THE INFLUENCE OF STRATEGY CONTENT AND HRM ON THE PERFORMANCE OF NGOS IN GAZIANTEP*

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STRATEGİ İÇERİĞİ VE İNSAN KAYNAKLARI YÖNETİMİNİN ETKİSİ GAZİANTEP'TE STK'LARIN PERFORMANSI ÜZERİNE


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Abstract

Strategy Content and Human Resource Management (HRM) is identical central in an organization, especially in the NGO segment, that directly promotes the business objectives and objectives of the organization. This was also a cause of inexpensive benefit on the portion of the organizations, as training had an impact on staff results because the organizational performance had been improved several times. It is compulsory to accomplish human resources advantageously and to acclimatize to their organizational strategy. The foremost objective of the impression of the HRM on the performance of the non-profit organization in Gaziantep Turkey, expressly for those working for the Syrian mission. First, the content of the Strategy and Human Resources Management (HRM) was explained, which is the reason for the performance of NGOs in GAZIANTEP. It then examines the definition, quality, and functioning of the process. There are many problems in organizations that need to be resolved, and HR managers are the ones who solve them. The study will be carried out to improve its best services in the future, which can contribute to the economic development of Gaziantep Turkey. The study also shows that NGOs at the national level and INGO have performed average practices of Strategy Content and Human Resource Management (HRM) functions, resulting in good employee performance. The study also proposes ways of overcoming the problems identified.

Keyword: Strategy Content, HRM, Performance of NGOs, NGOs in Gaziantep

Öz

Strateji İçeriği ve İnsan Kaynakları Yönetimi (İKY), bir kuruluşta, özellikle STK segmentinde, kuruluşun iş amaçlarını ve hedeflerini doğrudan destekleyen açık bir merkezdir. Bu aynı zamanda, organizasyonel performans bir kaça kez iyileştirildiği için eğitim personel sonuçları üzerinde etkisi olduğundan, organizasyonlar açısından ucuz bir faydan nedeniydi. İnsan kaynaklarını avantajlı bir şekilde gerçekleştirmek ve organizasyon стратегисте упомянут в статье. ИКИ'нын Gaziantep Türkiye'deki kar amacı gütmeyen kuruluşun performansı üzerindeki izleniminin önemi artırdı, özellikle Suriye misyonu için çalışanlar için. İlk olarak STK'ların GAZIANTEP'teki performanslarının nedeni olan Strateji ve İnsan Kaynakları Yönetimi'nin (İKY) içeriği açıklanmıştır. Daha sonra sürecin tamını, kalitesini ve işleyişini inceler. Organizasyonlarda çözülemesi gereken pek çok sorun vardır ve bunlar çözülme şeklini, çalışma, gelecekte Gaziantep Türkiye'nin ekonomik kalkınmasına katkıda bulunabilecek en iyi hizmetlerini geliştirmek için gerçekleştirilme şekilde gerçekleştirilmiştir. Çalışma ayrıca ulusal düzeydeki STK'ların ve INGO'nun Strateji İçeriği ve İnsan Kaynakları Yönetimi (İKY) işlevlerinin ortalama uygulamalarını gerçekleştirdiğiğini ve bunun da iyi bir çalışan performansı sağladığı göstermektedir. Çalışma ayrıca tespit edilen sorunların üstesinden gelmenin yolunu da önermektedir.

Anahtar Kelime: Strateji İçeriği, İKY, STK'ların Performansı, Gaziantep'teki STK'lar

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EXTENDED ABSTRACT

Background:
The activities and financial structures of companies are significantly affected as a result of negative developments on economic, political or sectoral basis. In these periods, companies that strengthen their activities and financial structures on solid foundations are successful, while companies that do not take the necessary measures fail. Generally, the failure experienced in companies is due to internal and external factors. The failure of the company can be overcome by the robustness of the measures taken. However, in cases where this does not happen, companies may be dragged into bankruptcy.

Research Purpose:
The purpose of this study is to investigate the effect of increasing concordat demands, exchange rate and interest rate increases in the firm's application for concordat, which increased in 2018 and increased day by day. Exchange rate and interest rates have an important effect in determining firm costs. In this context, exchange rate and interest rate variables were taken into account in the study. In addition, since the risks of the firm that declared concordat are followed in the close monitoring group, the increase in the loan volume under close monitoring will be discussed in comparison with the number of firms declaring concordat.

