The Effects of Human Resources Management on Organizational Performance and Organizational Climate: A Study in Konya Industry

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ARTICLE INFO	ABSTRACT
	Purpose – This study aims to determine the impact of human resource management on organizational performance and organizational climate. **Design/methodology/approach** –In the study, "SPSS 23.0 and AMOS" programs were used to analyze the data collected by questionnaire method. Reliability and validity analysis, normality tests, and EFA were performed to define and summarize the observed variables and to reveal the workable factors. Subsequently, confirmatory factor analysis (CFA) was conducted to reveal the structural validity of the variables and Path analysis was used to test the hypotheses. **Findings** –According to the results of the research, it was determined that human resource management has a significant positive effect on organizational performance (ß=,86; p<,05) and human resource management has a significant positive effect on organizational climate (ß=,82; p<,05). In addition, the levels of relationship between demographic variables and organizational performance and organizational climate were also tested. As a result, it was seen that the perception levels towards organizational performance and organizational climate showed a significant difference according to the participants' years of employment (seniority) and total years of employment in the organization. **Discussion** – The results regarding the impact of human resource management on organizational performance and organizational climate are related to the literature. In the study conducted by Alzaeane (2018) with the employees of an oil company operating in Libya, it is seen that human resource management has a significant effect on organizational performance. Cafferkey and Dundon (2015) found that human resource management has a significant effect on organizational climate. In the study conducted by Chakraborty and Biswas (2021), it is seen that human resource management has a significant effect on organizational climate and organizational performance.

1. Introduction

Today's businesses are having difficulties in the face of rapidly changing national and world economies with increasing global competition, the decline of traditional industrialization and the development of information technologies. Hence, businesses gain a competitive advantage takes place with them obtaining the ability to find qualified people who would put effort into achieving goals, employing these people and developing and enabling them to work efficiently. For the organization to gain and maintain this ability, successfully conducted human resources management and human resources practices are needed (Li, 2003, p. 1).

If the employees are assumed to play a vital role in organizational success, the change of managers' perspectives on their employees and business relations and the managers' regarding the employees as parts and partners of the business instead of seeing them as cost elements are required. Furthermore, more than wage is needed for the employees to succeed within the organization. These are the values that can't be assessed with money such as employees' recognition, participation in decisions affecting their work, being

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treated fairly and sharing a sense of achievement. Providing these values can once again be possible with the presence of human resources management (Tolulope, 2005, p. 6).

Human resources management stands for the ability to use a variety of activities to ensure that human resources are managed actively for the benefit of the individual, the society and the business. Human resources management argues that humans are valuable sources; that they are crucial investment instruments for the current performance and future growth of an establishment (Tolulope, 2005, p. 9). Moreover, human resources management aims to affect profitability positively by increasing productivity, quality of work life and legal compliance (Schuler and Huber, 1993).

By the descriptions made, the effect of human resources management which is a strategic part of the organization on organizational performance and organizational climate is the main subject of this study. This paper which is prepared by assuming that human resources management will have a positive influence on organizational performance and organizational climate consists of four chapters.

2. Conceptual Framework

2.1. *Human Resources Management*

The fact that it has become important to successfully manage the employee in global markets and that this management can be done correctly has made it necessary for organizations to focus on the field of human resources and spend their time and effort (Schuler, 2000, p. 240-241). Organizations need to use these resources effectively and efficiently and they need to have the resources they need to they are successful and achieve their goals. Because human resources management has a critical role in supplying this achievement, it rises in importance day by day (Şimşek and Öğe, 2007, p. 1-2). Human resources management states the survival, growth, profitability, competitiveness, and flexibility of the organization to adapt to changing conditions. Human resources contribute favourably to workforce flexibility and competitive advantage by improving productivity, the quality of working life, and the legal compliance of the organization (Schuler and Huber, 1993).

Human resources management has a broader perspective, including personnel management. While personnel management deals with processes such as recruitment, remuneration, registration, and registry evaluation, in addition to these, human resources management also deals with significant issues such as "planning", "staff selection and placement", "training", "job analysis", "job evaluation", "wage policy setting", "performance appraisal" and "career management" (Bay, 2007, p. 65).

