

CHAPTER 4

HUMAN RESOURCES MANAGEMENT IN BUSINESSES: THE CASE OF A TURKISH AIRLINE

Rabia YILMAZ¹

INTRODUCTION

The technological changes that occurred with the Industrial Revolution required specialization in the workforce. With this situation, human resources and human resources management (HRM), which are the basic components of businesses, have emerged (Abdullah et al., 2020, p. 56; Ertürk, 2011, p. 1). In this case, HRM has gained strategic importance in the management of organizations over time (Ertürk, 2011, p. 1). Essentially, organizations have to use some resources to achieve their ultimate goals. One of these resources is human. HRM provides positive developments on quality and efficiency factors in businesses by using different criteria related to the labor force (Güney, 2014, p. 264). In HRM, effective management of employees is at the forefront. In this context, HRM managers have assumed a managerial and change-oriented function rather than performing routine operations related to employees and have started to take an important place in management like other managers of the business (Ertürk, 2011, p. 1; Ilic et al., 2022, p. 790). HRM in organizations is a process arising from strategic necessity (Beer et al., 1984; Schuler & Jackson, 1987; as cited in Wright, 2008, p. 1067). In addition, a good HRM can have very important effects on the development of employees. One of these is the career planning of employees. A career is a range of attitudes and behaviors that an individual perceives concerning work-related experiences and activities throughout life (Hall, 1994, p. 200).

When we look at the history of HRM, in addition to the Scientific Management Approaches found by Frederick Taylor et al., the Industrial Psychology Theory found by Hugo Munstarberg caused HRM to gain a new dimension (Yin et al., 2018, p. 848). Later, as a result of the Hawthorne research conducted by Mayo and his colleagues, he gained a new perspective on HRM by establishing the

¹ Assist. Prof. Dr., Selçuk University, Academy of Civil Aviation, rabia6591@gmail.com,
ORCID iD: 0000-0003-1335-2462

relationship between employees and work. Contrary to popular wisdom, Drucker revealed that HRM concerns not only lower-level employees but also employees at all levels (Ögden et al., 2005, p. 5; Ertürk, 2011, p. 1).

HRM is the management and decision-making activities effective in the relations between the business and employees and includes all activities related to the recruitment, training, and development of the necessary number of knowledgeable and skillful people to achieve the objectives of the businesses (Amstrong, 2001; as cited in Aryanto et al., 2015, p. 876; Cascio, 1992). In other words, HRM is the principles, theories, activities, and systems that will help to make effective and efficient use of the human element that will help the business and employees achieve their objectives (Acar, 2000, p. 1; as cited in Güney, 2014, p. 24; Pourkiani et al., 2011; as cited in Aryanto et al., 2015, p. 876).

HRM is effective in some situations such as the acceptance of job applicants, ensuring the appointment and adaptation of employees to the job, their training, development, career planning, performance appraisal, wage distribution, providing motivation, and establishing an effective communication system (Amstrong, 2001; as cited in Aryanto et al., 2015, p. 876; Ertürk, 2011, p. 1). In businesses where HRM is at a good level, productive manpower is obtained, and this power is improved (Atay, 2011, p. 4; as cited in Tiftik, 2021, p. 379). The efficiency, effectiveness, and success of the business and employees increase with HRM. Employees gain skills through job training, job rotation, and problem-solving in groups, and their motivation can be maximized (MacDuffie, 1995, p. 200; as cited in Işık & Çiçek, 2019, p. 130).

Pegasus Airlines can be given as an example of high-level HRM practices. It is noteworthy that Pegasus Airlines has considered its employees as its family members since its establishment. In this context, Pegasus Airlines successfully fulfills HRM functions. These functions are personnel recruitment and appointment, training and development, performance appraisal, wage management, and finally occupational safety and worker health. The awards received by Pegasus Airlines worldwide prove how much importance it attaches to HRM practices.

The main purpose of this study is to examine the concept, scope, principles, and function of HRM. In addition, this study theoretically aims to provide benefits to businesses in human resources management. In addition, this study aims to determine how HRM practices are carried out in Pegasus Airlines, one of the most important airline companies in Turkey, and what kind of effects they create. Pegasus Airlines was also analyzed and evaluated in the context of the functions of HRM and the basic principles of HRM. Thus, it will be examined how Pegasus

Airlines fulfills the functions of HRM and the basic principles of HRM.

Concept and Scope of Human Resources Management

Human resources are one of the most needed resources by businesses established to meet human needs while fulfilling their production activities. While businesses plan their production activities, they also have to plan the human resources to fulfill these activities (Ertürk, 2011, p. 61).

HRM concept can be expressed as forming administrative systems to effectively use the capabilities and capacities of employees in line with the goals of the business (Mathis & Jackson, 2007; as cited in Tiftik, 2021, p. 380). In other words, HRM is a set of activities designed to obtain, develop, and maintain productive human resources in the business. Ensuring the recruitment and continuity of the appropriate candidate for the appropriate job has been among the basic duties of human resources (Atay, 2011, p. 4; as cited in Tiftik, 2021, p. 379). In other words, HRM can be expressed as the most effective and efficient use of human resources in the direction of the objectives of the business, meeting the needs of employees and helping them to develop professionally (Delery & Doty, 1996, p. 813). HRM is the whole of the activities that include providing new human resources, maintaining and developing the human resources in the status of the employee in the business to fulfill its ultimate goals. HRM is a function that aims to ensure harmony between managers and employees to achieve effective and efficient results at a higher level and that creates organizational value (Aykaç, 1999, p. 27; Wright, 2008, p. 1067).