Methodology:
The main purpose of businesses is to survive and to make a profit. For this reason, it is assumed that businesses have an eternal life. However, the problems that arise in economies can lead businesses to failure. In this context, 2018 has created a very difficult period for businesses to survive. During this process, many companies that could not solve their problems faced bankruptcy. In order to save the enterprises, the concordat mechanism has been put into effect and these measures are analyzed using the variables of interest rate and exchange rate.

Findings:
The 2000 and 2001 crises experienced in Turkey are referred to as the banking crisis. After the crisis, the Transition to a Strong Economy Program was announced. The Banking Sector was disciplined seriously and the Banking Supervision and Regulation Agency was established as the regulator. The regulations made both regulated the sector and enabled the interest rates to gradually accelerate downward. In the period from 2002 to 2018, there is a high increase in the debts to banks item. Until 2017, all items in the figure have an upward trend, even if there is a break, the downward trend is low. While FX-indexed loans and cash loans decreased, foreign exchange loans and import debt remained at the same level.

1. INTRODUCTION
    Strategic planning is also one of the major contributors to returns. This is one of the contemporary management tools to tackle dangerous circumstances, but it may also be used to improve performance. In an organizational environment, this is a key process. This procedure is used to recognize and realize an organization's objectives and objectives, and to bridge the gap from where we are to be. Planning, however, is not an easy activity; it requires skills, knowledge and educated judgments to decide the business guidelines and the methodologies and resources employed in order to accomplish objectives. Salkic (2014) says that neglect of organizational strategic planning might lead to bad performance and reduced market survival. Strategic planning should thus focus on the elements which have a major influence on the company by recognizing strengths, weaknesses, and strategic objectives and by designing the opportunity to take advantage.

2. STATEMENT OF THE PROBLEMS
    HRM is very imperative in the organization, specifically in the NGO segment. Many problems arise in the organizations that need to solve them, and HR managers are the person who solves those problems. (Özgür & Şentürk, 2021: 15-20)
The most central and vital personnel function of any organization is to recruit the accurate creature and then to maintain the superiority and measure of work obligatory conferring to the administrative goalmouths that usage dissimilar utensils and performances for motivation, evaluation, training, intercultural management, emerging issues in personnel laws such as sexual harassment and so on. The strategic perspective of human resources management analyses the long-term impact of humanoid possessions decisions and the integrated HRM with the overall approach of the organization to accomplish this goalmouth. (Savaş & Karakaş, 2019: 1143-1159).

The lack of effective human resources management practices leads to dissatisfaction and dissatisfaction among an organization's employees, which of course affects the turnover rate of employees. Efficient human resources management always ensures equal employment opportunities and eliminates all forms of discrimination throughout the organization. The lack of an effective system of human resources management and strategic content in an organization, therefore, leads to discrimination at different stages. In these circumstances, ensuring effective human resources management practices in Gaziantep may be an appropriate solution for the organization and development of the country (Kumanayake, et al., 2018: 250-257).

3. LITERATURE REVIEW

Studies show the impact of strategic content and HRM on organizational performance. Essentially, and in other studies in this area, it is stressed that the organizational points must be accomplished and that the managing of human resources must be strategic. In addition, human resources management strategies should be integrated into the comprehensive organizational strategy to achieve the required efficiency.

Strategy Content

Boyne and Walker (2004) contemporary a prototypical that paradigms strategic content in the community subdivision on two stages. Foremost, the "strategic stance" is the comprehensive technique in which an association attempts to preserve or progress its performance. This side by side of strategy is moderately supportable and is improbable to revolution meaningfully in the petite term. The additional side by side of strategy is the explicit procedures taken by an organization to instrument its situation. The perception of strategic content refers to the way organizations behave, as contrasting to policies that are oratorical or targeted but are not prompted (Eraslan, 2008: 1-15).

Strategic Attitude

The strategic attitude measurement of our organization is grounded on Miles and Snow’s (1978) typology and comprises prospectors, protectors, and apparatuses. Conceptually, they seem to cover the most important conceivable executive rejoinders to the new-fangled situations: innovation (miners), merging (defending), or maintenance of instructions (reactor). Search engines are administrations that "nearly continuously search for market occasions and frequently test possible replies to new-fangled conservational tendencies" (Miles and Snow, 1978: 546-562). The physiognomies of an advertising company in the community subdivision would comprise innovation, risk-taking, and quick administrative comebacks to the new-fangled surroundings. A proponent would not seek to be a leader in this area but would be the last innovator, a conservative vision of developing newfangled services and focusing on their core activities. As Miles and Snow (1978) claim, defenders will "dedicate the highest priority to increasing the efficiency of their existing activities.” A defender would not have a uniform basic attitude because it rarely provides for any adjustments, as long as it is not required to do so by conservational weight (Miles and Snow, 1978: 546-562). As a result, external bodies, along with watchdogs, can administer their official position. Even if you are asked to perform comparable a investigator, for instance, you may not have the philosophy and knowledge to effectively follow this strategy (Shah, et al., 2016: 467).
Strategic action
Although the strategic measures taken by public authorities may be limited because they cannot choose their markets independently, they can sometimes try to enter or leave the market. A market can be well-defined geologically or by operator possessions. Changes in the markets can occur through the possibility of providing existing services to new groups of citizens. Nevertheless, the changing requirements or expectations of users may lead to public authorities providing new-fangled amenities to prevailing workers or thinning facilities (Altay, et al., 2017: 63-79).