Human resources management is a substantial structure that focuses on people, deals with relations of employees in a managerial framework, adapts to the culture of the organization and develops working policies (Fındıkçı, 2018, p. 14). According to Armstrong (2014), human resource management comprises all management, decisions and activities that direct the relations between the organization and the employees while Schuler (2000) defines human resources management as a whole of management decisions that regulates the relations between the organization and employee. Human resource management can handle employee concerns within the business. Managers effectively handle employee problems and meet their requirements in this way. Appreciation of success, job satisfaction, getting a wage that will enable employees to enjoy their lives, a safe working environment and healthy communication are important elements that ensure harmonious relations between managers and employees. When these elements are successfully fulfilled, a motivating workforce emerges (Holzer et al., 2007, p. 102).

In the early 2000s, businesses comprehended the importance of integrating their human resources policies, activities and systems into business strategy. As a result, they have made efforts to develop their HRM systems in a way that supports the strategic goals of the organization. However, some businesses continue to view

human resources as a cost of doing business rather than as a resource that might boost profits. This situation causes HRM organizations to remain passive rather than take an active role in the workplace (Dowling, 2004; Noe et al., 2006; Storey, 1995). Towards the mid-2000s, HRM began to view it as a valuable asset that provides a competitive advantage through commitment to the organization for high quality, while stressing the significance of integrating human resources policies with business goals. According to this paradigm, human resources plays an active role rather than a passive one as a department. Human resources, which has become a department capable of trust, development and cooperation, has become supportive of the goals of the organization through breakthroughs. For this reason, human resources management is needed to increase the performance of a business. Today, although labour continues to be seen as a cost by some businesses, the importance of human resource management has emerged. Especially the functions of advanced HRM departments have vital importance for businesses (Sheehan, 2014, p. 547-548).

With other resources becoming less important in achieving competitive success, it is stated that what remains a significant and distinguishing factor is the organization's employees and how they work (Pfeffer, 1994). For that reason, it is broadly accepted that people provide organizations with a significant source of sustainable competitive advantages and that effective human resources management is a crucial determinant of organizational performance (Youndt et al., 1996). Since organizations can develop sustainable competitive advantages only if they create values that are hard to imitate by their competitors and are rare (Becker and Gerhart, 1996).

Ulrich (1997) has carried out an extensive evaluation of empirical findings on the relationship between HRM and organizational performance. He assessed the influence of some human resource practices on specific organizational outcomes by analyzing HR studies from the 1990s. For instance, he found that investments in various HR practices, such as training and compensation, are linked to turnover and productivity.

2.2. *Organizational Performance*

The concept of organizational performance has become a tool that is mostly used by professional and academic managers in all areas of companies in addition to strategic management studies. In the first decade of the twenty-first century, the definition of organizational performance has mostly focused on considering an organization's ability, capability, and relevance to productively use current resources to achieve consistent accomplishments with the company's identified goals (Jenatabadi, 2015, p. 4). The performance of a firm is the outcome of organizational activities. It is the degree to which the organization achieves the goals it has set. The efforts of firms to achieve their goals and the evaluation of organizational outputs are expressed as organizational performance (Avcı, 2015, p. 114).

Organizational performance is defined as the actual output which is measured according to a targeted output of a company. It is a wide field that deals with what an organization does and can manage when an organization interact with various constituencies (Bhasin, 2020, p. 1). For their operational, environmental, and financial performance, firms depend on review and feedback to develop and maintain their existence (Sheu and Lo, 2005, p. 79). The ability to achieve goals through the effective and efficient use of resources is the definition of organizational performance (Boyne, 2003, p. 367).

Organizational performance expresses to analyse of a company's performance as regards its objectives and goals. In other words, actual results become apparent when comparing organizational performance and targeted outputs. Organizational performance has a crucial place in issues such as employee loyalty, retaining employees, and improving the company's productivity and profitability level (Hearn, 2018, p. 1). Also, organizational performance always has a strong impact on the actions of companies. Among the consequences of this effect is the increase in the number of tools and techniques to be used to accurately measure performance, as well as being an important research area for both companies and academics (Jenatabadi, 2015,

p. 4).

Because it has different dimensions related to firm management, evaluating organizational performance is defined from different perspectives while performance assessment is defined as the stage of determining the efficiency and effectiveness of the methods applied to achieve the determined targets (Sevim, 2014, p. 13).