Becker et al (1997, p. 39) listed the objectives of HRM as follows: (a) to ensure continuity in the direction of the objectives of the business and the acquisition and maintenance of a workforce focused on the objectives, (b) to increase the capacity of employees by supporting their self-development and to ensure their continuity in the workplace, (c) to make job adjustments that organize the recruitment and appointment of employees, incentive remuneration based on success, and training and development activities of employees, (d) to develop high commitment management activities of employees towards their partners in the business, (e) to ensure easy teamwork in the business, (f) to ensure that employees have equal opportunities, (g) to act fairly in employee management and to be equal and ethical to everyone, (h) to protect and improve the physical and mental structure of employees (Tiftik, 2021, p. 380).

Some authors have stated that human resource practices increase employee motivation and organizational commitment (Delaney & Huselid, 1996, p. 951). In

addition, some authors have found that consistent human resource practices offer various ways for employees to gain skills and increase their motivation through job training, job rotation, and problem-solving in groups (MacDuffie, 1995, p. 200; as cited in Işık & Çiçek, 2019, p. 130). In this context, motivational incentives can be listed as decision-making, getting paid based on performance status, and the intrinsic rewards of participating in good job design and so on (MacDuffie, 1995, p. 200; as cited in Işık & Çiçek, 2019, p. 130).

Academic literature has revealed that HRM practices have positive individual and organizational effects. In particular, organizations in the service sector aim to improve their performance through individual and organizational results obtained as a result of HRM practices (Chaudhuri, 2009; as cited in Sürücü & Şeşen, 2020, p. 256). In this context, there are many studies on HRM practices in the literature. However, some of these studies draw attention. Some of these studies have emphasized the effect of HRM practices on employees' organizational commitment (Shahnawaz & Juyal, 2006; Al Adresi & Darun, 2017). In addition, some studies emphasize that these practices affect employee productivity and performance (Al Qudah et al., 2014; Shantz & Latham, 2011; Jiang et al., 2012). In addition, some studies have found that HRM practices have an impact on business performance (Trehan & Setia, 2014; Saeed et al., 2013; Singh & Kassa, 2016; Sacchetti et al., 2016). Some studies have also investigated the relationship between human resource management practices, innovation (Tan & Nasurdin, 2011; Laursen & Foss, 2013) and job satisfaction (Nwachukwu & Chaladkova, 2017) as well as business performance and found positive results (Karaca et al., 2020, p. 200). In this context, businesses that implement HRM efficiently receive positive gets both for their employees and for the organization.

In this context, the benefits of HRM to the business can be listed as follows. With HRM practices, employee productivity improves, job satisfaction, morale, willingness to work, and success increase, a suitable working environment is created, conflict and tension between employers and employees decrease, product and service quality rises, the amount of defective manufacturing reduces and losses due to occupational accidents decline (Ertürk, 2011, p. 5). In addition, with a good HRM, the basic needs of employees are met and their career development is ensured, the level of productivity and the quality of business life in the business increases, and the most appropriate system is established to select and appoint the right human resources for the right job (Ertürk, 2011, pp. 5-6).

Functions of Human Resources Management

According to some researchers, the functions of HRM have become particularly

important in time to organize and follow the processes of change and development in various businesses (Ilic et al., 2022, p. 790). HRM functions are employee recruitment and appointment, training and development, performance appraisal, wage management, and occupational safety and worker health functions. These are explained as follows (Bayraktaroğlu & Yılmaz, 2012, p. 8):

a- Employee Recruitment and Appointment Function: In this function, the first relations between job applicants and the organization are established during the selection of employees (Szalkowski & Jankowicz, 1999; Bayraktaroğlu & Yılmaz, 2012, p. 8). In this respect, this function has particular importance in creating a favorable impression of the organization on job applicants. This process will actually indicate to the applicants the importance of ethical values and behaviors for the organization and provide them with an idea on this issue (Weaver, 2004; as cited in Bayraktaroğlu & Yılmaz, 2012, p. 8).

b- Training and Development Function: In general, training is a situation of orientation that occurs by informing and convincing (Çelikkaya, 1991, p. 2). Development aims to provide employees with new knowledge and competencies in addition to their existing knowledge and skills. Thus, both employees and the businesses in which they work can adapt to innovative developments faster (Özçelik, 2013, p. 166; as cited in Saatçioğlu & Yıldırım, 2022, p. 126).

Although the concepts of training and development are similar at some points, the concept of training includes the concept of development in its broad meaning. The purpose of development is to train people who are trained in their field and have technical skills as change agents who can change their work and become more efficient in their businesses and society (Truss et al., 2012; as cited in Sabiu, 2017, p. 74; Ülgen & Mirze, 2004, p. 294; as cited in Saatçioğlu & Yıldırım, 2021, p. 126). Training and development methods in businesses are carried out in two main categories; in the first category, on-the-job training methods include orientation training, coaching methods, job rotation methods, and in-service training. The second category of off-the-job training methods includes outdoor training methods, case study methods, role-playing methods, and business games methods (Saatçioğlu & Yıldırım, 2022, p. 127).

c- Performance Appraisal Function: It can be expressed as the process of making a judgment about the success level of the individual in the business. Performance evaluation is defined as examining and evaluating the responsibilities of the employee and sharing the results obtained with the employees. After the appraisals, it is aimed to contribute to the strengthening of communication within

the organization by indicating the aspects that the personnel need to improve with the feedback given to the employee (Longenecker et al., 1988, p. 316; Sunter, 2019; Uslu, 2022, pp. 35-36). In this case, an incentive is offered to the competent and successful employee (Joarder & Ashraf, 2012; as cited in Sabiu, 2017, p. 54).

