed within the Scope of the Research

Table 2. Distribution of the Analysed Articles according to Language of Publication

Language	Frequency (F)	Percentage (%)
Turkish	**16**	**59%**
English	11	41%
Total	27	100%

When Table 2, which shows the distribution of the articles on "Human Resources Management" between 2019-2024 and examined within the scope of the research, is examined, it is seen that the studies were published in Turkish with 16 studies and a rate of 59%, and the publications in English were 11 publications and a rate of 41%.

3.3. Findings Regarding the Number of Authors of the Article Publications Analysed in the Study
The results of the analyses of the distribution of the number of authors of the article publications examined within the scope of the research are presented in Table 3

Table 3. Distribution of the Number of Authors of the Analysed Articles

Number of Author	Frequency (F)	Percentage (%)
One Author	5	19%
Two Authors	13	48%
Three Authors	3	11%
Four Authors	2	7%
Five Authors	4	15%
Total	27	100%

According to Table 3, which shows the distribution of the number of authors of the articles on "Human Resources Management" between 2019-2024 and examined within the scope of the research, it was determined that the studies were written by 2 authors and 60%, the number of articles written as two authors in the second place was 13 authors and 48%. In addition, in the analysed studies, the number of articles written by at least five authors was found to be 4 authors and 15%.
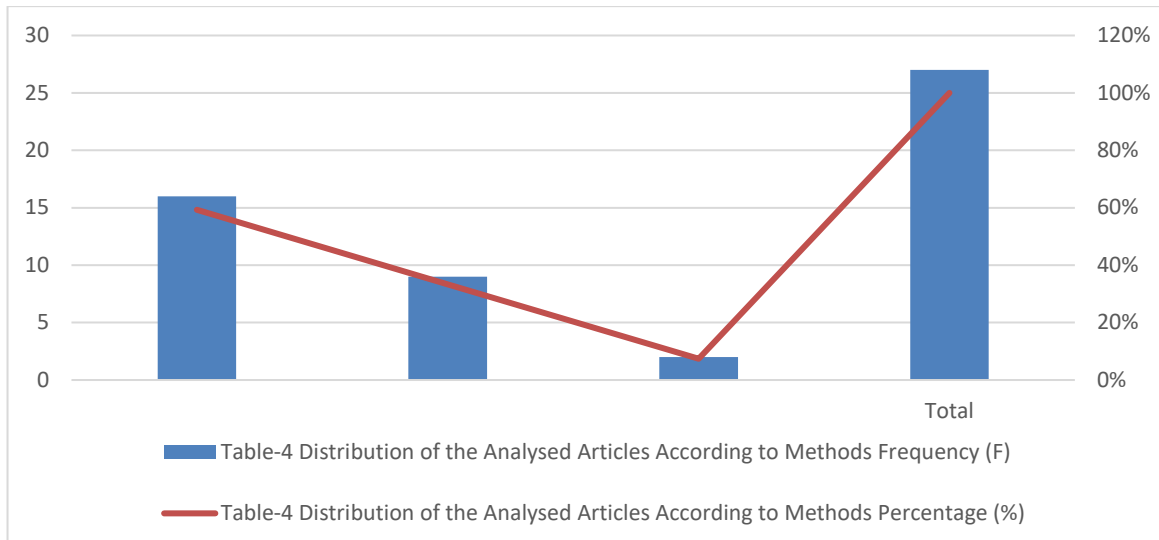
Table-3 The Distribution of the Number of Authors of the Analysed Articles Frequency (F)
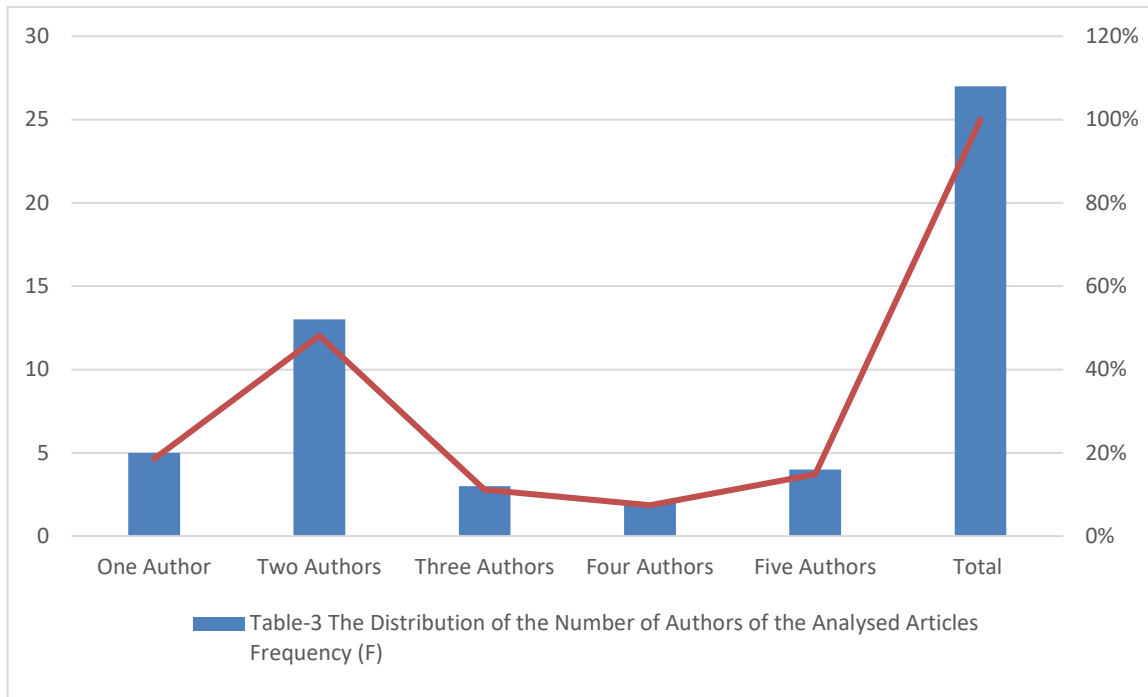
3.4. Findings Regarding the Methods of Article Publications Analysed within the Scope of the Research