2.3. *Organizational Climate*

Climate consists of a set of features that are fairly stable over time. These features define the organization, distinguish it from other organizations and have the quality that affects the behaviour of the people in it. (Forehand and Von Haller, 1964, p. 361).

Organizational climate is a broad class of perception variables that reflect individual and organizational interactions, influencing individual behaviour in organizations, as well as being a set of organizational attributes based on an individual's perceptions of aspects of the work environment (Hellriegel and Slocum Jr, 1974). Organizational climate, which can be seen as a result of the sum of individual perceptions, is the set of characteristics that define the organization, distinguish it from others, are relatively permanent in time, and affect the behaviour of people in the organization (Forehand and Von Haller, 1964; James and Jones, 1974).

Organizational climate is a cognitive situation that is strongly influenced and subsequently influences organizational conditions such as systems, structures, and leadership behaviours, or more commonly, the sum of perceptions of individuals within the organization that affects both individual and organizational performance (Litwin and Stringer, 1968).

Furnham and Goodstein (1997) state that organizational climate directly affects and will continue to affect the individuals working in it. In addition, they argued that organizational climate is not only composed of perceptions but is a compilation of multifaceted perceptions, concepts and experiences experienced by those in it, defined by qualities and values. Litwin and Stringer (1968), on the other hand, stated that organizational climate is multifaceted and consists of many measurable features such as structure, responsibility, reward, risk, warmth, support, standards, conflict and identity. Maher (2017) added that organizational climate affects employees' psychological capital and this also affects their performance and productivity. Regardless of study or research, the organizational climate has been shown to affect a variety of organizational factors.

According to Martins and Von der Ohe (2003), all of the changes revealing over the years affect the climate, employees' level of motivation and profitability of the organization in organization. One of the most significant hardships is conducting working teams in these ever-changing environments and creating a work environment or climate in which employees can develop and apply their experiences (Suliman and Abdulla, 2005). Therefore, the ability of an organization to develop and maintain conditions conducive to creating a high-performing climate is critical.

Litwin and Stringer (1968) asserted that organizational climate is affected by the official structure of an organization, the motivation and behaviours of organization members in addition to behaviours of the organization's leaders. Similarly, Schneider et al.(1996) state that organization members' inferences about organization climate are taken form according to the policies, practices, procedures, habits, and expected, rewarded and supported behaviours.

Organizational climate includes a pattern that determines employee rights. Human Resources Management provides support for this pattern by developing organizational policies related to fair and timely financial performance. Thanks to reasonable wages and the right policies, employees are satisfied with their jobs, as well as helping the climate within the organization to have a positive atmosphere.

3. Method

3.1. *Objective, Model and Hypotheses of the Research*

The main purpose of the research consists of revealing the effect of human resources management on organizational performance and organizational climate. At the last point reached, human resources management has witnessed essential changes in its roles in a historical sense. Changes in behaviour towards employees, new laws, globalization, technological developments and demographic changes have crucial factors in changing roles. Considering these changing roles, it is thought that they may have a significant effect on organizational performance and organizational climate, which are two significant elements for the organization. For this reason, forming a conceptual framework on human resources management, organizational performance and organizational climate, which has an important place for organizations, and the determination of how human resources management affects other concepts reveals the importance of the research the study.
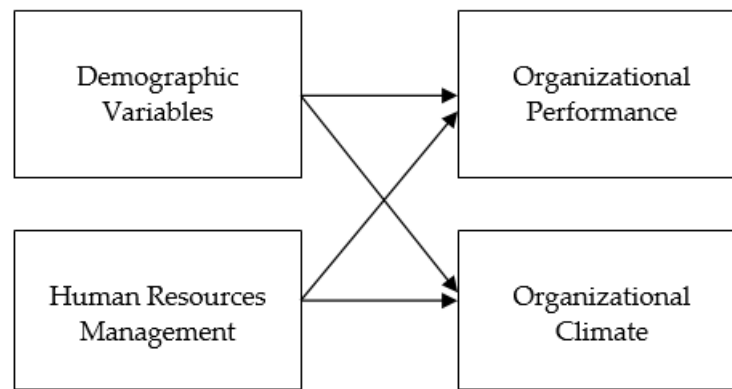

Figure 1. Research Model

The research hypotheses are listed as follows.

H1: Human resources management has a significant and positive impact on organizational performance.

H2: Human resources management has a significant and positive impact on organizational climate.