The benefits of performance appraisal can be put forward as follows (Duru & Korkmaz, 2013, p. 16): Providing feedback to employees by creating an active communication process, - measuring the success of the employee with fair and standard criteria, - the opportunity to observe and evaluate the attitudes and behaviors, knowledge and abilities of the employee, - increasing the activity of the business by ensuring the individual development of the employee, - creating a source for the studies to be carried out for the development of the employee and the improvement of employee's performance.

d- Wage Management Function: The payments given to people working in a business in return for their labor are defined as wages (Benligiray, 2007; Sabuncuoğlu, 1991; Yalçın, 1994). In other words, the wage is defined as money or material equivalent that can be measured as money provided by the business to the organizational employees in return for employment (Ergeneli et al., 2014, p. 299; as cited in Yücel, 2023, p. 359).

It is critical for organizations to have a wage management system in order to successfully implement human resources systems and achieve positive results in line with their goals. In addition, this function is effective in the realization of employees' career goals (Delaney & Huselid, 1996; Delery & Doty, 1996; as cited in Sabiu, 2017). Employees need to know when there will be an increase in their wages, what is taken into consideration for an increase, how employee performance is reflected in wages, and what the wage standards are for their status. Otherwise, individuals' sense of trust in the organization may be damaged (Uslu, 2022, p. 35).

e- Occupational Safety and Worker Health Function: According to this function, it is accepted as a basic principle to maximize and maintain not only the physical but also the mental and social health and welfare of the employees in a business. Besides improving the working conditions of the business, it also aims to eliminate all consequences that will negatively affect the health of employees caused by the business environment and service. In addition to eliminating risk factors that will negatively affect the health of employees in their working environments, it is also important to create a working environment in businesses where both the physical and mental health of employees are protected (Karacan &

Erdoğan, 2011; Uslu, 2022, p. 36).

Basic Principles of Human Resources Management

The basic principles of HRM are those that all managerial structures should follow to create correct and consistent policies for implementation in business. These principles may differ according to the structures and goals of the business. These principles intend to guide the relevant units in order not to cause chaos in working life and to achieve the goals (Dolgun, 2012, p. 21; Pourkiani et al., 2011; as cited in Aryanto et al., 2015, p. 876). In other words, the principles of HRM are a set of rules that ensure that certain jobs are carried out within the framework of standards (İnce, 2002, pp. 20-21; as cited in Mercin, 2005, p. 131). The basic principles of HRM are the principles that are generally accepted by businesses and it is possible to see that there are other principles in different sources. According to some authors, these general principles developed within the scope of HRM can be listed as follows (Güney, 2014, p. 35; Yilmazer, 2013):

(A) Principle of Objectivity: HRM studies generally include employee appraisal and orientation. While conducting these studies, it is a necessity for the management to evaluate the employees impartially. In this sense, the concepts of objectivity and justice constitute the cornerstones of trust in terms of organizational and human relations (Mercin, 2005, p. 131; Snell et al., 2010). The principle of objectivity comes to the fore in the recruitment, promotion, and performance appraisal processes of employees. The proper application of this principle is important in terms of creating an environment of trust within the organization (Uslu, 2022, pp. 33-34).

(B) Principle of Equality: This principle is a constitutional obligation and can be expressed as the equal utilization of the opportunities provided by the management without any obstacle (Günay & Anaç, 2022, p. 80; Dolgun, 2012, p. 22). This principle is especially related to the equality of opportunity granted to employees. This principle emphasizes factors such as knowledge, skills, and abilities instead of factors such as physical and intellectual differences of employees in taking part in working life and benefiting from career opportunities. In contrary cases, it emphasizes that both self-development opportunities for employees will be artificially prevented and the optimal use of human resources will be eliminated (Dolgun, 2012, p. 22).

(C) Principle of Competence: Competence, defined as the power to perform the undertaken tasks most accurately, means deserving something in return for the success one has (Dolgun, 2010, p. 22; Duru & Korkmaz, 2013, p. 10). The

principle of competence can be expressed as giving the job to the competent in terms of knowledge and skills (Aktan, 2011; as cited in Uslu, 2022, p. 34). This understanding includes not only the activities to be carried out during employment but also afterward. The concept of deserving is emphasized on the basis of this principle. In this context, the principle of competence can be considered in the strict and broad sense in businesses (Dolgun, 2010, p. 22; Duru & Korkmaz, 2013, p. 10).

(D) Principle of Classification: Employees are classified into groups according to the requirements of the work and profession (Gültekin & Altuntop, 2014, p. 13). It can also be defined as classification according to the characteristics of the work performed and the qualifications of those who perform the work (as cited in Gültekin & Altuntop, 2014, p. 13-14). In other words, classification is the bringing together of identical or similar units from service groups with hierarchical connections and subjecting them to distinction (Eryılmaz, 2010, p. 268). Each class within the classification is a group of similar services that should be subjected to the same conditions for personnel procedures such as recruitment, wages, training, promotion, and retirement (Eryılmaz, 2010, p. 271). The principle of classification involves the clear predetermination of tasks and the qualifications required by tasks in order to fulfill them as desired. The basis of this principle is the grouping of employees according to the characteristics of the work and service. Essentially, the principle of classification allows the principle of competence to be carried out in accordance with organizational objectives within the framework of logical rules (Güney, 2014, p. 38; Snell et al., 2010).

(E) Principle of Career: The principle of career is the principle in which employees' competencies are taken into consideration in line with their knowledge, skills, and abilities in recruitment and promotion processes. Career is defined as the activities carried out by individuals for their office, position, and position during their employment. Career is important for both the employee and the organization (Aktan, 2011; as cited in Uslu, 2022, p. 34). Career refers to business success based on the specialty that employees want to have and achieve. Within the framework of this principle, it is essential to provide the necessary employee training to realize the expectations regarding the status and roles given to employees. Employees need to be able to progress in the business with the knowledge, skills, and abilities they acquire in this way (Günay & Anaç, 2022, p. 80; Amstrong, 2001).