Table 4. Distribution of the Analysed Articles According to Methods

Method	Frequency (F)	Percentage (%)
Quantitative	**16**	**59%**
Qualitative	9	**33%**
Mixed	2	**7%**
Total	27	**100%**

Table 4: When Table 5, which shows the distribution of the methods of the articles on "Human Resources Management" examined between 2019-2024 and within the scope of the research, it is seen that the quantitative research method is used in the second place with 59% of 16 articles, followed by the qualitative research method with 9 articles and 33%. It is seen that the least method used in the researches is the mixed research method with 2 articles and a rate of 7%.
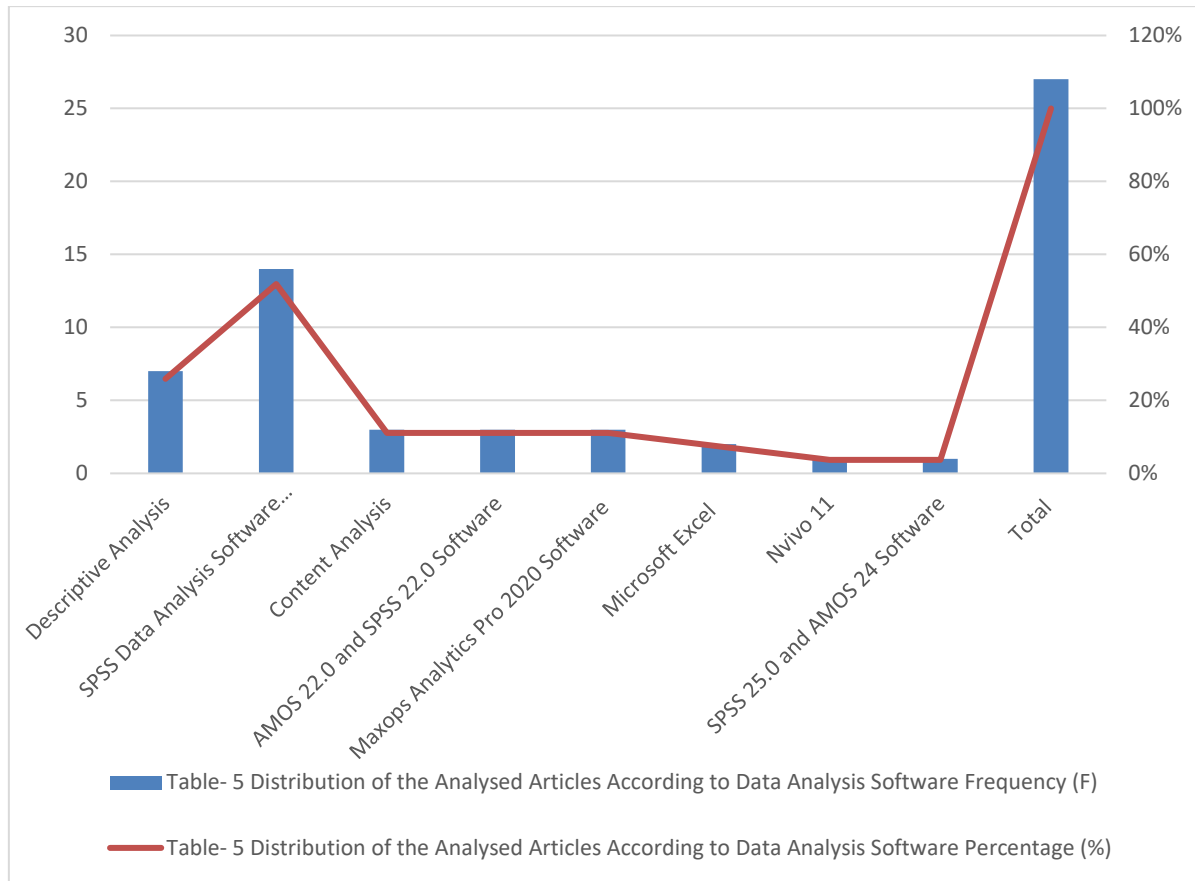
Table-4 Distribution of the Analysed Articles According to Methods Frequency (F)

Table-4 Distribution of the Analysed Articles According to Methods Percentage (%)

3.5. Findings Regarding the Data Analysis Programmes of the Article Publications Examined within the Scope of the Research

Table 5. Distribution of the Analysed Articles According to Data Analysis Software

Data Analysis Software	Frequency (F)	Percentage (%)
Descriptive Analysis	7	26%
SPSS Data Analysis Software (26.0/18.0/20.0/25.0)	14	52%
Content Analysis	3	11%
AMOS 22.0 and SPSS 22.0 Software	3	11%
Maxops Analytics Pro 2020 Software	3	11%
Microsoft Excel	2	7%
Nvivo 11	1	4%
SPSS 25.0 and AMOS 24 Software	1	4%
Total	27	**100%**