A central strategic task for communal establishments is to safeguard that they have adequate income to uphold or increase facilities. This category of strategic portion may embrace snowballing the additional revenue from costs, government grants, or charitable donations. Strategic measures aimed at interior body embrace variables for example erection, philosophy, procedures, management, and a variability of procedures that prerequisite to be enhanced. The exterior organization’s strategies narrate to the network or associations concluded which a bulky figure of public organizations afford amenities. These arrangements may include cooperation, consortia, or joint ventures and the provision of services to private or non-profit providers. The five types of strategic measures we have described include the three broad categories of behaviors to which an organization has admittance: changing the environment (conversion to additional market or changing the balance amongst prevailing markets), changing the affiliation with a prevailing environment (change in services, income or external structure) or changing the interior construction. (Kanat & Üstün, 2015: 15).

Concept of HRM
HRM pacts with the measurement of "peoples" in management. Afterward respectively organization consists of people, the acquisition of their facilities, the development of their skills, their motivation to a high side by side of recital, and safeguarding that they endure their promise to the organization are critical for accomplishing the administrative goalmouths. (Akyüz & Coşkun, 2014: 13).

Human resources management is seen as an important issue during the organization. The different aspects of HRM are crucial to the success of each company. In particular, national and multinational companies, the private sector, and non-governmental organizations (NGOs) are trying to integrate HRM into organizational policy and strategy. As a result, HRM is becoming a new problem for organizational development. Human resources management practice includes personnel planning, recruitment, selection, training, performance evaluation, remuneration and rewards, and the use of employees based on values and systems that are pursued during an organization. Human resource management practices increase organizational efficiency and develop and maximize the organization's capacity.

HRM practices in Turkey
In Turkey, HRM practices are considered essential because they represent the business-oriented dimension of small enterprises.

Kanat & Üstün (2015) consider the five most important dimensions of competitive strategies in terms of personnel planning options, personnel options, assessment options, remuneration options, and education and training.


The efforts of the organizations to explain their behavior concerning the choice of strategy and the description of the organization will lead to dissimilar consequences not only in the
structural background but also in the scrutiny. In this background, material on the behavior of organizations in the decision-making of HRM practices will be provided in Turkey's unique context (Kaufman, et al., 2021: 65-92).

Several studies have been carried out on numerous aspects of personnel practice in Gaziantep, Turkey, and onboard. Amongst them is a summary of some preceding studies that are pertinent to justify the suitability and logical source of the training. Rendering to Lekorwe (2007), it is the consistent efforts of NGOs and stakeholders that can inspire respectable domination. NGOs also contribute to the benefit of administration properties and facilities to basics, the unfortunate, social disadvantages, and marginalized people.

They also assistance inhabitants to contribute and effect the executive process and the administration of community businesses. NGOs are also complicated in profession formation, microcredit/financial creation, financial expansion, vocational exercise, consciousness raising, and gender policies, peace, and human rights, informal economic activity, the fight against corruption, poverty reduction, and the promotion of political reforms (Lekorwe, 2007: 1-18). They work in all segments, districts and emphasis their facilities on the Community, the disadvantaged and underprivileged in addition to the general public. They fluctuate in happenings, construction, society, resources, management, belonging, philosophy and ambitions. (Buller, et al., 2016: 465-495).

Contemporary organizations value human resources because they see their significance as an imperative strength essential to endure and realize sustainable competitive gain. Nonetheless, the use of actual human resources management performs (HRM) in numerous local non-governmental organizations (NGOs) on management's precedence list is frequently low. Rendering to Batti (2014, p.57-64), fruitful NGOs are those who distinguish the standing of the human component for organizational accomplishment and highlight its expansion, consummation, promise, and incentive for achieving the anticipated goalsmouths. NGOs are frequently uninformed that well-organized human resources management makes sense for the comfort of the organization, and therefore do not invest the right time or resources to develop their skills into the human resources skills they need (Batti, 2014: 57-64).

