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The influence of effective human resource management on the success of SMEs in Gaziantep and its environment in 2018

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ABSTRACT

In this paper, the authors investigate an impact of effective human resources management on the success of SMEs in Gaziantep, Turkey. A survey has been performed on small and medium sized enterprises that benefit actively from the support and grants of the Small and Medium Enterprises Development Organisation of Turkey (KOSGEB) to learn about human resources management structures of small- and medium-sized enterprises in Gaziantep. The survey results have been analysed and evaluated by using the SPSS 18 statistical program. The information and results about human resources management structures and economic achievement of the SMEs have been obtained from the survey. It is shown that SMEs which perform human resources management effectively have been economically successful in terms of competitiveness, employee counts, employee performance, market growth and economic development. Finally, the effect of KOSGEB support which is aimed to improve human resources structures of small- and medium-sized enterprises has been investigated. It is shown from survey results that human resources management support and grants of KOSGEB have a positive impact on the development and success of small- and medium-sized enterprises.

Keywords: Human Resources Management, SMEs, Competitiveness, The Small and Medium Enterprises Development Organisation of Turkey (KOSGEB), Turkey.

1. Introduction

Human resources management is an important management system regulating the recruitment, performance management, career planning and wage policy of the employees who are important sources for enterprises. Human resource planning with some strategies and functions ensures enterprises to obtain achievements and reach targets by using resources such as employees, time and money effectively and accurately.

Effective human resources management and organisation will enable companies to reach their goals and plans by using the most valuable factor for business, i.e. manpower, efficiently and systematically (Xu et al., 2020). Human resources management recognises that people are an important asset. It provides the basic elements such as meeting the needs of employees, increasing their usefulness and

performance, ensuring job satisfaction, career and future plans, and aims to emphasise their importance (Mohelska and Sokolová, 2018). Small- and medium-sized enterprises, which form the basis of Turkey's economy, must adapt to the changing and evolving competitive environment due to globalization. Businesses are trying to grow financially, to easily access up-to-date information and technologies and to use human resources effectively in order to increase their competitiveness and reach global markets (Aggarwal and Kapoor, 2012). Effective human resources management and planning is an important factor for small and medium-sized enterprises to achieve sustainable competitiveness and continue their economic development (O'Regan and Ghobadian, 2002).

In the first part of the survey, findings regarding the demographic characteristics of the respondents have been collected. In addition, findings related to the general characteristics

of the enterprises of the respondents have been obtained. In the next part, findings related to the human resources structures of their enterprises have been obtained, and findings related to the implementation of human resource management functions have been collected in enterprises that are human resources units. Finally, findings related to KOSGEB support have been collected. The data has been analysed with SPSS.

In the first part of this study, the general definition, features, advantages and disadvantages of SMEs, as well as the support provided by KOSGEB to SMEs and their role in the development of SMEs is examined. In the second part of the study, the definition of human resources management, its historical development, objectives and human resources management are explained, and general information is presented. Explanations are made about the application and general effects of human resources functions. In the third part of the study, research has been conducted on the human resources management of small- and medium-sized enterprises in the Gaziantep province. Human resources structures have been researched by surveying SMEs in Gaziantep, which is registered in the KOSGEB database and actively benefiting from grants, and the effects of human resources management on SMEs were evaluated by examining the survey results. In the conclusion and recommendations section, interpretations are made based on the results obtained from the study and suggestions are presented for improving the human resources management of enterprises.

2. Literature review

Human resources management enables businesses to use their competitiveness, development and resources efficiently. Human resources management is a system that covers the planning, implementation and methods that provide the most useful and efficient management of the employees in the enterprise (Cerdin and Peretti, 2001).

The processes from recruiting employees, increasing their motivation, creating a regular and peaceful working environment and completing the quitting process are carried out in line with human resources management and planning (Zafar, 2010).

Although this resource management implemented by enterprises is an element that increases the production capacity and efficiency of the enterprise, human resources management is not just an application that determines the number of personnel. The availability of qu-

alified and well-equipped personnel related to the work and responsibilities to be performed ensures that employment and efficiency are achieved in production and integrated into the system (Gundogdu and Devocioğlu, 2009)

Human resources aims to minimize risk and unexpected situations in company such as human changes in the information, technology and production systems of businesses, and with various studies and analyses, it also aims to minimize the negative effects of these situations and to turn into positive effects in the business in the most beneficial way (Mura et al., 2019).

Human resources provide the completion of the deficiencies of enterprises by training the personnel working in an enterprise with various training plans and programs before an unexpected situation and risks arise. The effective use of human resources helps the business processes to be completed quickly, facilitates economic development and increases production capacity (Ibicioğlu, 2006).

Marangoz and Biber (2011) investigated the relationship between the businesses' market performance and human resources practices. It has been observed that the human factor is the most important factor for businesses and the successful sustainability of human resource management provides great benefits to the development of businesses.

In this study, the personnel identification process, performance measurement, job enrichment, job simplification and job rotation were discussed as human resources practices. By examining the results of these activities, information on achieving the targets has been obtained. The impact of human resources practices on market performance was also examined. According to this study, the result of the business enrichment and the personnel selection process have a positive effect on the market performance of enterprises (Piligrimiene et al., 2019).

Kesen and Kaya (2014) presented an empirical study to examine the effects of human resource management practices and organisational culture types on employee performance. In this research, the effects of which human resource practices affect the performance of the employees and the culture of the organisation types on the productivity of the employees were examined. The performance effect was investigated by applying the survey method to different companies. According to the results of the study, the selection of personnel with human resources practices and recruitment, teamwork, cross-training and giving feedback about their performance have a positive effect on the performance of the employees.