Table 5: In Table 5, which shows the distribution of data analysis software used in the articles on "Human Resources Management" between 2019-2024 and examined within the scope of the research, different data analysis software were used in the articles. In the articles examined, SPSS programme and Descriptive Analysis programme ranked first with 7 articles and 26% rate. 3 studies used Amos 22 and SPSS 26.0 with a rate of 11%, 3 studies used Maxops Analytics Pro 2020 Program with a rate of 11%, 2 studies used Microsoft Excel Program with a rate of 7%, 2 studies used Nvivo 11 program and SPSS 25.0 and AMOS 24 with a rate of 4%.
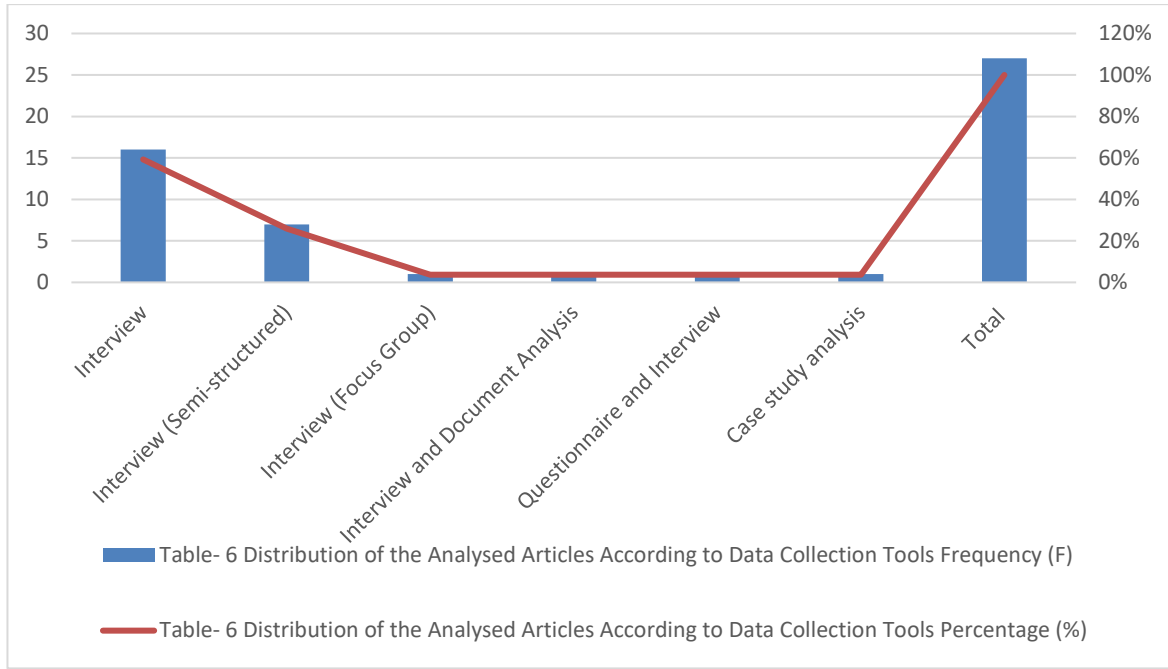
- Table- 5 Distribution of the Analysed Articles According to Data Analysis Software Frequency (F)
- Table- 5 Distribution of the Analysed Articles According to Data Analysis Software Percentage (%)

3.6. Findings Regarding the Data Collection Tools of the Article Publications Analysed within the Scope of the Research

Table 6. Distribution of the Analysed Articles According to Data Collection Tools

Data Collection Tool	Frequency (F)	Percentage (%)
Interview	**16**	**59%**
Interview (Semi-structured)	**7**	**26%**
Interview (Focus Group)	1	**4%**
Interview and Document Analysis	1	**4%**
Questionnaire and Interview	1	**4%**
Case study analysis	1	**4%**
Total	27	**100%**