H3: The perception levels of the participants towards the organizational climate are significantly different according to their working years in the enterprise.

H4: The perception levels of the participants towards organizational performance are significantly different according to their working years in the enterprise.

H5: Participants' perceptions of organizational climate are significantly different according to their age.

H6: Participants' perceptions of organizational performance are significantly different according to their age.

H7: The perception levels of the participants towards the organizational climate are significantly different according to their total working years.

H8: The perception levels of the participants towards organizational performance are significantly different according to their total working years.

3.2. *Research Population and Sample*

The population of the study consists of the employees of companies with HR departments located in Konya Organized Industrial Zone. Since the number of individuals constituting the population could not be determined exactly and the probability of these individuals being included in the sample was not equal,

convenience sampling was selected from non-probability based sampling methods. Among the 450 questionnaire forms distributed to the employees of various companies operating in the manufacturing sector in Konya 2nd Organized Industrial Zone, which was determined by convenience sampling method, the forms that were found to be empty, duplicate or incomplete were excluded from the analysis. Therefore, a total of 328 questionnaire forms were included in the analysis.

3.3. *Data Collection Technique and Scales*

Questionary was used as a data collection technique in the study. The first part of the questionnaire, which consists of four stages, includes demographic data. In other sections, respectively, "Human Resources Management", "Organizational Performance" and "Organizational Climate" scales are included. In the first part of the questionary, the scale developed by Yılmaz (2012) and used in Karakaya's (2020) postgraduate thesis to measure the perceived levels of human resources management. In the second part, the scale developed by Subaşı (2018) and again, used in Karakaya 's (2020) postgraduate thesis was used to measure the level of organizational performance perception. Finally, in the third section, the scale developed by Kaya et al. (2010) and used in Peçen 's (2012)'doctoral thesis was used to measure the organizational climate perception level. A 5-point Likert-type (1=Strongly Disagree, 2=Disagree, 3=Neither Agree Neither Disagree, 4=Agree, 5=Strongly Agree) scale was used to measure these items.

3.4. *Analysis of the Research Data*

In this part of the research, "SPSS 23.0 and AMOS" programs were used to analyze the data collected by the questionnaire method. Firstly, collected data were reviewed to make them convenient for analysis. EFA was implemented on the data made available for analysis to define, respectively, reliability and validity analysis, normality tests and summarize the observed variables, and to reveal operable factors. Afterwards, Confirmatory Factor Analysis (CFA) was performed to reveal the structural validity of the variables while Path analysis was used to test the hypotheses.

4. Findings

4.1. *Descriptive Findings*

When the results of the research on the demographic characteristics of the respondents are examined; It is seen that 71.8% of the participants are male, 51.8% are married, and 33.8% are between the ages of 35-49. When the educational background of the participants answering the survey is examined; it is seen that 24.7% of the participants have bachelor's degrees and 24.4% of them have 10-15 years of working life. Considering the employees in terms of their professional years in the institution, 26.2% of them have a working life of 7-9 years. Finally, when the units that the participants work in the institution are examined, it is seen that 68.9% of them work in the production department.

A normality test was done to determine the analyses to be made before the hypothesis test. In the result of this test, it is determined that the "Skewness and Kurtosis" values of the items are between "-2 and 2" values. According to George and Mallery (2019), the fact that it is between -2 and +2 can be considered proof that the data show a normal distribution. As a result of the consequences, necessary analyses were made considering the normal distribution of the expressions in the study.

4.2. *Factor and Reliability Analyses*

Reliability analysis is "a method that is developed to evaluate features and reliability of the test, questionnaire or scales used in measurement" (Kalaycı, 2014, p, 403). Cronbach's Alpha reliability and validity results of the scales were calculated as 976 for human resource management,951 for organizational performance and 974 for the organizational climate. The fact that alpha coefficients are between $0,81<\alpha<1$ shows it has internal

consistency at a good level (Aslan, 2018, p.157). When the collected values are examined, it is seen that scales are in the high confidence intervals.