In the Marmara Region, surveys about human resources management were applied to enterprises in organised industrial zones, and the opinions of the enterprises were collected and evaluated (Yumuşak and Kışlalioğlu, 2013). According to the survey results obtained from this study, large enterprises or small- and medium-sized enterprises (SMEs) accept the importance of human resources, regardless of the size of the business.

In the study of Singh (2018) it was concluded that there is no difference in the perspectives on the management of human resources management, as the years of business activity increased. On the other hand, instead of creating a regular human resources system, the results were obtained by giving different duties and responsibilities to employees and trying to solve the problems in this way.

Kraev and Tikhonov (2019) conducted a study on the place and importance of human resources planning on businesses. According to this study, small- and medium-sized enterprises understood the importance of employees in order to adapt to today's competitive conditions and started to give importance to the issues of human resources.

Serinkan and Cabar (2008) conducted research in textile enterprises in Denizli on the management and organisation problems of SMEs. This study depicted the management problems and operation problems of textile companies that are SMEs in Denizli Organized Industrial Zone. SMEs were reached through a survey. According to the survey results, the management and organisation problems are lack of institutionalisation and branding, insufficient human resources planning, management and decision mechanism.

It has been revealed that in SMEs, employees generally change too much, employees with required qualities cannot be employed. These factors have negative effects on businesses and prevent SMEs from growing. As the enterprises in the textile sector generally focus on production and sales, the result is that the decision-making is the business of the owners rather than the managers. In addition, the result that human resources management is not developed in these enterprises was obtained from this study (Singh, 2018).

Özgener (2003) carried out a study on the management and organisation problems of SMEs in the growth process of flour producers in Nevşehir. Enterprises in the flour sector in Nevşehir are positively affected by international competition and current technological developments. However, this technological development and competitive environment brings

with it some problems. These enterprises have to employ experienced and qualified personnel in order to follow technological developments and to open up to new domestic and international markets. In this study, the management and organisation problems of enterprises in the growth process in Nevşehir province were investigated and their solutions were emphasised.

3. The influence of effective Human Resources Management on the success of SMEs. Gaziantep province Research

In this part of the study, human resources structures of SMEs in Gaziantep are analysed. In order to analyse and compare the impact of existing human resources management on the success of SMEs, questionnaires were filled by the enterprises. The responses have been analysed, interpreted and compared.

3.1. Scope and importance of the research

In this study, the impact of effective and strategic human resources management on the success of small- and medium-sized enterprises were investigated. By conducting research on the SMEs in Gaziantep, it was aimed to examine the human resources management structures of the enterprises. The authors compared competitiveness, employee numbers and performances, market growth and economic success of companies which effectively implement human resources management and other companies. They also asked a question whether KOSGEB support provides sufficient benefit to human resources management of companies.

3.2. Population and samples

In this research, the authors investigate human resources management structures of SMEs in Gaziantep and the impact of human resources management on the success of SMEs. In the data base of KOSGEB Gaziantep office, there are 14 275 SME. Within the total number of registered SMEs, there are many micro-scale enterprises that have one employee. It has been assumed that micro enterprises without human resource management systems will not have a crucial effect on this study. In terms of time, cost and limitation, it would be difficult to reach all these companies and fill the survey. For this reason, the companies that actively use 201 KOSGEB support and which are considered to be suitable for the purpose of the study are registered as the main mass of the enterprises registered in KOSGEB Gaziantep office. 201 SMEs were selected as the population which benefited from at least two of KOSGEB's

Personnel Support, Consultancy Support, Training Support, Certification Support and SME Project Support at the same time. All the findings, analyses and comparisons were made on the basis of the questionnaire filled out by 136 companies. While the current number of the population was 201, 136 samples were chosen at 95% confidence level, the error margin was calculated as $\pm 5\%$.

3.3. Determination of hypotheses

In order to investigate the effect of human resources management on the success of SMEs, the following hypotheses have been created:

- H1: SMEs which have a human resources management unit more successful than other SMEs are characterised by an increase in sales, reaching large markets, better work efficiency and personnel performance.

- H2: Effective human resources have a positive impact on the economic success of SMEs.

- H3: SMEs which have human resources units have more personnel and higher sales revenues and live longer operating periods.

The purpose of the hypotheses is to examine the role of human resources management in the economic success competitiveness and productivity of SMEs in Gaziantep and its environments.

3.4. Methods of survey and survey design

In the survey, it was examined whether the SME's have human resources systems and planning in practice. In addition, it was aimed to analyse whether the enterprises with human resources management system implement the human resources functions at the desired level. Instead of asking too many questions, the questionnaire was designed as 30 questions. While creating the questionnaire (Aslan, 2012) and (Pembe, 2004), previous studies had been examined and designed in line with the aim of the study. Questions 1-5 revealed demographic features, 6-10 revealed the general structure and characteristics of the SMEs, question 11 showed if SMEs have a human resources unit. Using the 5-point Likert scale, questions 12-19 were asked to learn the functionality of the human resource management, questions 20-24 were asked to learn the economic successes and competitiveness of SMEs, and finally, questions 25-30 were asked to reveal the effect of KOSGEB support on human resources.

3.5. Reliability analysis of survey form

The confidence level of the questionnaires is expressed by the α coefficient and varies between 0 and 1. The confidence interval of the α coefficient varies according to the following

scales:

$0.00 < \alpha < 0.40$, not reliable

$0.40 \leq \alpha < 0.60$, low reliability

$0.60 \leq \alpha < 0.80$, very reliable

$0.80 \leq \alpha < 1.00$, very high reliable

The reliability analysis of the questions related to human resources management is shown in Table 1 and the α value of the questions shows that the questions have high reliability (Cronbach and Shavelson, 2016 and Cronbach, 1951).

Table 1: Reliability analysis

Questions	Cronbach's Alpha	Number of Question
12-19	.877	9
20-24	.884	5
25-30	.956	6

Source: based on own research.