In Table 6, the distribution of the data collection tools of the articles on "Human Resources Management" examined between 2019-2024 and within the scope of the research, 6 data collection tools were used. The majority of the articles examined were questionnaire (f= 16, 59%), interview semi-structured (f= 7, 26%), interview focus group (f= 1, 4%), interview and document analysis (f= 1, 4%), questionnaire and interview (f= 1, 4%), case study analysis (f= 1, 4%).
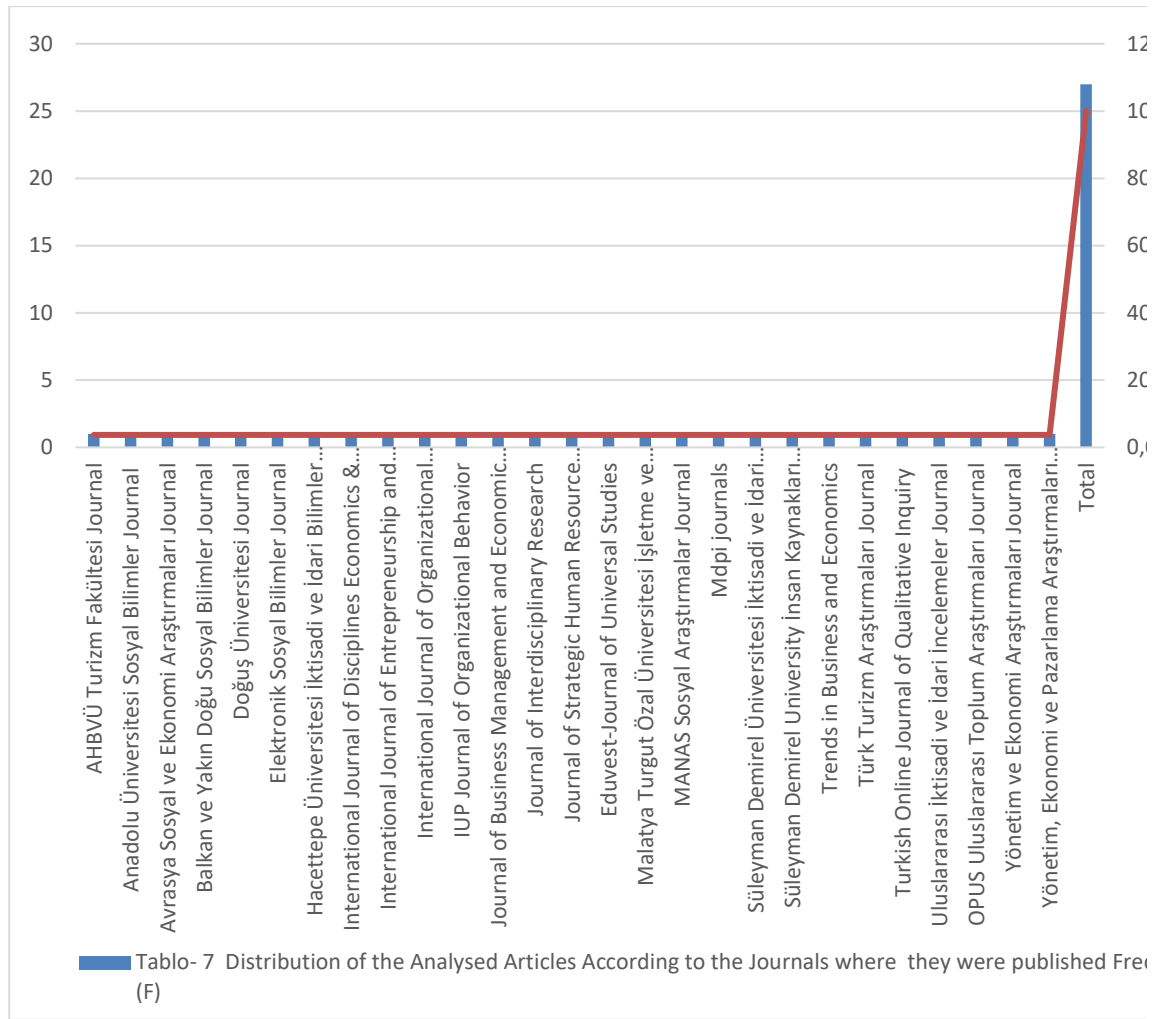
3.7. Findings Related to Article Publication Journals Analysed within the Scope of the Research

Tablo 7. Distribution of the Analysed Articles According to the Journals where they were published