Validity is a concept which interested in how accurately people measure the feature they want to measure. In this study, Exploratory Factor Analysis (EFA) was implemented to determine the accuracy. "EFA is performed to identify the observed variables, summarize, manage them and to determine the factors at the workable level" (Gürbüz and Şahin, 2018, p. 319). To measure the relationship of the collected data between the variables and to understand whether these relationships are sufficient for factor analysis, "KMO (Kaiser-Meyer-Olkin) Sampling Adequacy" is based. A KMO value less than 0.6 generally indicates whether factor analysis is appropriate or not (Gürbüz & Şahin, 2018, p. 319). Again, as stated by Gürbüz and Şahin (2018), EFA was performed based on the factor loadings of at least "50" to ensure the strong structure of the research items.

Moreover, Exploratory Factor Analysis (EFA) was implemented to determine the human resources dimensions. In the conclusion of the exploratory factor analysis, the human resources scale was collected in two dimensions. Dimensions were named "Training and Job Security" and "Performance Management and Employee Engagement".Considering the recommendation of Gürbüz and Şahin (2018), those with a factor load of 0.50 and higher were combined. Analysis was repeated by removing the 21st and 22nd items that did not meet these conditions and it was seen that all factor loads are more than 0.50. Explained total variance of 67.61%, the "Kaiser-Meyer-Olkin (KMO)" value indicating the suitability of the sample size is 0.977>0.60 and the result of the Barlett's Test of Sphericity is (χ2= 8029,503 df=351, Sig<000) has been shown that it is statistically significant and factor analysis can be applied to the variables. It was determined that the organizational performance scale and exploratory factor analysis expressions were collected in one dimension. On the other hand in the organizational performance scale, it was revealed that the explained variance was 61%, the KMO value was 0.967>0.60, and the Bartlett's Test of Sphericity result (χ2= 3120.57 df=91, Sig<000) was statistically significant, and it was seen that factor analysis could be applied to the variables. It was determined that organizational climate scale and exploratory factor analysis expressions were collected in one dimension. Thus, the explained variance in the organizational climate scale was 62.6%, the KMO value was 0.979>0.60, and the Bartlett's Test of Sphericity result (χ2= 546,784 df=15, Sig<000) was found to be statistically significant and it was seen that factor analysis could be applied to the variables.

4.3. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) aims to confirm a previously established structure. Furthermore, the Confirmatory factor analysis used in scale development and validity analyses confirms whether the data is suitable for the hypotheses modelled (Bayram, 2010, p. 42). In another way, CFA is used to confirm the accuracy of a scale or model with a theoretical basis, which has been previously developed and used in other studies (Gürbüz and Şahin,2018, p. 316).

Whether the model tested in CFA research is supported by data is determined by examining the fit indices that emerge as a result of the analysis (Gürbüz and Şahin, 2018, p. 344). In reporting these fit indices, it is said that Kline (2016) X2/df, X2/ p-value, RMSEA, CFI, and SRMR values will be sufficient. In the SEM research (Structural Equation Modeling), however, it is recommended to report X2\ p-value, X2/df, CFI, SRMR, RMSE if N>250, (Gürbüz, 2021, p. 40).

Table 1. The Goodness of Fit Values for the Model

Scale	CMIN	df	CMIN/DF (≤ 5)	TLI (≥ ,90)	RMESA (≤ ,08)	CFI (≥ ,90)
Model	3163,075	1874	1,688	,927	,046	,93

As seen in Table 8, when the model fit indices were examined, it was seen that the values obtained were between the desired goodness-of-fit values ranges: CMIN/DF= 1.688, RMSEA= 0.046, CFI 0.930, TLI= 0.927. This means that the model is compatible with the data.

4.4. *Coalescence and Discriminant Validity*

"Coalescence validity in confirmatory factor analysis is that the items in each factor are related to each other and to the factor they belong. "For that purpose, It is accepted that CR (Composite/Construct Reliability) in addition to AVE (Average Variance Extracted) values give significant clues for the construct validity of the factors." CR value, informing about the reliability of that factor by considering the factor loadings and error variance of the factor items, should be above 0.60 in the studies and above 0.70 as a general guideline, but not above 0.95 (Hair et al., 2019, p. 760; Kline, 2016, p. 313).On the other hand, the AVE value found by dividing the square of the sum of the factor loadings by the number of items expresses the similarity validity between the items representing an implicit structure. The fact that the AVE value is greater than 0.5 indicates that the coalescence validity of the factor is provided (Gürbüz, 2021, p. 82). In short, it is said that coalescence validity will be provided if AVE>0.5, CR>0.7 and CR>AVE conditions are met (Hair et al., 2019, p. 676).