3.6. Survey Analysis

In this section, the results and outputs of the survey are analysed.

3.6.1. Analysis of demographic characteristics of respondents

The demographic features of 136 respondents are shown in Table 2. When the demographic results of the survey are evaluated, it may be seen that there is a male-intensive structure in SMEs, and the age range of the employees is generally middle age. When education levels are compared, it may be seen that most of the responders have a bachelor's degree.

3.6.2. General characteristics of the companies responding to the survey

When the results are analysed, 55.1% of the SMEs serve in the manufacturing sector, 30.9% serve in the service sector and 14% serve in the trade sector. It has been found that SMEs operate intensively in the manufacturing sector. When the legal structures of the enterprises are examined, 38.2% are sole proprietorship, 44.9% are limited companies and 16.9% are joint stock companies. The results also show that the operating periods of the enterprises are the following: 15.4% – between 1-4 years, 22.1% – between 5-9 years, 38.2% – between 10-14 years and 24.3% – 15 years and more. According to the test results, the number of employees of SMEs are the following: 19.9% – between 0-9, 47.1% – between 10-49 and 33.1% – between 50-249. Considering the net sales revenue or financial balance sheets, 16.2% of respondents are between 0-999999 TL, 40.4% are between 1-7 million TL, 42.6% are between

7-39 million TL, 0,7% 7 of them have a value of 40 million TL and more. According to the survey results, SMEs are generally small and medium-sized.

Table 2: Reliability analysis

Gender	Frequency	Percentage %
Female	34	25
Male	102	75
Age	Frequency	Percentage %
18-30	34	25
31-40	65	47.8
41-50	32	23.5
51+	5	3.7
Educational Status	Frequency	Percentage %
Secondary	17	12.5
High school	33	24.3
Associate Degree	19	14
University	67	49.3
Title	Frequency	Percentage %
Owner	63	46.3
Executive manager	24	17.6
Mid-level manager	13	9.6
Personnel	36	26.5
Position	Frequency	Percentage %
Management	59	43.4
Production and Planning	31	22.8
Finance	20	14.7
Sales and marketing	26	19.1

Source: own analysis based on available data.

3.6.3 Human Resources Management Structures of the Companies Responding to the Survey

The questionnaire applied to SMEs in Gaziantep province firstly collected information about human resources management structures and characteristics of SMEs. The statistics related to the human resources management characteristics of the respondents are shown in Table 3.

Of the 136 companies that responded to the survey, 89 did not have a human resources management unit, which is 65.4% of the total. The remaining 47 enterprises, 34.6%, had a human resources unit.

According to the survey findings, it may be noticed that there are fewer enterprises with human resources units, and SMEs are generally considered to be away from the corporate management approach. It is thought that human resources planning has been done in these enterprises and human resources management functions have been implemented.

In terms of operational periods, enterprises with human resources units have more than 10 years of operational time. Maturity and development are thought to be directly proportional

to the passing time.

When the number of employees is compared, the enterprises with human resources units have an intensive working range of 10-49 people and 50-249 people. The enterprises which do not have existing units have intensive personnel in the range of 0-9 people and 10-49 people. The increase in the number of employees is directly proportional to the opinion that a human resources unit should be established and operational resources should be used in a planned manner. In other establishments, the low number of employees was thought to be easier to control and related to the ability of a person or a group to manage the business without the need for a system.

The main purpose of the company was to transform its products and services into economic value. The higher the financial data, the higher the success of enterprises. Economic value is the most important factor that enables an enterprise to become stronger, increase its efficiency, competitiveness and reach wide markets. When the statistics of the enterprises with human resources units are examined, net sales revenues are in the range of 7-39 million TL

and they are at the upper limit of middle class according to SME definition. When the net sales revenue statistics of the other enterprises that do not have a human resources unit are examined, it may be seen that they are small-scale

enterprises which are intensely in the range of 1-7 million TL. When the service areas of these enterprises is examined, the findings show that SMEs are heavily involved in the manufacturing sector.

Table 3: Human Resources Management Structures

Human Resource Department	Frequency	Percentage %	Mean	Standard deviation
Yes	47	34.6		
No	89	65.4	1.65	0.477
Total	136	100		

Source: own analysis based on available data.

3.6.4. Findings of Human Resources Functions

The evaluations of the questions about the human resources management structures and how the human resources functions were implemented within the enterprise are evaluated in this part.

When the answers to questions which are the application of human resource planning, recruitment and recruitment function within the enterprises are examined, it may be seen that those functions were applied effectively in the enterprises, with the average being 4.51.

When the answers given to the questions were analysed in order to see the effectiveness of the training and development of the personnel function in the enterprises, positive answers were obtained and the average of the answers given was 4.34. The survey findings indicate that enterprises have initiatives to train their personnel.

When the answers given to the questions were examined to analyse the criteria and characteristics of performance management, one of the human resources management functions, it was seen that this function was applied and the respondents have positive thoughts, with the average being 4.30.

Looking at the statistics of the questions asked to measure the functioning of the career management and planning function for the future plans of the employees, it may be seen that career planning was made for these employees. It is understood from the answers that this function was carried out positively in the enterprises and the average was 4.30. Businesses make career planning for their employees.

The statistics of the answers given to the wage management system function showed that there was a positive practice. In addition, it is understood that this function varies according to the performance of the employees, and the average answer was 4.34. According to the survey findings, certain principles were used in pricing.

According to the statistics of the question

asked to find out whether there was an effective communication and working relationship between managers and employees, the working relationship function received positive answers, and the average was 4.43. It has been concluded that employee-employer relations were positive.