Published Journal	Frequency (F)	Percentage (%)
AHBVÜ Turizm Fakültesi Journal	1	3,70%
Anadolu Üniversitesi Sosyal Bilimler Journal	1	3,70%
Avrasya Sosyal ve Ekonomi Araştırmaları Journal	1	3,70%
Balkan ve Yakın Doğu Sosyal Bilimler Journal	1	3,70%
Doğuş Üniversitesi Journal	1	3,70%
Elektronik Sosyal Bilimler Journal	1	3,70%
Hacettepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Journal	1	3,70%
International Journal of Disciplines Economics & Administrative Sciences	1	3,70%
International Journal of Entrepreneurship and Management Inquiries	1	3,70%
International Journal of Organizational Leadership	1	3,70%
IUP Journal of Organizational Behavior	1	3,70%
Journal of Business Management and Economic Research	1	3,70%
Journal of Interdisciplinary Research	1	3,70%
Journal of Strategic Human Resource Management	1	3,70%
Eduvest-Journal of Universal Studies	1	3,70%
Malatya Turgut Özal Üniversitesi İşletme ve Yönetim Bilimleri Journal	1	3,70%
MANAS Sosyal Araştırmalar Journal	1	3,70%
Mdpi journals	1	3,70%

Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Journal	1	**3,70%**
Süleyman Demirel University İnsan Kaynakları Yönetimi Journal	1	**3,70%**
Trends in Business and Economics	1	**3,70%**
Türk Turizm Araştırmaları Journal	1	**3,70%**
Turkish Online Journal of Qualitative Inquiry	1	**3,70%**
Uluslararası İktisadi ve İdari İncelemeler Journal	1	**3,70%**
OPUS Uluslararası Toplum Araştırmaları Journal	1	**3,70%**
Yönetim ve Ekonomi Araştırmaları Journal	1	**3,70%**
Yönetim, Ekonomi ve Pazarlama Araştırmaları Journal	1	**3,70%**
Total	**27**	**100%**

In Table 7, the distribution of the articles on 'Human Resources Management' between 2019 and 2024 and examined within the scope of the research in relation to the journals in which they were published was analysed and it was determined that the articles were published in different journals. The articles examined; AHBVÜ Journal of Faculty of Tourism (f=1; 3.70%), Anadolu University Journal of Social Sciences (f=1; 3.70%), Eurasian Journal of Social and Economic Research (f=1; 3.70%), Balkan and Near East Journal of Social Sciences (f=1; 3. 70%), Journal of Doğuş University (f=1; % 3.70), Journal of Electronic Social Sciences (f=1; % 3.70), Journal of Hacettepe University Faculty of Economics and Administrative Sciences (f=1; % 3.70), International Journal of Disciplines Economics & Administrative Sciences (f=1; % 3. 70%), International Journal of Entrepreneurship and Management Inquiries (f=1; 3.70%), International Journal of Organisational Leadership (f=1; 3.70%), IUP Journal of Organisational Behavior (f=1; 3.70%), Journal of Business Management and Economic Research (f=1; 3. 70%), Journal of Interdisciplinary Research (f=1; % 3.70), Journal of Strategic Human Resource Management (f=1; % 3.70), Eduvest-Journal of Universal Studies (f=1; % 3.70), Malatya Turgut Özal University Journal of Business and Management Sciences (f=1; % 3.70), MANAS Journal of Social Research (f=1; % 3.70), Mdpi journals (f=1; % 3.70), Süleyman Demirel University Journal of Faculty of Economics and Administrative Sciences (f=1; % 3.70), Süleyman Demirel University Journal of Human Resources Management (f=1; % 3.70), Trends in Business and Economics (f=1; % 3.70), Turkish Journal of Tourism Research (f=1; % 3. 70), Turkish Online Journal of Qualitative Inquiry (f=1; 3.70%), International Journal of Economic and Administrative Studies (f=1; 3.70%), OPUS International Journal of Community Research (f=1; 3.70%), Journal of Management and Economics Research (f=1; 3.70%), Journal of Management, Economics and Marketing Research (f=1; 3.70%). It was determined that the articles on 'Human Resources Management' between 2019-2024 and examined within the scope of the research were published in a total of 27 different journals.

Tablo- 7 Distribution of the Analysed Articles According to the Journals where they were published Frec (F)

Conclusion, Discussion and Recommendations

In this study, article researches on 'Human Resources Management' were evaluated by content analysis between 2019 and 2024. In addition, it is aimed to determine the status of research on 'Human Resources Management' in the literature and to contribute to researchers who want to work in this field. As a result of the search, a total of 27 articles were found appropriate and evaluated. Related literature searches were carried out in April 2024. Research articles on 'Human Resources Management' were examined through 7 different variables according to years, publication languages, number of authors, journals, methods, data collection tools and analysis programmes by adopting qualitative research design.