One of the duties of HRM is not only to make a selection according to the right criteria when recruiting employees but also to ensure that those who are

competent or superior in terms of knowledge and skills remain in the business (Dolgun, 2012, p. 24). The career system in businesses is divided into two as a job-oriented career and a personal career. In the first of these, job-oriented career systems, the employee to be recruited is required to have previously acquired all the qualifications needed for the position to be appointed, that is, to be specialized. In the personal career system, on the other hand, the employee comes to the forefront rather than the job itself. In this system, which is also called the rank system, it is foreseen that the rank will be achieved according to the length of service, intra-group relations, and the general abilities of the employee (Dolgun, 2012, p. 25; Günay & Anaç, 2022, p. 80).

(F) Principle of Assurance: It refers to the employee's perception of the current status and continuity of their jobs. This principle means that employees should not be dismissed without any justified reason and that they should maintain their current duties and positions (Günay & Anaç, 2022, p. 80). In other words, this principle is about giving economic and social rights to employees. These rights are necessary for employees to fulfill their duties better and to provide morale and motivation. There are two types of assurances within the framework of this principle. The first of these is position-rank security, which means that employees should not be removed from their positions. The second, job security, refers to the security of protecting the acquired rights and status of employees (Güney, 2014, p. 42-43). In short, this principle assures that employees are secure both while actually working in a job and during retirement (Günay & Anaç, 2022, p. 80).

(G) Principle of Self-Development: This principle is related to the self-development of employees and managers (Güney, 2014, p. 44). This development should be according to the modern era we are in and the requirements of the job. Employees who develop themselves have high morale and motivation because they are competent in their jobs. Employees who do not develop themselves, on the other hand, constantly ask questions to other employees about how to do the job because they do not know exactly what to do. This situation may cause a failure of work. These employees may also feel worthless and unhappy because they are not very competent in their jobs (South, 2014, p. 44).

(H) The principle of training your replacement: It is possible that some gaps may occur in the organizational structure, especially when managers leave their jobs. Managers should train suitable candidates for their own positions to prevent this. Managers are generally reluctant to do this in order not to delegate authority to the people they have trained for their own positions or not to lose their own positions to those they have trained. However, in order for the business

to achieve its long-term goals, it is necessary to fulfill the appropriate processes in accordance with the principle of training the replacement (Günay & Anaç, 2022, p. 80; Lengnick-Hall, et al., 2009).

(I) Principle of Consulting and Appointing Specialised Persons: Specialty is an important factor in businesses. Although employees are knowledgeable and experienced, they may need to consult more specialized people in order to be more successful in their duties. However, in some organizations, specialists are willing to share their knowledge and skills too much. In addition, according to this principle, it is important to bring specialists in their fields to the tasks that require specialty (Güney, 2014, p. 44).

THE CASE OF PEGASUS AIRLINES IN THE CONTEXT OF HRM

Pegasus Airlines, one of the most important airline companies in Turkey, was established in 1990 as a joint venture between “Aer Lingus”, “Silkar” and “Net Holding”. As a low-cost airline carrier, Pegasus Airlines started its domestic scheduled flights with a fleet of two aircraft. Later, Pegasus Airlines was acquired by Esas Holding in 2005. The airline started to use Istanbul Sabiha Gökçen Airport for scheduled flights. Pegasus Airlines initially started domestic scheduled flights with 14 aircraft and six destinations (Pegasusinvestorrelations, 2023). Pegasus Airlines placed the largest aircraft order in the Turkish civil aviation sector with new aircraft orders in 2012. The first of these aircraft was delivered in 2016 (Airbus, 2023). Subsequently, it became the fastest-growing airline in Europe in 2011, 2012, and 2013 (Flypgs.com/en, 2023).

The success of Pegasus Airlines has increased day by day with the awards and initiatives it has taken in this way. Pegasus Airlines has managed to expand its flight network, which started with a limited number of domestic scheduled domestic flights, to 129 destinations in 48 countries, including 36 domestic and 93 international destinations. In addition, the number of full-time employees of this airline reached approximately 7000 in 2023 (Pegasusinvestorrelations/en, 2023). In addition, this airline emphasizes that it believes that everyone has the right to travel by air with the “low-cost model” practices that it has implemented and continues to be the leader in Turkey (www.pegasusinvestorrelations.com). Pegasus Airlines’ strategic goals are also its core corporate values of innovation, people-oriented, competitiveness, result-oriented, effectiveness, and efficiency (Pegasusinvestorrelations, 2023). These corporate values are shown in Figure 1.



Figure 1. Corporate Values of Pegasus Airlines
Resource: www.pegasusyatirimciliskileri.com

Pegasus Airlines believes that flying is everyone's right and has changed the aviation sector in Turkey (Flypgs, 2023). Pegasus Airlines regards its employees as family members. In this context, Pegasus Airlines focuses on creating and fulfilling innovative, equitable, objective, and sensitive human resources strategies in order to maintain and further develop its success within the scope of its human resources policy (Flypgs, 2023). The basic human resources strategy of Pegasus Airlines is to be an airline that everyone wants to work in the aviation sector. Pegasus Airlines places importance on various elements to achieve all its goals within the framework of human resources. These elements constitute the focal point of HRM. Within the scope of these elements (Flypgs, 2023), they can be listed as follows; designing all practices for the business according to the principle of equality, inclusion and diversity, acting in an employee experience-focused manner in the course of human resources, planning and implementing human resources practices within the framework of the requirements of the business and talent management strategies taking into account the development of the aviation sector, determining the workforce requirements, making staff planning with the right job evaluation system and aiming to create an efficient organisation management, endeavouring to establish practices related to continuous development and high performance within the framework of business values, attaching importance to analyses of employee commitment, implementing performance-based bonuses by making fair and competitive wage management planning, following a parallel path in business performance and reward systems,

recruiting qualified employees within the scope of business values, establishing talent management and backup processes, supporting internal horizontal and vertical career opportunities according to the self-development of employees and putting practices into operation that attach importance to the opinions of employees.