Leworke (2007) recommended that the nonexistence of well-trained and knowledgeable human resources restrictions the range to which local NGOs can accomplish their commonplace procedures and their capability to plan, assess, instrument and display their schemes and agendas. It facts out that most knowledgeable and practiced helpers do not frequently deliver satisfactory sustenance for the exertion of NGOs, as they have slight period to deliver their amenities. It also exposed that not everybody functioned for a helper local NGO. There are compensated workers who frequently attain slighter salaries than secluded companies. As a result, the change of personnel at local NGOs is high. They have also pointed out that the poor quality of training or the lack of importance attributed to the training of workers of local NGOs contributes to the organization’s incapable of raising funds.

Batra and Bhatia (1997) pointed out that the identification of the training desires of the workforce from time to time and the adoption of measures to develop human resources to assistance the organization accomplish its specified objectives, founded on the efficient work of its trained and activated human influence, are developing topics for the expansion of HR in municipal creativities. The equal of organization in wide-ranging and staff, in specific, has transformed significantly, taking greater account of the scope and accountability of HRM.

It is aimed at personnel planning, organizational and work planning, selection and staffing, training and training, organizational development, remuneration, and social benefits, support for workers, trade union relations and trade union relations, and information systems on research and staff.
The study found a radical change in the role, structure, and power of human resource functions. Kuraishi (1990) proposed that workers prefer appropriate and perfect training programs and advertising channels as a means of training and maintaining an efficient and good industrial workforce in the industry. Bhatnagar and Sharma (2005) pointed out that the correlation coefficients for the variables and sub-variables of the strategic protagonist of HR and organizational knowledge volume are overpoweringly expressive and positive. Huda, Karim, and Ahmed (2007) found that the human resource challenges facing NGOs are the lack of qualified applicants, the inadequacy of a qualified applicant, the deprived speculative training of applicants in the conurbations and countryside parts, and the lack of analysis of exercise and working out infrastructure requirements.

Dhilmam and Mohanty (2010) has shown that the sustainability of NGOs and the careers of their workforces be contingent on the sustainability of expansion agendas. The aim of providing services to NGOs is to ensure Community empowerment, and NGOs now consider this to be the greatest achievement provided by the organization; But his role in the poor, businesses, and government is increasingly being discussed.

Dhilmam and Mohanty (2010) have shown that there is an important correlation between the practices of the HRM, the efficient organizational commitment, the satisfaction of the employees, and the intention to turn. All practices of HRM and attitudinal results have a significant negative relationship with the intention to turn. Likewise originate that the efficiency of the training programs obtainable by NGOs is very high.

The number of NGOs in Gaziantep Turkey is not accurately estimated as there are no registration practices with an authority. Including the unregistered units, this figure can vary between 19000 and 24000 (Zohir, 2004: 301-330). This large number suggests that NGOs are acting as dynamic institutions in Gaziantep Turkey's development. Since NGOs are personnel-intensive organizations, it is very common for the performance of NGOs to depend on the performance of the employees. The attempt to explore performance assessment in the organizational context can not only help to improve the performance of the organization, but also provide an opportunity to contribute to the study of performance evaluation.

The Turkish NGOs Coordination Platform is an independent coordination body led by NGOs made up of national and international NGOs offering humanitarian programs in Turkey.

**Performance estimation**

Performance assessment can be well-defined as an established of happenings aimed at evaluating the act of all staff, distinguishing bottlenecks, and speaking these deficiencies in innumerable ways. To deliver supplementary particulars, the performance assessment shall consider measures expected at concentrating on specific areas that promise success; to meet individual and organizational objectives and to provide feedback on their performance, including the strengths and weaknesses of personal work, to any staff receiving feedback on their performance. Performance assessment is a management implement to regulator dissimilar recital in organizations for thoroughgoing competence.

A complete and methodical assessment scheme is problematic to instrument in a cooperative society where it is problematic to attitude on the lateral of a person responsible for the consequences. There are no strict performance assessment systems. The goalmouth is to express a member's efficiency and/or regulate whether an operative's efficiency can be better-quality. Therefore, the return valuations are an important goal in the management of persons and achieve the goals of the company. The value assessment is about promoting risk-taking, calling for innovation, creating or taking on new tasks, conducting peer reviews, conducting frequent assessments, and promoting innovation processes in verification. This method enhances individual performance and equipment consequently that nearby is a connection amongst discrete innovation and the
effectiveness of the company. Which responsibilities should be appraised and who should also estimate the performance of the employees.