In line with the criteria determined within the scope of the research, a total of 27 articles on 'Human Resources Management' and 'Strategic Human Resources Management' were published between 2019-2024, the most studies were published in 2022 (f=6; 2%), and 2022 was followed by 2021 and 2019 (f=5; 19.0%), respectively, the majority of the studies were published in Turkish (f=16; 59%), the articles examined within the scope of the research were published in different journals, AHBVÜ Tourism Faculty Journal (f=1; 3.70%), Anadolu University Journal of Social Sciences (f=1; % 3.70), Eurasian Journal of Social and Economic Research (f=1; % 3.70), Balkan and Near East Journal of Social Sciences (f=1; % 3.70), Journal of Doğuş University (f=1; % 3.70), Electronic Journal of Social Sciences (f=1; % 3.70), Hacettepe University Journal of Faculty of Economics and Administrative Sciences (f=1; % 3.70), International Journal of Disciplines Economics & Administrative Sciences (f=1; % 3.70), International Journal of Economics & Administrative Sciences (f=1; % 3.70). 70%), Hacettepe

University Journal of Faculty of Economics and Administrative Sciences (f=1; % 3.70), International Journal of Disciplines Economics & Administrative Sciences (f=1; % 3.70), International Journal of Entrepreneurship and Management Inquiries (f=1; % 3.70), International Journal of Organisational Leadership (f=1; % 3. 70%), IUP Journal of Organisational Behavior (f=1; % 3.70), Journal of Business Management and Economic Research (f=1; % 3.70), Journal of Interdisciplinary Research (f=1; % 3.70), Journal of Strategic Human Resource Management (f=1; % 3.70), Eduvest-Journal of Universal Studies (f=1; % 3. 70%), Malatya Turgut Özal University Journal of Business and Management Sciences (f=1; % 3.70), MANAS Journal of Social Research (f=1; % 3.70), Mdpi journals (f=1; % 3.70), Süleyman Demirel University Journal of Faculty of Economics and Administrative Sciences (f=1; % 3.70), Süleyman Demirel University Journal of Human Resources Management (f=1; % 3.70), Trends in Business and Economics (f=1; 3.70%), Turkish Journal of Tourism Research (f=1; 3.70%), Turkish Online Journal of Qualitative Inquiry (f=1; 3.70%), International Journal of Economic and Administrative Studies (f=1; 3.70%), OPUS International Journal of Community Research (f=1; 3.70%), Journal of Management and Economic Research (f=1; 3.70%), Journal of Management, Economics and Marketing Research (f=1; 3. 70%) were published in journals, quantitative research method (f=16; 59%) was mostly used, followed by qualitative research method (f=9; 33%), questionnaire (f=16; 59%) data collection tool was mostly used, SPSS (f=41; 51. 25%) data analysis programme was used in the articles examined, many different data collection tools were used in the articles examined, survey (f=16; 59%) data collection tool was used mostly due to the use of quantitative method (f=54; 67.5%) in the articles, SPSS (f=14; 52%) data analysis programme was used mostly due to the use of quantitative method (f=16; 59%) in the articles, in the study where quantitative research was used, SPSS 25.0 and Amos 24 (f=1; 4%), two data analysis programmes were used together.

The article publications analysed within the scope of the research are mostly published in Turkish and support the results reached in the research in various content analysis studies (Krippendorff K., 2013) conducted as a result of the literature review, and are also supported by the results obtained regarding the number of authors of the articles examined within the scope of the research. (Krippendorff K., 2013)

Recommendations

1. It is recommended to increase the number of studies on "Human Resources Management" and "Strategic Human Resources Management" in the field of business administration.

2. It is suggested that the majority of the articles researched on "Human Resources Management" and "Strategic Human Resources Management" use quantitative methods, and that qualitative or mixed research methods should be used in research.

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