Pegasus Airlines has a human resources team that works diligently for the satisfaction of employees within the framework of the importance it places on HRM elements. As a result, the company has been honored with various awards. Two awards given to Pegasus Airlines within the scope of HR excellence awards are noteworthy. Firstly, Pegasus Airlines won the gold award under the title of “Building a High-Performance Culture” within the scope of performance management within the framework of the “Human Capital Management Excellence Awards” organized by Brandon Hall Group, one of the most prestigious institutions in the world. Secondly, within the scope of the “Human Capital Management Excellence Awards”, Pegasus Airlines won the silver award with the title of “To Reinforce an Integrated Talent Management Strategy” in the category of businesses showing the best development in creating talent strategy (www.aa.com; as cited in Doğan, 2020, p. 52).

CONCLUSION AND DISCUSSION

With the understanding of the importance of the human factor in today’s businesses, it has been perceived that the success of HRM plays a significant role in efficiency, productivity, and therefore business performance of businesses (Güney, 2014, p. 264; Pourkiani et al., 2011; as cited in Aryanto et al., 2015, p. 876). In this context, the study analyses HRM with the example of Pegasus Airlines, one of the important airline companies in Turkey. Pegasus Airlines places importance on making the right investment in the right person. This business has a human resources team that sets its shoulder to the wheel for the satisfaction of employees within the framework of the importance it attaches to human resources elements (www.aa.com; as cited in Doğan, 2020, p. 52).

Pegasus Airlines has maintained its values since its establishment. In this context, the business is fuelled by innovation, people orientation, competitiveness, result orientation, efficiency, and productivity ([Pegasusinvestorrelations/en](https://www.pegasusinvestorrelations/en), 2023). Furthermore, the hierarchically positioned organizational structure of Pegasus Airlines is available on the company website. Furthermore, Pegasus Airlines’ performance and rewarding practices are available on the intranet site

and document management system. The employee recruitment procedure is written in the business regulations (Flypgs, 2023).

In this study, Pegasus Airlines is analyzed and evaluated within the context of the functions of HRM and the basic principles of HRM. Thus, it is examined how Pegasus Airlines implements the functions of HRM and the basic principles of HRM. In addition, the study aims to determine how HRM practices are implemented in Pegasus Airlines and what kind of effects they create. In addition, this study theoretically aims to provide benefits to businesses in terms of HRM. According to the results of the study, Pegasus Airlines has adopted a process-oriented approach to its employees within the framework of HRM. Accordingly, the company has activated human resources practices to maintain the efficiency and productivity of employees. Within the scope of HRM, innovative human resources practices that will sustain the success of this business have been well established. Pegasus Airlines also strengthens its unity with its employees and perpetuates the strategies that will carry the business to the future with a high-performance culture (www.aa.com).

Pegasus Airlines is a company that attempts to fulfill HRM functions. In this direction, it aims to recruit qualified employees within the framework of business values and within the scope of employee recruitment and appointment functions. It is aimed to train qualified employees from recruitment to the process of leaving the job within the scope of the training and development function. In addition, according to Pegasus Airlines management, it is important within the scope of business policies to create talent management and backup processes, to support horizontal and vertical career opportunities within the business according to the self-development of employees, and to put practices into operation that attach importance to the opinions of employees. The job performances of the employees are analyzed within the framework of the performance appraisal function in the business. Such evaluations play an important role in the career development of employees. Finally, the company ensures the realization of the performance-based bonus application by making wage management planning through the wage management function.

Some principles are more prominent within the framework of HRM principles within Pegasus Airlines. It is said that the management treats employees objectively and considers everyone as a part of the family within the scope of the principle of objectivity. This principle is adopted in the recruitment, promotion, and performance evaluation processes of employees. The organization provides equal opportunities to employees within the scope of the principle of equality. It ensures

the clear predetermination of tasks and the qualifications required by tasks in order to fulfill them correctly within the scope of the principle of classification. Each class within the classification is a group of similar services such as recruitment, wages, training, promotion, and retirement. Within the scope of the principle of career, employees' competencies are taken into consideration in the recruitment and promotion processes in line with their knowledge, skills, and abilities, and their career development is ensured. Employees are granted economic and social rights within the scope of the principle of assurance. These rights are important for employees to fulfill their duties better, and to provide morale and motivation. Within the scope of the principle of self-development, employees are allowed to improve themselves according to the environmental conditions and the requirements of the job. Horizontal and vertical career opportunities within the organization are supported by this principle according to the self-development of the employees.

In conclusion, effective human resource practices of strong organizations such as Pegasus Airlines with a high level of HRM management have been revealed. In other words, it has been suggested that high performance and strong businesses can only be achieved with entrepreneurial, talented, high-performance, and strong employees who can adapt to new developments in a short time. In this context, employee performance and motivation can reach higher levels in businesses such as Pegasus Airlines that perform efficient HRM. Accordingly, business efficiency and productivity can increase. In this case, a competitive advantage can be achieved compared to other businesses. It has been found that Pegasus Airlines invests in human resources correctly, has a policy of fair and transparent treatment of its employees, considers its employees as family members, and provides various opportunities to its employees regarding their duties. In addition to these, the importance given by the company to human resources is strengthened by the awards received as a result of the value given by the company to its employees. As a result of all these factors, it has been concluded that HRM practices in Pegasus Airlines are important factors for both employee performance and business productivity and efficiency. In this case, the importance of senior managers who have authority in the creation and development of human resources practices of business is indisputable.