According to the statistics of the question asked in the questionnaire to investigate whether the measures and regulations required for occupational health and safety were present in the enterprises and to see the effectiveness of this function, this function was actively applied and its average was 4.51. What was generally mentioned in the interviews was that there was a legal obligation and they should give importance to occupational health and safety as there were audits.

The question of effective human resources management was the most important factor that leads to success in business measures the importance and impact of the human resource management of the respondents. The correct use of human resources by enterprises will increase productivity and efficiency. The respondents think that human resource management plays a role in success. The respondents say that human resource management has a positive effect on the success of enterprises. In addition, the idea that effective human resources management takes businesses one step further was common.

3.6.5. The Influence of Effective Human Resources Management in Business on Success

In order to analyse the effects of human resources management on enterprises, it has been investigated whether the enterprises have had a human resources unit for the last year.

Questions were asked to confirm the hypothesis H1 which is "SMEs which have a human resources management unit are characterised by an increase in sales, reaching large markets, better work efficiency and personnel performance". The statistics of the questions asked to

see the changes in the sales, profitability of the company, business efficiency, competitiveness, market growth and employee performance changes are as follows.

There has been an increase in domestic and international sales based on financial records, analysis and observations report; 47 of the human resources units stated that the increase was high and the average was 4.32. 89 enterprises without human resources stated that they were intensely low and medium level and the average was 2.73. It may be thought that this difference arises from the effective use of human resources and the planned studies will reduce the loss of time.

When the question asked to measure the profitability and work efficiency of the enterprises was examined, the enterprises with human resources units say that the profitability and productivity is high with an average of 4.26 answers. Others say that this change was small and medium scale with an average of 2.73 answers. When the answers were evaluated, it was thought that the efficiency and profitability of the enterprises with human resources planning was high because the performance management of the enterprise was high and the number of employees was ideal.

The statistics of the answers to the question asked to see the changes in the competitiveness and market size of the enterprises show that the enterprises with human resources management units were more successful in competitiveness and market growth and the average answer was 4.32. The reason for this is that these enterprises have a more institutional structure. Their own brand and quality on the market allow them to put forward one step further.

The average of the response statistics of the question which examined the performance, loyalty and job satisfaction of the employees was 4.26, which reflects that the companies with the human resources management system were more successful in this field. Career management and planning make employees more satisfied. Eliminating employees from the idea of future anxiety was seen as an effective factor in increasing their performance.

They also employ more staff. When the number of employees and response statistics were analysed, the average answer of the enterprises with a human resources unit was 2.66 and the number of employees was in the 50-249 band. The average response of the enterprises without human resources units was 1.85, and the number of employees was generally in the range of 10-49 people.

When the net sales revenue values of the enterprises were analysed, the average of 2.89

responses of the enterprises with human resources units were gathered between 7-49 million TL. The average response of non-human resources enterprises was 1.98 and it was seen from the survey analyses that they were heavily involved in the sales revenue range of 1-7 million.

Finally, the question posed to see the value and position of people in enterprises was scored by medium and high scale enterprises with and without human resources units. It was accepted that human beings have an important place in business.

"H1: SMEs with human resources management unit; the increase in sales was more successful in terms of reaching large markets, job efficiency and personnel performance. These statistics show that enterprises should attach importance to human resources management.

Businesses should have an institutional structure in order to achieve economic and human success. Working systematically and managing resources will take businesses one step further in the globalising world.

The independent sample t-test (Student, 1908, Lehmann, 1992) was used to compare the response averages of these two groups and the impact of human resources management on enterprises has been examined and presented in detail in Table 4.

In the first part of this table, if the value of Sig. is less than 0.05, the variances are not homogeneous. In this case, the "unaccepted equal variances" line is used, i.e. the bottom line is used and the values in the top line are ignored. Looking at the table, Sig. values were 0.159 for profitability and job yield, 0.896 for competitiveness, 0.347 for employee performance, 0.696 for an increase in sales, 0.274 for the number of employees, and 0.063 for the net sales revenue, and it was decided that the variances were homogeneous because it was greater than 0.05.

In this table, the value of Sig. (2-tailed) indicates whether there is a difference between the groups. If this value is less than 0.05, it is decided that there is a difference between the groups. If this value is greater than 0.05, it is decided that there is no significant difference between the groups compared. When looking at the table, this value is 0.000 and less than 0.05 for the answers. There is a significant difference between the enterprises with human resources units and those with no human resources.

If it is decided that there is a difference, it is said that whichever group has a higher average, that group has a higher effect than the other group. If there is no difference, the groups are said to be the same (equivalent) even if the averages are different from each other. When the

average values in Table 5 are analysed, it may be concluded that the enterprises with human resources units have a higher average than those without. The H1 hypothesis was found to be correct.

In order to investigate the accuracy of the hypothesis that “H2: The effective and satisfactory human resources functions applied in SMEs positively affect the economic success of enterprises”, values against Pearson Corre-

lation were expressed as “r” and take a value between - 1 and + 1. The direction of the relationship is determined by the sign of “r” and the degree of the coefficient is determined by the magnitude of the coefficient (Immink and Weber, 2014) (Pearson, 1895).

Negative values indicate that one variable increase while the other decreases, plus the values indicate that the values of both variables increase and decrease together.

Table 4: Independent Sample T-Test

Specification		f	Sig.	t	df	Sig. (2-tailed)
Profitability and Business Efficiency	Equal variances assumed	2.003	.159	9.968	134	.000
	Equal variances not assumed			10.608	111.23	.000
Competitiveness	Equal variances assumed	.017	.896	10.283	134	.000
	Equal variances not assumed			10.610	102.32	.000
Employees Performance	Equal variances assumed	4.010	.347	9.866	134	.000
	Equal variances not assumed			10.716	117.07	.000
Increase in Sales	Equal variances assumed	.153	.696	10.649	134	.000
	Equal variances not assumed			11.099	105.204	.000
Number of Employees	Equal variances assumed	1.207	.274	7.340	134	.000
	Equal variances not assumed			8.108	121.68	.000
Net Sales Revenue	Equal variances assumed	8.948	.063	8.632	134	.000
	Equal variances not assumed			10.183	133.58	.000

Source: own analysis based on available data.

