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A Keyword Analysis for Human Resource Management Factors

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Abstract. With the constant increasing in technology and education, with development of multinational corporations and frequent changes in economic status and structures, Human Resources become the most crucial, the most reliable and necessary department. Moreover, in many companies, Human Resource Department is the most important department. The main purpose of this research is to mark off top rated factors related with Human Resource Management by analyzing all the abstracts of the published papers of a Human Resource Management journal for the period between the first issue of 2005 and the first issue of 2013. We identified the most frequent categories of the articles during this analyzed period. The literature is reviewed according to the identified factors related to Human Resource Management. If the keywords about Human Resources (35,7 %) is not considered, it is observed that the researches, for the selected period, have organizational approach (39,2 %) (Management, organizational strategy, organizational performance, organizational culture, contextual issues, technical issues and location) and from the individual approach (24,4 %) (Individual performance, training and education, employee rights, and behavioral issues). Furthermore, it is also observed that the researchers (a) mainly give importance to the practice more than the theory and (b) consider the organization more than the individual.

Keywords: human resource management; journal; abstracts; keywords analysis.

Introduction.

It has been extensively considered that human resources are one of the key elements of an organization. The management of human resources depends on very complex and interrelated factors. Despite the related factors have been identified, theorized and the relationships among the factors have been searched a lot, with changing economic, social and psychological behaviors, the understandings and therefore research interests may change thorough the timeline.

This research wants to detect the current research interest on Human Resources Management (HRM) related factors. Therefore, we considered one relevant specific journal which is highly indexed in the area between 2005 and 2013, descriptively analyzed the keywords of all the papers in this interval, and identified the most frequent factors. Moreover, a literature review about the identified factors from the subject journal has been provided and the paper is accordingly

concluded. We are hoping that this research will be beneficial especially for researchers in this field and moreover for managers in human resources departments.

Identified Factors in Human Resource Management.

For this research we choose one of the popular and powerful journals from the field of human resources management. "Human Resource Management Review" journal has four issues per year. We collected the journal's abstracts from the beginning of 2005 to the first issue of 2013 and keywords of the published papers are collected. The keywords are summarized and grouped under the categories by considering their similarities. Categories are named according to human resources terminology. Finally, the frequencies of all categories are calculated, and presented in the table (Table 1).

Table 1. Frequency Distribution of Keyword Categories

Keyword Names	Frequency	Percentage
HR Related keywords	203	35,70 %
Management Related Keywords	73	12,90 %
Individual Performance	49	8,70 %
Training and Education	48	8,50 %
Organizational Strategies	46	8,10 %
Employee Rights Related Issues	32	5,60 %
Organizational Performance	27	4,80 %
Organizational Culture related keywords	22	3,90 %
Contextual Issues (Specific Industries, Organizations, etc.)	29	5,20 %
Theories	16	2,80 %
Technical Issues (Technology, Information Systems, software programs, tools, etc.)	14	2,50 %
Location	10	1,80 %
Behavioral Issues	9	1,60 %
Total	**568**	**100 %**

In the following section, the factors which have the highest frequencies are reviewed by considering the articles from the selected journal.

Literature Review.

Human Resource Management.

While categorizing the keywords of this group, the overall management of human resources is considered. Internal and external Organizational environment are continuously changing and evolving every day. As a result of Globalization and technological development as well as the changing nature of work, company structures are changing too. In order to respond these factors, there appear new and growing number of trends such as offshoring and virtual organizations towards changed alternative forms of organizations (Colakoglu, Lepak, & Hong, 2006). Therefore, the understanding of human resources management has been reshaped too.

Burke and Ng (2006) reported that several factors have come together over the past decade to impact the role, relevance and practice of human resource management in organizations. They continued that these factors operate at many different levels and raise important issues and challenges for the management of organizations. They claimed that in the past decade, the understanding of the relationship of HRM practices and firm performance has been searched a lot and accordingly HRM becomes a major competitive advantage that cannot be copied readily by one's competition. Therefore, they suggest that HR professionals should have new roles, though many HR professionals may not yet be well or fully equipped for their new challenges.

While Breaugh (2008) was searching about employee recruitment, he noticed that research on employee recruitment topics has increased dramatically over the last forty years. Breaugh (2008) identified that recruitment related issues have focused on some important issues such as recruitment methods and realistic job previews. He also found that the research topics such as targeted recruitment and the site visit have received relatively little attention, but he suggests that

they have the potential to be quite important. Breaugh (2008) suggested a model of the recruitment process from.