Finally, estimates indicate that this study provides an advantageous resource to the literature by referring to how HRM affects organizations and HRM practices, functions, and principles within the framework of an example. Thus, it aimed to be a guide for future studies. In addition, this study aims to contribute to the

perspectives of businesses and researchers on HRM, to help them overcome problems related to human resources, and to provide theoretical benefits to businesses in this regard.

This study is important because it is one of the limited numbers of studies that refer to HRM in airline companies within the framework of an example. Not examining any airline company other than Pegasus Airlines can be considered a limitation of this study. In addition, the limitation of the study with certain information can be considered among the limitations. In this direction, future studies can be conducted on HRM in different airline companies.

REFERENCES

- Abdullah, P. Y., Zeebaree, S. R., Jacksi, K., & Zeabri, R. R. (2020). An HRM system for small and medium enterprises (SME)s based on cloud computing technology. *International Journal of Research-Granthaalayah*, 8(8), 56-64. <https://doi.org/10.29121/granthaalayah.v8.i8.2020.926>
- Acar, A. C. (2000). Personel/İnsan Kaynakları Yönetimi Dersleri ve Eğitim Programlarının İçeriğine İlişkin Bir Araştırma. *Personel Yönetimi Dergisi*, 17.
- Aktan, C. C. (2011). Organizasyonlarda insan yönetimi: İnsan mühendisliği. *Organizasyon ve Yönetim Bilimleri Dergisi*, 3(2), 387-406. <https://dergipark.org.tr/en/download/article-file/333096>
- Al Adresi, A., & Darun, M. R. (2017). Determining relationship between strategic human resource management practices and organizational commitment. *International Journal of Engineering Business Management*, 9, 1847979017731669. <https://doi.org/10.1177/1847979017731669>
- Al Qudah, H. M. A., Osman, A., & Al Qudah, H. M. (2014). The effect of human resources management practices on employee performance. *International Journal of Scientific & Technology Research*, 3(9). <https://dspace.adu.ac.ae/bitstream/handle/1/2010/The%20Effect%20Of%20Human>
- Amstrong, M. (2001). *A handbook of human resource management practices* (8th Edition). London: Kogan Page Limited.
- Aryanto, R., Fontana, A., & Afiff, A. Z. (2015). Strategic human resource management, innovation capability and performance: An empirical study in Indonesia software industry. *Procedia-Social and Behavioral Sciences*, 211, 874-879. <https://doi.org/10.1016/j.sbspro.2015.11.115>
- Aykaç, B. (1999). *İnsan kaynakları yönetimi ve insan kaynaklarının stratejik planlaması*. Ankara: Nobel Yayın Dağıtım.
- Atay, S. (2011). *İnsan kaynakları yönetimine iş süreçleri yaklaşımı ve bir uygulama örneği*. (Yayımlanmamış yüksek lisans tezi), Ege Üniversitesi, İzmir.
- Bayraktaroğlu, S., & Yılmaz, S. E. (2012). İş etiği ve insan kaynakları yönetimi ilişkisi: insan kaynakları yönetimi fonksiyonları bazında bir tartışma. *Afyon Kocatepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14(1), 1-23. <https://dergipark.org.tr/en/download/article-file/18895>

- Becker, B. E., Huselid, M. A., Pickus, P. S., & Spratt, M. F. (1997). HR as a source of shareholder value: Research and recommendations. *Human Resources Management*, 36(1), 39-47.
- Beer, M., Spector, B., Lawrence, P., Quinn Mills, D. & Walton, R. (1984). *Managing human assets*. New York: Free Press.
- Benligiray, S. (2007). İnsan kaynakları yönetimi ve örgütlenmesi, Ramazan Geylan (Ed.), *İnsan Kaynakları Yönetimi içinde* (s. 1-28). Eskişehir: Anadolu Üniversitesi Yayınları.
- Cascio, W. F. (1992). *Managing human resources: Productivity, quality of work life, profits* (6th Edition). New York: McGraw Hill Irwin.
- Chaudhuri, K. (2009). An empirical quest for linkages between HPWS and employee behaviors—A perspective from the non managerial employees in Japanese organizations. *World Academy of Science, Engineering and Technology*, 53(1), 621-635.
- Çelikkaya, H. (1991). Eğitimin anlamları ve farklı açılardan görünüşü. *Marmara Üniversitesi Atatürk Eğitim Fakültesi Eğitim Bilimleri Dergisi*, 3(3), 73-85. <https://dergipark.org.tr/tr/download/article-file/1948>
- Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4), 949-969. <http://doi.org/10.2307/256718>
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835. <http://doi.org/10.2307/256713>
- Doğan, İ.F. (2020). *Havayolu endüstrisi dinamikleri* (Ed. İbrahim Sarper Karakadılar and Tanrıyeri Uslu) s.37-54. Ankara: Nobel Yayınevi.
- Dolgun, U. (2010). *İnsan Kaynakları Yönetimi*. Bursa: Ekin Basım Yayım Dağıtım.
- Duru, M. N., & Korkmaz, M. (2013). Performans değerlendirmenin insan kaynakları yönetimindeki önemi üzerine uygulamalı bir araştırma. *Anadolu Bil Meslek Yüksekokulu Dergisi*, (31), 3-26. <https://dergipark.org.tr/tr/download/article-file/749635>
- Ergeneli, A., İlsev, A., Camgöz, S.M., Güler, B.K., Karapınar, P.B., Ekmekci, Ö.T., Özgödek, H.M.F., Özgödek, D.G., Odabaşı, N.A., & Borluk, N.A. (2014). *İnsan kaynakları yönetimi*. Ankara: Nobel Yayıncılık.
- Ertürk, M. (2011). *İnsan kaynakları yönetimi* (1. Basım). İstanbul: Beta Basım.
- Eryılmaz, B. (2010). *Kamu Yönetimi: Düşünceler, yapılar, fonksiyonlar*. Ankara: Okutman Yayıncılık.
- Günay, M., & Anaç, A. S. (2022). Osmanlı ilmiye sınıfında istihdam problemleri ve beşik ulemahğı uygulaması; insan kaynakları yönetim ilkeleri açısından bir analiz. *Yönetim ve Örgüt Tarihi Dergisi*, 1(1), 66-90.
- Güney, S., (2014). *İnsan kaynakları yönetimi* (1. Basım). Ankara: Nobel Yayınevi.
- Gültekin, S., & Altuntop, S. (2014). İnsan kaynakları yönetimi temel ilkeleri. Ankara: Seçkin Yayıncılık.
- Hall, D. T. (1994). *Career development. The International library of management*. London: Dartmouth publication.
- Joarder, M. H. R., & Ashraf, M. A. (2012). Work Satisfaction and Employee Turnover Intentions: An Empirical Study. *East West Journal of Business & Social Studies*, 3.