Table 5 shows that Pearson’s Correlation values between the recruitment and recruitment function and economic achievements were 0.269; 0.248; 0.232; 0.239; 0.440 and there was a positive relationship between them. Pearson’s Correlation values between the personnel training function and the economic successes were 0.226; 0.407; 0.502; 0.432; 0.392 and there was a positive relationship between them. Pearson’s Correlation values between performance management function and economic successes were 0.426; 0.575; 0.586; 0.519; 0.571 and there was a positive relationship between them. Pearson’s Correlation values between career management function and economic successes were 0.379; 0.443; 0.332; 0.390; 0.346 and there was a positive relationship between them. The Pearson Correlation values between the wage management system function and economic achievements were 0.309; 0.491; 0.540; 0.575; 0.412 and there was a positive relationship between them. According to the correlation analysis between the human re-

sources management functions and the economic success criteria of the enterprises, effective implementation of the human resources management functions within the enterprise has a positive effect on the net sales revenues, domestic and international sales, profitability and business efficiency, competitiveness, market magnitudes and the performances of the employees. It was seen that these functions have positive effects on their economic successes.

As regards, the hypothesis “H2: Effective and satisfactory human resources functions applied in SMEs positively affect the economic success of enterprises, it has been observed that human resources management functions are effective in success.

In order to investigate whether the hypothesis “H3: Businesses with human resources units have longer operating times, more staff numbers and higher net sales revenues”, the questionnaire responses were interpreted by using an independent sample T-Test and the response statistics were evaluated. When the average of

the answers given to the question of duration of activity was checked, the average response of the enterprises with human resources unit was 3.09 and the duration of the activity was generally between 10-14 years. When the average of the answers given by the enterprises that do not have human resources units was considered, this value was seen as 2.52 and the average operating time was in the range of 5-9 years.

When these averages were evaluated within themselves, the fact that the duration of operation of an enterprise was excessive was thought to be effective in the development of the enterprises and transforming them into an institutional structure. Time has been observed as an important factor for a business to mature, grow and increase its success.

Table 5: Human Resources Management Functions Correlation Analysis

Human Resources Management Function		Net Sales Revenue	Increase in Sales	Profitability Business Efficiency	Competitiveness	Employee Performance
Staffing Recruitment-Economic success	Pearson Corr.	0.269	0.248	0.232	0.239	0.44
	Sig. (2-tailed)	0.068	0.093	0.117	0.106	0.002
	N	47	47	47	47	47
Staff Training-Economic success	Pearson Corr.	0.226	0.407	0.502	0.432	0.392
	Sig. (2-tailed)	0.127	0.005	0	0.002	0.006
	N	47	47	47	47	47
Performance management - Economic success	Pearson Corr.	0.426	0.575	0.586	0.519	0.571
	Sig. (2-tailed)	0.003	0	0	0	0
	N	47	47	47	47	47
Career management-Economic success	Pearson Corr.	0.379	0.443	0.332	0.39	0.346
	Sig. (2-tailed)	0.009	0.002	0.023	0.007	0.017
	N	47	47	47	47	47
Wage Management System- Economic success	Pearson Corr.	0.309	0.491	0.54	0.575	0.412
	Sig. (2-tailed)	0.035	0	0	0	0.004
	N	47	47	47	47	47

Source: own analysis based on available data.

Independent sample T-Test statistics are shown in Table 6. Looking at the table, Sig., it was decided that the variances are homogeneous since their values are greater than 0.055 for the operating time, 0.274 for the employee number and 0.063 for the net sales revenue.

In this table, Sig. Sig (2-tailed) value is examined to see if there is a difference between the groups. A 2-tailed value was checked. If these values are less than 0.05, it is decided that there is a difference between the groups. Looking at the table, this value was 0.001; there are less than 0.05 for the number of employees and 0.000 for the net sales revenue. There was a significant difference between the enterprises with human resources units and those with non-human resources. It has been interpreted that there was a significant difference between the operating time, number of employees and net sales revenues.

"H3: Businesses with human resources units have longer operating times, more staff and more net sales revenue." The hypothesis was confirmed by independent sample T-Test

analysis. It has been concluded that the enterprises with human resources units have more employees and have greater economic value than those which have been operating for a longer period of time.

3.6.6. Impact Analysis of KOSGEB Support on Human Resources

In the last part of the survey, the questions about KOSGEB's Qualified Personnel Support, Consultancy Support, Training Support, Certification Support, SME Project Support and Entrepreneurship Support provided by KOSGEB for human resources supply, management and institutionalization of SMEs were asked. With these questions, it was aimed to observe the usability, applicability of these supports for SMEs and their effects on SMEs. The answers given by the enterprises to the survey questions are as follows.

Generally, the answers given to the question of benefiting from Qualified Personnel Support and measuring the impact on SMEs were positive. 33.9% of the companies that answered

this question answered “Agree” and 43.8% answered “Strongly Agree”. When the application principles of this support were examined, it was seen that the application does not require the project prerequisite and it can be applied

directly, and this support was easily and effectively used by the enterprises. Another issue is the employment of university graduates, which is really necessary and useful for SMEs.

Table 6: Business Qualities Independent Sample T-Test Analysis

	Quality	F	Sig.	t	df	Sig. (2-tailed)
Operating period	Equal variances assumed	8.132	0.055	3.251	134	0,001
	Equal variances not assumed			3.436	109.234	0,001
Number of employees	Equal variances assumed	1.207	0.274	7.34	134	0
	Equal variances not assumed			8.108	121.68	0
Net Sales Revenue	Equal variances assumed	8.948	0.063	8.632	134	0
				10.183	133.588	0

Source: own analysis based on available data.