Discriminatory validity is the degree to which a construct differs from other constructs in the theoretical structural model. It is measured based on how much they are related to other structures in the theoretical model, compared to how many indicators represent a single structure (Hair et al., 2019, p. 761). It is necessary to provide certain conditions to ensure discriminant validity. AVE, MSV(Maximum Squared Variance), and ASV(Average Shared Variance) values are considered for this. AVE value should be greater than MSV and ASV values and the square root of the AVE should be greater than the correlation between the factors.

In the result of conducted tests, all the factors meet the coalescence validity criterion(AVE>.50, CR>0.7, CR>AVE). Since the square root AVE value of all factors is smaller than the correlation coefficient with other factors, it cannot be said that they meet the discriminant validity criterion.

"However, since a first-level multi-factor measurement model was verified as a result of CFA and it means that the factors in the scale and the items belonging to the factor have a certain level of convergent and discriminant validity" it was assumed that the structural validity of the measurement model was ensured (Gürbüz, 2021, p. 81).

4.5. *Hypothesis Tests of the Research*

According to the model proposed for the study, the H1 and H2 hypotheses, which were created to examine the impact of human resources management on organizational performance and organizational climate, were tried to be measured by applying path analysis under the general heading of structural equation modelling.

SEM, which is created by combining factor analysis and regression analysis, is the "name of multivariate statistic analyses used to test models that include observed and latent variables."

SEM has an inclusive feature of the CFA model which measures the relationships between the observed and latent variables, and the path analysis which tests the relationships between the latent variables. It is a common method to apply CFA and verify the measurement model in the first stage of path analysis testing the relationships between latent variables (Gürbüz and Şahin, 2018, p. 339-340). In other words, it is possible to test the model examined in the path analysis by using latent and observed variables. However, before the scale is used in the research model, validity and reliability studies should be conducted (Bayram, 2010, p. 42).

SEM analysis has a similar construction with multiple regression. In the model, which examines the indirect and direct relationship between two or more variables, there are superior aspects compared to classical

regression. These are expressed as the ability to test more than one variable, to include measurement errors, and to define one variable as a dependent and independent variable (Gürbüz and Şahin, 2018, p. 344).

In the research, the model established on how human resource management, which is the independent variable, affects organizational performance and organizational climate, which is the dependent variable, was examined with the IBM AMOS 23 Program.

Table 2. Parameter Estimation Values for SEM Analysis (N:328)

			Standardize ß1	Non-Standardized ß2	S.E	C.R.	P
Measurement Model							
OP	←	HRM	0,903	0,86	0,064	13,487	***
OC	←	HRM	0,906	0,822	0,062	13,246	***

NOTES: CMIN/DF= 1,703, p:,000, RMSEA= 0,046, CFI 0,925, TLI= 0,928
HRM: Human Resources Management, OC: Organizational Climate, OP: Organizational Performance
***p<0,001

The latent variable SEM research hypotheses of the previously affirmed model were analyzed. According to the analysis results in Table 2, the values of "CMIN/DF= 1.703, p:.000, RMSEA= 0.046, CFI 0.925, TLI= 0.928" for the fit indices were found within the desired value range. According to the results of SEM, human resources management has a significant positive effect on organizational performance (ß=.86; p<.05), and human resources management has a significant positive effect on organizational climate (ß= .82; p<.05). <.05) were detected. As a result of these findings, H1 and H2 hypotheses are supported.

4.6. *Difference Tests*

In this part of the study, whether the H3, H4, H5, H6, H7 and H8 hypotheses, which were established according to the demographic variables of organizational performance and organizational climate dimensions, exhibited a meaningful difference or not was examined by ANOVA test.