Van Buren, Greenwood and Sheehan (2011) investigated Strategic human resource management and the decline of employee focus. The purpose of Van Buren, Greenwood and Sheehan's (2011) research is to critique the shift from employee focus to strategy focus in the role of HRM. Authors conceptualized unitarism at three levels (normative, conceptual, and empirical) and explained the disparity between strategic HRM's rhetorical promotion of unity of organizational and employee goals, and actual HRM practice of privileging strategic interests over employee interests. Their study was based on analyzed responses to a national survey of the membership of the professional body of the Australian Human Resources Institute (AHRI). They furthermore illustrated how HRM professionals prioritize strategic and employee foci and tried to find support for the argument that HRM professionals have made the shift to a strategic mindset. They found that despite employee relations are accepted as a primary responsibility for HR, it is not accepted as important to the ongoing role of HR. In contrast, they found that the role of HR is highly focused on its strategic import. Finally they concluded that whilst ethics activities are identified in policy development, they are lagging in programs and systems.

Mayson and Barrett (2006) research 'science' and 'practice' of human resource management in small firms. They noticed that there is growing evidence for informal characterization of human resource management practice in small firms; there is less evidence about the science, or explaining the reason for the case. Mayson and Barrett (2006) reported that a number of writers argue that a strategic approach to managing employees is vital for the success of all firms including small ones. They claimed that how HRM or more specifically strategic approaches to HRM contribution to small and entrepreneurial firm growth and survival cannot be fully understood.

Mayson and Barrett (2006) based their work on the previous literature and they conclude that small and medium enterprises make an important contribution to the performance of developed and developing economies through the world. They also conclude that, the effective use of resources, including human resources, to create and exploit new opportunities for business growth which is the key to firm sustainability and economic development is essential.

Lengnick-Hall, Lengnick-Hall, Andrade and Drake (2009) reviewed the evolutionary and chronological perspective about the development of strategic human resource management (SHRM) literature. They divide the reviewed literature into seven themes that reflect the directions and trends researchers have taken over approximately thirty years of research. The identified themes include (1) contingency perspectives and fit, (2) shifting from the understanding of managing people to creating strategic contributions, (3) expanding HR system components and structure, (4) increasing the scope of SHRM, (5) realizing HR implementation and execution, (6) assessing SHRM outcomes, and (7) methodological issues. They suggested each of these themes as a significant role in the evolution of the field.

Lengnick-Hall, Lengnick-Hall, Andrade and Drake (2009) reported that unlike some topics (e.g., total quality management, business process reengineering) which have weak status in human resource management over the years, strategic human resource management has achieved a stable power.

Individual Performance.

Under this section, the keywords related to the performance of employees are included. Garza and Morgeson (2012), by focusing on organizational values, have neglected the potentially important role that individual values can play in pursuing HR certification. They assumed that personal values of employees towards their development more broadly and HR certification more specifically have a critical influence on the performance of them.

The study of Harms (2011) explains the theory of attachment styles. He reviewed the existing research which links attachment styles to leadership, trust, satisfaction, performance and other outcomes. Moreover, Harms (2011) presented significant relationships between attachment styles and major organizational outcomes in order to underline the importance of attachment orientation in the modern, relational workplace. Therefore, as Attachment theory suggests the relationship between the employee attachment to the company and the employee performance, other issues such as organizational commitment, satisfaction, employee (individual) motivation, etc. should also be considered.

One of the ways in order to increase employee performance is sharing the existing knowledge among employees. Wang and Noe (2010) reviewed qualitative and quantitative studies of individual-level knowledge sharing. Based on the literature review they also, developed a framework for understanding knowledge sharing research. The framework identifies five areas of emphasis of knowledge sharing research: organizational context, interpersonal and team characteristics, cultural characteristics, individual characteristics, and motivational factors (Wang & Noe, 2010).

Training and Education.
Employee training and education are fundamental issues in human resources management. The employees should be continuously trained for targeted performance. According to Babcock (2004), because of the potential benefits as a result of knowledge sharing, many organizations have invested considerable time and money into knowledge management (KM) initiatives and knowledge management systems (KMS) which use specific technologies to enhance the collection, storage, and distribution of knowledge. Wang and Noe (2010) noted that at least $31.5 billion investments are lost per year by Fortune 500 companies as a result of failing to share knowledge. Therefore, we can conclude that in order to prevent the failures as a result of knowledge sharing or other issues, the overall organization should take specific training and education.