When the answers to the question asked to determine the usefulness and usability of the Consultancy Support for the enterprises were examined, 44.7% of them answered “I am undecided”. When the application principles of the support were examined, it was stated that there were no service providers within Gaziantep province regarding the prerequisites of the support according to the interviews made with the enterprises which wish to apply for this support in general.

In order to determine the benefit and usability of the Certification and Training Support to the enterprises, 40% of the respondents chose “I agree”. 40 answers were given according to the answer statistics. The averages of this support and the opinions obtained from the interviews with the enterprises are thought to be beneficial because this support is easy to apply and it is applicable.

SME Project Support is one of the types of support for project based human resources management provided by KOSGEB for institutionalisation and branding of enterprises. According to the statistics of the answer to the question asked to investigate the impact and applicability of this project, enterprises gave 31.7% “Undecided”, i.e. 31 answers. The fact that this support is project based and the inability of SMEs to adapt to the applications that will continue for a long time in general reduces the usability of this support. In addition, it is seen that project based support is important for enterprises in terms of human resources management and the division of labour.

Businesses must have a competent and systematic human resources policy in order to reach big targets. Entrepreneurship Support is the beginning of human resource management

offered by KOSGEB. With this support, the foundations for successful enterprises are laid. Applied Entrepreneurship Training, which is the basic condition of Entrepreneurship Support, aims to establish successful, competitive and long-lasting SMEs. When the questionnaire analysis is evaluated, it is seen that the enterprises with effective human resources management are more successful, competitive, long-term enterprises. Applied Entrepreneurship Trainings are in line with the same goal. When the answers to the question asked to measure the contribution of Applied Entrepreneurship Trainings to human resources management were analysed, the respondents’ answers included 29.5% “Undecided”, 30.3% “Agree” and 25.4% “Strongly Agree”. It is seen from the answers that the Entrepreneurship Support and Applied Entrepreneurship Trainings have a positive effect.

The question of whether KOSGEB support provides sufficient contribution to the human resources management of enterprises was directed to the enterprises and asked for information about their satisfaction. When the answers given were analysed, the respondents answered “I am undecided” – 38.5%, “Agree” – 26.7% and “Strongly Agree” – 20.7%. According to the results of the survey, the impact of KOSGEB on improving human resources management of SMEs is not fully satisfied. The reasons for this may be attributed to factors such as application requirements of the support, requested documents, the level of development of an enterprise and the absence of personnel following the support processes.

The answers given to KOSGEB support and the answers given to the success criteria of the enterprises were examined by correlation

analysis in SPSS. Table 7 shows the analysis results. The number of Pearson's Correlation coefficients between the increase in sales, profitability and job efficiency, competitiveness, employee performance and net sales revenue with Qualified Personnel Support is 0.374, 0.415, 0.375, 0.411, and 0.291 respectively. It may be seen that there is a linear positive relationship between qualified personnel support, increase in sales, profitability and job efficiency, competitiveness, employee performance and net sales revenue. When qualified personnel support increases, it is seen that the success of SMEs will increase.

Pearson's Correlation coefficients between the increase in sales, profitability, business efficiency, competitiveness, employee performance and net sales revenue were 0.319, 0.380, 0.309, 0.272 and 0.235 respectively. It was seen that there was a linear positive relationship between an increase in sales, profitability and job efficiency, competitiveness, employee performance and net sales revenue with Consultancy Support. Consultancy Support has a positive impact on the success of SMEs.

Pearson's Correlation coefficients between an increase in sales, profitability and job efficiency, competitiveness, employee performance and net sales revenue were 0.214, 0.227, 0.309, 0.217 and 0.131 respectively. It was seen that there is a linear positive relationship be-

tween training and certification support, increase in sales, profitability, job efficiency, competitiveness, employee performance and net sales revenue. Training and Certification Support accelerates the success of SMEs positively.

Pearson's Correlation coefficients between the SME Project Support Program, increase in sales, profitability and job efficiency, competitiveness, employee performance and net sales revenue were 0.208, 0.256, 0.193, 0.258 and 0.160 respectively. It was seen that there was a linear positive relationship between the SME Project Support Program, increase in sales, profitability and job efficiency, competitiveness, employee performance and net sales revenue. The SME Project Support Program gives positive impetus to the institutionalisation and branding of SMEs.

Pearson's Correlation coefficients between Applied Entrepreneurship Training and sales increase, profitability and job yield, competitiveness, employee performance and net sales revenue were 0.391, 0.440, 0.342, 0.395 and respectively 0.273. With the Applied Entrepreneurship Training, it was seen that there was a linear positive relationship between increase in sales, profitability and job yield, competitiveness, employee performance and net sales revenue. Applied Entrepreneurship Training was seen as the beginning of an effective human resource management.

Table 7: Business Success Criteria with KOSGEB Support

Grant Name		Increase in Sales	Profitability and Business Efficiency	Competitiveness	Employee Performance	Net Sales Revenue
Qualified Staff Grant	Pearson Correlation	0.374	0.415	0.375	0.411	0.291
	Sig. (2-tailed)	0	0	0	0	0.002
	N	112	112	112	112	112
Consulting Grant	Pearson Correlation	0.319	0.38	0.309	0.272	0.235
	Sig. (2-tailed)	0.029	0.009	0.034	0.065	0.111
	N	47	47	47	47	47
Training and Certification Grant	Pearson Correlation	0.214	0.227	0.309	0.217	0.131
	Sig. (2-tailed)	0.1	0.082	0.016	0.096	0.318
	N	60	60	60	60	60
Project Support Grant	Pearson Correlation	0.208	0.256	0.193	0.258	0.16
	Sig. (2-tailed)	0.101	0.043	0.13	0.042	0.209
	N	63	63	63	63	63
Entrepreneurship Training	Pearson Correlation	0.391	0.44	0.342	0.395	0.273
	Sig. (2-tailed)	0	0	0	0	0.002
	N	122	122	122	122	122
Contribution of KOSGEB	Pearson Correlation	0.413	0.399	0.423	0.439	0.283
	Sig. (2-tailed)	0	0	0	0	0.001
	N	135	135	135	135	135

Source: own analysis based on available data.