Table 3. ANOVA Test

Variable	Duration of Employment at the Institution	N	Average	Std. Deviation	F	Sig.
Organizational Climate	< 1	36	3,6088	1,05467	5,107	,000
	1 – 3	75	4,2978	,59004		
	4 – 6	80	4,2349	,69343		
	7 – 9	66	4,3321	,53209		
	10 – 15	37	4,0315	1,04057		
	16 – 20	11	3,8447	1,32512		
	20 >	23	4,3786	,50999		

Variance analysis (ANOVA) was performed to determine whether the organizational climate displayed a meaningful difference depending on the duration of work in the institution. According to the conducted variance analysis, the difference among the groups is statistically significant. $F_{(6.321)}=5.107$, p<.05. On the other hand, according to the results of the post-hoc tests, there are significant differences between the participants with a working period of less than 1 year (avg=3.60, sd=1.05) and worked in the institution for 1 to 3 years (avg=4.29, sd=0.59), 4 -6 years (avg=4.23, sd=0.69), 7-9 years (avg=4.33, sd=0.53) and 20 years of work (avg=4.37, ss=0. 50). It is observed that the organizational climate levels of the participants with a working

period of less than 1 year were lower than the other groups p<.05.Thus, *"H3:The participants' perception levels of organizational climate are significantly different according to their years of work in the enterprise."* hypothesis is supported.

Table 4. ANOVA Test

Variable	Duration of Employment at the Institution	N	Average	Std. Deviation	F	Sig.
Organizational Performance	< 1	36	3,6448	1,02270		
	1 – 3	75	4,1238	,68314		
	4 – 6	80	4,1634	,66776		
	7 – 9	66	4,2327	,45389	3,742	,0,001
	10 – 15	37	3,8012	1,08224		
	16 – 20	11	3,8506	1,09798		
	20 >	23	4,2391	,74468		

Variance analysis (ANOVA) was performed to determine whether the organizational performance displayed a meaningful difference depending on the duration of work in the institution. According to the conducted variance analysis, the difference among the groups is statistically significant. $F_{(6.321)}=3.742$, $p<.05$.According to the results of the post-hoc tests, it was observed that there was a significant difference between only the participants whose working period was less than 1 year (avg=3.64, sd=1.02) and those who worked between 7-9 year (avg=4.23, sd=0.45). It was found that the organizational performance levels of the participants working less than 1 year were lower than the group who worked between 7-9 years p<.05. Thus, *"H4:The participants' perception levels of organizational performance are significantly different according to their years of work in the enterprise."* hypothesis is partially supported.

Table 5. ANOVA Test

Variable	Age	N	Average	Std. Deviation	F	Sig.
Organizational Climate	18-24	74	4,2038	,68738		
	25-34	95	4,0553	,85377		
	35-49	119	4,1964	,81884	1,072	,368
	50-65	38	4,3487	,65891		
	65 >	2	4,0833	,11785		

Variance analysis (ANOVA) was performed to determine whether the organizational climate displayed a meaningful difference depending on the age of the employees in the institution. According to the conducted variance analysis, the difference among the groups is statistically insignificant. $F_{(4.323)}=1.072$, $p>.05$ Thus, the *"H5:The participants' perception levels of organizational climate are significantly different according to their ages."* hypothesis is not supported.

Table 6. ANOVA Test

Variable	Age	N	Average	Std. Deviation	F	Sig.
Organizational Performance	18-24	74	4,0772	,71885	,740	,565
	25-34	95	3,9534	,80305		
	35-49	119	4,1291	,77976		
	50-65	38	4,1165	,85415		
	65 >	2	4,1786	,55558		

Variance analysis (ANOVA) was conducted to determine whether the organizational performance displayed a meaningful difference depending on the age of the employees in the institution. According to the conducted variance analysis, the difference among the groups is statistically insignificant. $F(4,323)=1.072$, $p>.05$. *"H6:The participants' perception levels of organizational performance are significantly different according to their ages."* hypothesis is not supported.

Table 7. ANOVA Test

Variable	Total Working Time	N	Average	Std. Deviation	F	Sig.
Organizational Climate	< 1	20	3,6396	,99636	3,154	,005
	1 – 3	45	4,1889	,70865		
	4 – 6	61	4,1680	,77996		
	7 – 9	86	4,3740	,53767		
	10 – 15	62	4,2003	,75151		
	16 – 20	22	3,8845	1,23850		
	20 >	32	4,1107	,82255		

Variance analysis (ANOVA) was conducted to determine whether the organizational climate levels of the participants showed a significant difference according to the total working time. According to the conducted variance analysis, the difference among the groups is statistically significant. $F(6,321)=3.154$, $p<.05$. It is observed that only the significant difference between the participants who worked for less than 1 year (avg=3.63, sd=.996) and those who worked for 7-9 years (avg=4.37, sd=053). According to the results of the post-hoc tests, on the other hand, it was observed that there was a significant difference only between the participants whose working period was less than 1 year (avg=3.63, sd=.996) and those who worked for 7-9 years (avg=4.37, sd=053). It was found that the organizational climate levels of the participants working less than 1 year were lower than the group working between 7-9 years $p<.05$. Thus, *"H7: The participants' perception levels of organizational climate are significantly different according to the total working time."* hypothesis is partially supported.