In the literature, there are certain strategies for assessing returns that look at risk in different ways. Approximately of these strategies are created on the average nonconformity (entire risk), which is a depiction of menace, and some of them claim a methodical peril. An efficient performance assessment assesses act and the material collected can be castoff for staffing, working out and preferment, remuneration, and interior associations with employees found that if the employees of a company realized that the valuation of the return was fair and fair, the workers would have a constructive awareness of the business, which would upsurge their promise to the company.

Jaw and Liu (2003) have designated that it is critical that companies interconnect the consequences of the performance charge to employees and consequently force the underperforming employees to take remedial action. Consequently, an act rating scheme can purpose as a constructive strength to shake employees so that they can thrive in exchange for better performance, thanks to a greater sharing of knowledge amongst them.

Arasli (2002) analyses that performance measurements can focus on observable behavior (e.g. telephone responses with the additional loop), results (quantity of criticisms and customer greetings), or both.

Although human resources departments find it difficult to establish more objective staffing levels in employment and assortment, working out, ongoing training and specialized progress; compensation, i.e. straight and unintended financial recompense and non-financial compensation; health and security; and the evaluation of employees and work, it must also reintroduce the systems to meet the needs of the organization through the monitoring of the globalized world. Without having an objective expert in performance assessment, for example, one can assume that HR is renewing the current systems of income management when buying a company to melt fear.

4. THE ROLE OF STRATEGIC CONTENT AND HRM ON PERFORMANCE

Strategic human resources administration embodies a comparatively new-fangled change in the arena of human resources management. A central protagonist of strategic content and HRM is to effort administration on workforces as a utensil to accomplish competitive plus. Organizations are nowadays conscious that suitable human resources strategies and performs can upsurge competence in numerous parts, counting efficiency, excellence, and monetary reappearance. Performance managing is a deliberate procedure in which the numerous actions, feedback, positive strengthening, and unceasing dialogue amongst managers and employees are the chief essentials. (Gökhan, 2010: 459-481).

These are measurement results in the form of returns, which have been achieved concerning the expectations expressed as objectives. It also has to do with entries and values. The inputs are the knowledge, skills, and behavior necessary to achieve the expected results. Needs are identified by defining these requirements and assessing the extent to which expected levels of performance are accomplished concluded the efficient use of acquaintance and skills and suitable conduct. The performance management strategy has to do with the entire company and not just the managers. Therefore, managers are not only responsible for providing the required return. (Reina, 2019: 20-56)

Managers must have the self-confidence to dispense authority and responsibility throughout the organization. In a way, managers should work together and work together by way of portion of their own HR performs are extensive in Turkey, nevertheless when you ask how they are being realized, you see that this is not enough. The main reason for the inadequate personnel practice is “oblivion” The necessary measures must be taken to remedy this omission. Some of the issues for the Human Resources department will be further developed as the organizations develop; But issues
such as hiring and employment, planning and vocational training, and wages do not change with the size of the organizations. However, as the company becomes more central, problems such as performance assessment and training become tasks of the human resources department.

The demand for competent employees is very high and the employees are currently the beneficiaries of this process. The continued growth in this sector over the next ten years should show an increase in employees in higher positions. An employer must recruit trained and qualified employees, but it is also very significant for an employee to work in an organization where there is a work-life balance, can be motivated, and can have long-term professional planning. These practices are the responsibility of the human resources departments in which the organizations are developed and where the balance between employer and employee takes place. As far as the role of HR managers is concerned, we note that they have no strategic behavior and, as they focus on the day-to-day activities of the organizations, do not focus on the organizational objectives. If one understands the importance of this issue, the role of human resources managers is efficient. Personnel managers must have the following skills to play an active role in the development of strategies and their implementation (Dogan, 2006):

- the ability to define, recruit and develop potential business leaders,
- the ability to understand and implement business strategies, to think tactically, and to behave strategically Define possible problems and find solutions to adapt to changing market conditions,
- to be recognized by the top managers as an essential cooperative employee,
- the ability to understand the culture, plan, and policies of the organization,
- the ability to work in a global market,
- dealing with all types of persons,
- good communication skills.

5. CONCLUSION

This paper provides many studies examined in a sample of NGOs from a transitional (developing) Turkish economy in the strategic planning process. This study identified Strategic and Performance Content standards for the impact of strategic planning on the non-profit organization's performance in Turkey Gaziantep. The study also plays a greater role in the literature that identifies strategic plans relating to the performance of the non-profit organization.

The results of this study help us to understand how strategic planning works and practices in the Turkish NGOs and local NGOs and to find a favorable association between efforts and performance.
REFERENCES