KOSGEB's support for human resources management was 0.413 and Pearson's Correlation coefficients were 0.399, 0.423, 0.439 and 0.283, providing positive support.

In order to observe the effect of KOSGEB support in enterprises with and without human resource management systems, an independent sample T-Test was performed to observe and compare the differences between them. Table 8 presents the response analysis.

When the averages of the answers given by SMEs with and without human resources units are examined, the enterprises with human resources units gave more positive answers on the impact of KOSGEB support. It can be concluded that the institutionalisation and more qualified enterprises use the state support more or that the state support has positive effects on the development and growth of enterprises.

Independent sample T-Test statistics are shown in Table 8. Looking at the table, Sig. values are 0.006 for Qualified Personnel Support, 0.758 for Consulting Support, 0.237 for Tra-

ining and Certification Support, 0.445 for SME Project Support Program. On the basis of Qualified Element Support it may be concluded that variances are not homogeneous for less than Sig. 0.05. Since the values were greater than 0.05, it may be concluded that the variances were homogeneous.

In this table, the Sig. (2-tailed) value is examined to see if there is a difference between the groups. The 2-tailed value has been checked. If these values are less than 0.05, it means that there is a difference between the groups. When looking at the table, this value is 0.001, 0.251 for Consultancy Support, 0.197 for Training and Certification Support and 0.315 for SME Project Support Program.

For businesses with human resource management for the overall impact of KOSGEB, the Sig. value is greater than 0.05 and it may be concluded that the variants are homogeneous. The Sig. (2-tailed) value is 0.000 and there is a significant difference between the enterprises with and without human resources units.

Table 8: T-Test Analysis of Human Resources Management and KOSGEB Support

Specification		f	Sig.	t	df	Sig. (2-tailed)
Qualified Staff Grant	Equal variances assumed	7.86	0.006	3.26	110	0.001
	Equal variances not assumed			3.76	109.8	0
Consulting Grant	Equal variances assumed	0.096	0.758	1.16	45	0.251
	Equal variances not assumed			1.23	31.9	0.227
Training and Certification Grant	Equal variances assumed	1.42	0.237	1.3	58	0.197
	Equal variances not assumed			1.36	39.13	0.181
Project Support Grant	Equal variances assumed	0.591	0.445	1.01	61	0.315
	Equal variances not assumed			1.04	58.8	0.301
Contribution of KOSGEB	Equal variances assumed	1.72	0.191	4.19	133	0
	Equal variances not assumed			4.5	110	0

Source: own analysis based on available data.

4. Conclusion and recommendations

This paper has examined the impacts of effective human resources management on the accomplishment of SMEs in Gaziantep and surrounding area. If we go deeper to the root of past studies, we can see that research was conducted for different regions on issues such as human resources planning and management practices in enterprises, management and organisation problems of SMEs. These surveys were generally aimed at examining businesses in a particular city or region, and there was not enough work for SMEs in Gaziantep and its sur-

rounding area. This study of the fundamental dynamism of Turkey and SME human resources management in an active industrial city of Gaziantep and the surrounding area provided useful findings about the characteristics and human resources functions.

Today, when competitive conditions are increasing and changing rapidly, SMEs and large enterprises can survive by using human resources, which are their most valuable and effective treasures, accurately and efficiently. SMEs should generally move away from the identity of a family company established by a single person and family, and become companies with effec-

tive human resource management with more corporate and competent features. They will be able to keep up with globalising competitive conditions by using their resources and values at high efficiency, strategically and in the most profitable way.

In this study, important information about human resources profiles and their economic success has been obtained through a questionnaire applied to companies that actively benefit from KOSGEB support.

Of the 136 enterprises participating in the study to find out whether there are human resources units directed to SMEs, 89 stated that they did not have human resources units and 47 said that they had human resources units and management systems in their enterprises. When this ratio was compared, it was concluded that the SMEs in Gaziantep and the surrounding area are generally non-institutional personal and family enterprises. It is thought that the targets of enterprises in this structure mostly aim at obtaining their own needs and earnings of a family and business owners. According to the survey analysis, these small enterprises employ fewer personnel and have less net sales revenues, which do not provide a sufficient and necessary impact on the country's economy. In order for these businesses to benefit the economy and interests of the country more, they should be transformed into strategic enterprises with more corporate and brand value human resources management systems.

It can be seen from the survey results that companies with human resources units and strategic human resources management structures employ more employees and a have higher economic value. These enterprises contribute to the economic development of the country with a high financial value rather than meeting the needs of business owners. They can also be expressed as businesses that renew themselves more and achieve a controlled and systematic human resource planning system to reach their locations and goals.

Considering that the driving force which runs the businesses are people, the best people and groups of people who do this function should be chosen correctly. Human resources management controls basic activities such as choosing the right personnel for businesses, the ideal number of personnel without burdening the business, and it controls using resources effectively. By establishing a certain business management system and rules, it ensures that the company increases the competitiveness, market size and profitability of the business perfectly and continuously like a gear chain.

Businesses that do not have a successful hu-

man resource management may appear to be strong with the size of their capital or financial support from outside. However, since there is no strategic planning, management system or resource control mechanism, it will lose its power in the future. This process, which seems to be successful, will be replaced by uncontrolled growth and consequently uncontrolled resources.