Table 8. ANOVA Test

Variable	Total Working Time	N	Average	Std. Deviation	F	Sig.
Organizational Performance	< 1	20	3,6143	1,08634	2,525	,0,021
	1 – 3	45	4,0810	,76411		
	4 – 6	61	4,0304	,74293		
	7 – 9	86	4,2608	,50314		
	10 – 15	62	4,1048	,63054		
	16 – 20	22	3,9091	1,12985		
	20 >	32	3,8973	1,08387		

Variance analysis (ANOVA) was conducted to determine whether the organizational performance levels of the participants showed a significant difference according to the total working time. According to the conducted variance analysis, the difference among the groups is statistically significant. $F_{(6,321)}=2.525$, $p<.05$. According to the results of post-hoc tests, there was no difference between the groups therefore, *"H8: The participants' perception levels of organizational performance significantly different compared to the total working years."* hypothesis is not supported.

4.7. *Conclusion and Discussion*

In this paper, the effect of human resources management on organizational performance and the organizational climate has been studied. Along with the studies analyzing the relationship of the concepts examined in the work with different notions, works are studying the relationship of human resources management with organizational performance and the organizational climate.

Organizational climate is defined as a shared perception of what is happening in terms of practices, policies, procedures, routines and rewards. Practices and elements such as policies, procedures and rewards refer to the integrated aspects of an organization's human resource management practices. Organizational climate is, therefore, a representation of employees' perceptions of these practices. Therefore, the results of human resource practices show that they affect organizational climate (Putter, 2010, p. 11).

In the study conducted by Kuzutürk (2016) with private sector employees, it is found that human resources management has positive effects on organizational performance. These results show similar characteristics to the outcomes of the conducted study.

In the study conducted by Başkurt (2016) with family business employees, it is observed that the importance given by family companies to human resources management practices increases both employee performance and company performance. The results were found to support the outcomes of the research.

In the research conducted by Cafferkey and Dundon (2015) on the top 500 companies operating in Ireland and published by The Irish Times magazine, it is found that human resources management affects the organizational climate. These results support the outcomes of the study conducted.

In the study conducted by Chakraborty and Biswas (2021) on the executives of companies operating in production in West Bengal, it is found that human resources management has a significant influence on the organizational climate and organizational performance. These results support the outcomes of the study conducted.

Due to current market conditions, establishments try to keep the sources that provide a competitive advantage by rigorously analyzing their expenditure. While many resources are losing their importance for institutions in the process of gaining competitive advantage, employees and their working styles come into prominence as essential factors which make a difference. This is because establishments can achieve a sustainable understanding of competition by only creating values that are rare and hard to imitate. Therefore, employees' important role in the process of providing competitive advantage is an accepted truth.

That the functions of businesses such as production, management, marketing and finance are carried out by people generally necessitates the management of human resources as well. Hence, effective implementation of modern human resources management is important for businesses. Employees' attitudes, behaviour and performance can change with the differentiation of human resources management which is focused on employees. Thus, it is expected to be effective in organizational performance and the organizational climate.

As a result of the obtained findings, it is found that human resources management positively and meaningfully affects organizational performance and organizational climate. Therefore, it is suggested to businesses

especially which have not completed their human resources management process that they complete their human resources management process to get more active and productive results, reduce employee turnover, regulate the expenditure and create a motivational environment special to the business. Moreover, for the employees to feel secure and adapt to the organization, the presence of people who will understand both the employees and the employer is gaining importance day by day. For this reason, it is recommended that the transfer of authority and responsibility to the people who undertake the task of human resources management be done by the task.

It is thought that human resources management will gain more importance in the future. Hence, the study can contribute better to the literature by reaching a wider audience and being tackled in detail. Furthermore, the people to whom the surveys are distributed in establishments have had limited time to collect data in this study conducted during the pandemic. The companies which have human resources management practices and the ones which do not can be compared and examined by collecting more data with the alleviation of the pandemic process.

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