- Ilic, B. S., Al Salameh, S., & Andjelic, S. L. A. V. I. C. A. (2022). Effect of human resource management functions on the balanced scorecard–case study Jordanian public joint-stock companies. *WSEAS Transactions on Environment and Development*, 18(1), 789-797. <https://doi.org/10.37394/232015.2022.18.74>
- İşık, M. & Çiçek, B. (2019). İnsan kaynakları uygulamalarının kurumsallaşma algısı üzerindeki öncüllük rolü. *Journal of Management and Economics Research*, 17(2), 128-149. <https://dergipark.org.tr/en/download/article-file/754856>
- İnce, M. (2002). İşletmelerde İnsan Kaynakları Eğitiminin Çalışanların Performansları Üzerinde Olan Etkileri ve İşletmelerde Bir Uygulama. Selçuk Üniversitesi Sosyal Bilimler Enstitüsü, Konya. Yayınlanmamış Yüksek Lisans Tezi.
- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85.
- Karaca, M., Bayram, A., & Harmancı, Y. (2020). İnsan kaynakları yönetimi uygulamalarının örgütsel bağlılık üzerindeki etkisi. *MANAS Sosyal Araştırmalar Dergisi*, 9(1), 199-208. <https://dergipark.org.tr/en/download/article-file/942989>
- Karacan, E., Erdoğan, Ö. N. (2011). İşçi Sağlığı ve İş Güvenliğine İnsan Kaynakları Yönetimi Fonksiyonları Açısından Çözümsel Bir Yaklaşım, *Kocaeli Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (21) 2011 / 1,102-116. <https://dergipark.org.tr/en/download/article-file/251902>
- Laursen, K. & Foss, N. J. (2013). Human resource management practices and innovation, in *Handbook of Innovation Management*, Edited by Mark Dodgson, David Gann, Nelson Philips, Oxford: Oxford University Press. https://d1wqtxts1xzle7.cloudfront.net/96300713/Laursen_Foss_SMGWP2012_5-libre.pdf?1671905181
- Lengnick-Hall, M. L., Lengnick-Hall, C. A., Andrade, L. S., & Drake, B. (2009). Strategic human resource management: The evolution of the field. *Human Resource Management Review*, 19(2), 64-85. <https://doi.org/10.1016/j.hrmr.2009.01.002>
- Longenecker, C. O., Liverpool, P. R., & Wilson, K. Y. (1988). An assessment of manager/subordinate perceptions of performance appraisal effectiveness. *Journal of Business and Psychology*, 2, 311-320. <https://link.springer.com/content/pdf/10.1007/bf01013763.pdf>
- MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review (ILR Review)*, 48(2), 197-221. <https://www.jstor.org/stable/2524483>
- Mathis, R. L. & Jackson, J. H. (2007). *Human resource management* (12th Edition). South-Western: Thomson.
- Mercin, L. (2005). İnsan kaynakları yönetimi'nin eğitim kurumları açısından gerekliliği ve geliştirme etkinliği. *Elektronik Sosyal Bilimler Dergisi*, 4(14), 128-144. <https://dergipark.org.tr/en/download/article-file/69865>
- Nwachukwu, C., & Chladkova, H. (2017). Human resource management practices and employee satisfaction in microfinance banks in Nigeria, *Trends Economics and Management*, 28 (1), 23-35.
- Ögden, H., Öztürk, A., & Yalçın, A. (2005). *İnsan kaynakları yönetimi*. Adana: Nobel Kitabevi.
- Özçelik, O. (2013). *İnsan kaynakları yönetimi* (6. Baskı). İstanbul: Beta Yayınları.