It is necessary for SMEs to control their human resources in the best way in order to make their success and economic values permanent and upgradeable. People are the only resource that can manage the basic activities of SMEs such as decision mechanism, business management, performance control and resource planning. In order to confirm this view and see this effect in businesses, this view has been confirmed by the hypotheses put forward in this study.

"H1: in SMEs that have human resources management units the increase in sales is more successful in terms of reaching large markets, business efficiency and personnel performance". The hypothesis was directed to businesses through a questionnaire and the survey results proved this. Looking at the survey analysis, it was seen that domestic and international sales of SMEs with effective and strategic human resources management are generally higher than those of SMEs without ordinary corporate structures. This shows that effective and productive activities are carried out within enterprises with human resources management and have positive effects on sales. The access to new markets and increasing the enterprises' market size change in direct proportion with their human resources management. In addition, human resources planning has a positive impact on the employees' job satisfaction and performance.

In line with these results, SMEs should be informed about the positive impact of human resources management on success. It will be beneficial for SMEs to provide them with a more institutional identity and to provide them with various types of educational and government support so that they can use their resources correctly and effectively. Quality management systems integrated in human resources management should also be prioritised.

In order for the human resources management system to fully benefit businesses, human resources management system functions must also be implemented effectively. In order to investigate the effect of this, the questionnaire posed to the enterprises investigated the effectiveness of these functions of the enterprises with human resources management, and their

contribution to the success of the enterprises was examined.

The validity of this hypothesis was verified by survey analysis and putting forward the hypothesis "H2: The effective and satisfying human resource functions implemented in SMEs positively affect the economic success of businesses". The fact that the human resources management system is on paper does not benefit companies. The purpose of this management system is to increase the satisfaction, performance and value of the people with emotion and logic within the enterprise with the functions it contains. If an employee is not satisfied with the work they perform and cannot get the pleasure they want, that person cannot be expected to be beneficial to the business. If career planning is not made for employees and if employees cannot get an idea of their future, they cannot focus on their jobs and work with high performance. If the enterprise does not have a certain personnel selection criterion and cannot select the right qualified and equipped personnel, it will be difficult or even impossible to achieve success. In addition, if the training and motivation programs are not sufficient to increase the efficiency of the employees, they affect the success of the business negatively. Analysis of the answers given in the questionnaires also confirmed it. It has been observed that there is a positive relationship between the effective implementation of human resources functions within the enterprise and the success of the enterprise.

In order to achieve success, which is the biggest goal of businesses, people who are actively involved in every part of the enterprise must be satisfied in all aspects. The realisation of this condition will bring businesses to success without deviating from their targets. As a result of this success, employment will increase, which in turn will benefit the national economy. With the increase in profitability, the wages, training opportunities and personal rights provided to the employees of the enterprise will also improve and will positively affect employees and then indirectly the society. For this reason, human resources functions should be effectively implemented within businesses.

The main objectives of this research were to reveal the difference in success between businesses with a human resources management system and those without. To learn this, the authors have put forward the hypothesis "H3: Businesses with human resources units have longer operating periods, more staff numbers and higher net sales revenues". The results obtained from the surveys are in line with this hypothesis. When the statistics of the respon-

ses given to the questionnaire are analysed, it is concluded that the enterprises that have human resources units and implement effective human resources management have been operating for a longer period of time. Compared to the number of staff they employ, businesses with a human resources management system employ a higher number of staff and contribute to reducing unemployment. In addition, the results of these enterprises' net sales revenues were higher. There is a positive relationship between the human resources management system and the numerical size of the enterprises. It would be beneficial for companies to be encouraged and supported in this direction.

In the last part of this study, it is aimed to see the support of KOSGEB, which is the leading organisation that provides support to SMEs, to improve the human resources structures of SMEs and the impact of KOSGEB on this issue. In the last part of the questionnaire, KOSGEB's Qualified Staff Employment Support, Certification Support, Training Support, Consultancy Support, Institutionalisation and Branding for SME Project Support Program and Entrepreneurship Support Program, which is the start of human resources management for businesses, information was obtained.

Sig. for companies with human resources management for the overall impact of KOSGEB value is greater than 0.05 and variances are found to be homogeneous. The Sig. (2-tailed) value is 0.000 and it is seen that there is a significant difference between the enterprises with and without human resources unit. KOSGEB support has been shown to contribute positively to businesses.

When the questionnaire response statistics were analysed, the enterprises have expressed a positive opinion about Qualified Employment grant. By providing qualified personnel to the managerial skills rather than the physical workforce of enterprises, it enables the enterprises' technical and administrative units to act together. Two years of vocational high school, which meet the needs of SMEs with qualified technical staff, can be added to this generally successful support.

Certification, Training and Consultancy Support was the support that helps SMEs to have a more institutional structure. According to the statistics obtained from the surveys, this support is used at a lower level and its effects are low. Enterprises should be informed in line with their awareness and goals. Easier application procedures will increase usage and benefit rates. This support will guide businesses to gain a corporate identity and will greatly benefit their growth.

The SME Project Support Program is a KOSGEB support to increase the institutionalisation and competencies of SMEs and has not been fully supported and benefited by businesses. Having a project-based application may have prevented small businesses from benefiting from this support. It would be beneficial to turn this support, which also provides stock control and personnel management software for institutionalisation, into a structure that all businesses can use.

Aiming to build successful and strong businesses with Entrepreneurship Support, KOSGEB satisfies people with this support model. Applied Entrepreneurship Training, which is given to people before opening a business, helps business builders to take their steps correctly and soundly. This support model will be further developed, and combined with today's technology it will make a greater contribution to the economy.

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