- Pourkiani, M., Salajeghe, S., & Ranjbar, M. (2011). Strategic human resource management and organizational knowledge creation capability. *International Journal of e-Education, e-Business, e-Management and e-Learning*, 1(5), 416. <http://www.ijeeec.org/Papers/069-Z0052A10029.pdf>
- Saatçiođlu, K., & Yıldırım, A. (2022). İnsan kaynakları yönetimi fonksiyonlarından eğitim ve geliştirme uygulamalarının çalışan performansına etkileri: Tekstil ve hazır giyim sektöründe bir araştırma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 27(2), 123-141. <https://dergipark.org.tr/tr/download/article-file/2040507>
- Sabiu, S. (2017). Relationship between aspect of human resource management practices and organizational performance: Mediating role of ethical climate. Universiti Utara Malaysia. https://etd.uum.edu.my/7390/1/s900159_01.pdf
- Sabuncuođlu, Z. (1991). *Personel yönetimi* (6. Baskı). Bursa: Ezgi Yayınları.
- Sacchetti, S., Tortia, E. C., & Francisco, J. (2016). Human resource management practices and organizational performance. The mediator role of immaterial satisfaction in Italian Social Cooperatives. Facultad de Econom Empresa, Universidad de Zaragoza. https://iris.unitn.it/bitstream/11572/137870/1/Lopez-Sacchetti-Tortia_DT2016-02.pdf
- Saeed, R., Lodhi, R. N., Iqbal, A., Sandhu, M. A., Munir, M., & Yaseen, S. (2013). The effect of human resource management practices on organization's performance. *Middle-East Journal of Scientific Research*, 16(11), 1548-1556.
- Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *Academy of Management Perspectives*, 1(3), 207-219. https://web.archive.org/web/20170110125451id_/http://personal.cityu.edu.hk:80/~mghempel/HNA/Competitive-Strategies-and-HRM.pdf
- Shahnawaz, M. G., & Juyal, R. C. (2006). Human resource management practices and organizational commitment in different organizations. *Journal of the Indian Academy of applied Psychology*, 32(3), 171-178.
- Shantz, A., & Latham, G. (2011). The effect of primed goals on employee performance: Implications for human resource management. *Human Resource Management*, 50(2), 289-299. https://onlinelibrary.wiley.com/doi/pdf/10.1002/hrm.20418?casa_token
- Singh, N. R., & Kassa, B. (2016). The impact of human resource management practice on organizational performance- a study on Debre Brehan University, *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*, 1 (1), 643-662.
- Snell, S., Bohlander, G. W., & Bohlander, G. (2010). *Principles of human resource management* (1th Edition). Ohio: South-Western Cengage Learning.
- Sunter, M. (2019). Sağlık kurumlarında insan kaynakları yönetiminin önemi. *Verimlilik Dergisi*, (3), 143-160. <https://dergipark.org.tr/en/download/article-file/738501>
- Sürücü, L., & Şeşen, H. (2020). İnsan kaynakları yönetim uygulamalarının iş stresi üzerindeki etkisi: Hizmet sektöründe bir araştırma. *İş ve İnsan Dergisi*, 7(2), 255-265. <https://dergipark.org.tr/en/download/article-file/1044931>
- Szalkowski, A., & Jankowicz, D. (1999). The ethical problems of personnel management in a transition economy. *International Journal of Social Economics*, 26(12), 1418-1427. <https://doi.org/10.1108/03068299910248513>
- Tan, C. L., & Nasurdin, A. M. (2011). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management

- effectiveness. *Electronic journal of knowledge management*, 9(2), 155-167. file:///C:/Users/pc/Downloads/ejkm-volume9-issue2-article289%20(1).pdf
- Trehan, S., & Setia, K. (2014). Human resource management practices and organizational performance: An Indian perspective, *Global Journal of Finance and Management*, 6(8), 789-796. <https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=5a748b93a07ba64c29f935b501ea1e3b61f24ffc>
- Tiftik, C. (2021). İnsan kaynakları yönetiminde yapay zekâ teknolojileri ve uygulamaları. *IBAD Sosyal Bilimler Dergisi*, (9), 374-390. <https://dergipark.org.tr/en/download/article-file/1421928>
- Truss, K., Mankin, D., & Kelliher, C. (2012). *Strategic human resource management, forthcoming*. Oxford. Oxford University Press.
- Uslu, Y. D. (2022). İnsan kaynakları yönetiminin önemi. *Karınca Dergisi*, 89(1031), 32-37. <https://koopkur.org.tr/wp-content/uploads/2022/11/1031.pdf#page=32>
- Ülgen, H., & Mirze, K. (2004). *İşletmelerde Stratejik Yönetim*, İstanbul: Literatür Yayınları.
- Weaver, G. R. (2004). Ethics and employees: Making the connection. *Academy of Management Perspectives*, 18(2), 121-125. <https://doi.org/10.5465/ame.2004.13836241>
- Wright, C. (2008). Reinventing human resource management: Business partners, internal consultants and the limits to professionalization. *Human Relations*, 61(8), 1063-1086. <https://doi.org/10.1177/0018726708094860>
- Yalçın, S. (1994). *Personel yönetimi*. İstanbul: İstanbul Üniversitesi İşletme Fakültesi Yayını.
- Yılmaz, A. (2013). *İnsan kaynakları yönetimi ve örnek olaylar*. Seçkin Yayıncılık.
- Yin, Y., Stecke, K. E., & Li, D. (2018). The evolution of production systems from Industry 2.0 through Industry 4.0. *International Journal of Production Research*, 56(1-2), 848-861. <https://doi.org/10.1080/00207543.2017.1403664>
- Yücel, F. H. (2023). *Ücret yönetimi bağlamında öğretmen maaşlarının incelenmesi*. *Nevşehir Hacı Bektaş Veli Üniversitesi SBE Dergisi*, 13(1), 358-371. <https://dergipark.org.tr/en/download/article-file/2805566>

Web Resources

- (Flypgs, 2023). <https://www.flypgs.com/kariyer-pegasus/insan-kaynaklari-politikamiz> (Access Date: 01.08.2023).
- (Flypgs.com/en, 2023). <https://www.flypgs.com/pegasus-hakkinda/genel-bakis> (Access Date: 01.08.2023).
- (Pegasusinvestorrelations/en, 2023). <https://www.pegasusinvestorrelations.com/en> (Access Date: 04.08.2023).
- (Airbus, 2023). <https://www.airbus.com> (Access Date: 04.08.2023).
- (Pegasusinvestorrelations, 2023). https://www.pegasusyatirimciliskileri.com/medium/image/31122021-yillik-faaliyet-raporu_1158/view.aspx (Access Date: 13.08.2023).
- <https://www.aa.com.tr/tr/sirkethaberleri/ulasim/pegasus-a-insan-kaynaklari-yonetimi-mukemmeliyet-odulleri-kapsaminda-2-odul/653022> (Zeynep Kahveci Interview) (Access Date: 04.08.2023).