McIver, Lengnick-Hall, Lengnick-Hall, and Ramachandran (2012) assumed that organizational strategy can be constructed by its ability to generate, combine, recombine, and exploit knowledge. Therefore, in order to understand knowledge in organizations, McIver, Lengnick-Hall, Lengnick-Hall, & Ramachandran (2012) developed a new framework by integrating a commodity view and a community perspective and by focusing on knowledge-in-practice. They also tried to clarify the organizational knowledge by examining the underlying knowledge-based characteristics of work practices.

According to Storey (2004), past research shows that training is an important HRM issue for many small firms. However, he claims that formal training is less likely to be provided in these firms. Therefore, we may suggest searching and hiring qualified staff at the very beginning for those small firms.

Performance Measurement and Assessment.
One of the fundamental duties of Human Resources Management is measuring and assessing the performance of the employees. Therefore, some organizational and employee related procedures such as arranging necessary training and education, renewing contracts, etc. may be started. Some of the researchers evaluated the performance measurement at very beginning of hiring procedure. Huffcutt, Van Iddekinge and Roth (2011) developed a theoretical model of interviewee performance in selection interviews. According to their model, the construct of interviewee performance is determined as a central mediating variable between candidate attributes and interviewer ratings. Their model promotes a fundamental shift about employment interviews, from the focus on interviewer ratings to a focus on interviewee performance. Furthermore, their model includes six sets of factors that may influence interviewee performance, interviewer ratings, or both. They suggest that their model about interviewee performance leads to a greater understanding of interview dynamics and potentially positive benefits for both candidates and organizations.

Some researchers suggest using technology in order to enhance the measurement and assessment of employee/organizational performance. Stone, Lukaszewski, Stone-Romero, and Johnson (2013) reported that the use of electronic selection (e-selection) systems in organizations is continuously increasing. In their research, they reviewed the influencing factors of their effectiveness and acceptance by job applicants (applicant acceptance). Moreover, they examine the effectiveness and acceptance of these systems at all stages of the selection process which includes (a) job analysis, (b) job application, (c) pre-employment testing, (d) interviewing, (e) selection decision-making, and (f) evaluation and validation. They also suggested some implications for e-selection system design and implementation. They believe that their review helps organizations to design and implement e-selection systems that consider both the needs of both organizations and individuals.

Organizational Strategies.
According to Way and Johnson (2005), organizational strategies define the process or set of processes which are used to achieve organizational goals and objectives. They noted that

Organizational strategies are influenced by the feedback of the organization's various functions related to its ability to provide the resources and inputs as well as to produce the essential outcomes in order to contribute to the attainment of overall organizational goals and objectives. Therefore, the feedbacks coming from Human Resources and available tools in terms of Human resources are some of the primary sources influencing the determination and establishment of the strategies of the organization in achieving its goals.

Way and Johnson (2005) investigated about the impact of strategic human resource management (SHRM). They also proposed a framework, based on their review, as an integration and extension of the theoretical foundations of SHRM which is suggested as a useful guide to accurately conceptualize and measure organizational effectiveness, which has been an elusive outcome in prior SHRM research.

Technology and Information systems can enhance making fruitful strategic decisions regarding the organization and its assets. The decisions related to the implementation of these systems can also depend on the employees. However, the role or Human Resources in the implementation of such systems seems weak. Schalk, Timmerman and Heuvel (2012) studied the influence of strategic considerations on decision making regarding e-HRM applications. According to their review, some past studies suggest that the added value of human resource management is the strongest when HRM decisions are linked to the organizational strategy. They found that practical knowledge about the influence of strategic considerations on decision-making processes regarding e-HRM is limited. Schalk Timmerman and Heuvel (2012) used case descriptions of three decision-making processes related to strategic considerations about decision-making process in large organizations.

According to Schalk, Timmerman and Heuvel (2012), the literature suggests that the added value of human resource management is strongest when HRM decisions are related to strategy. They reported that none of the three cases turned up a clear link with specific strategic deliverables and business drivers. Based on their results of the situation in the case studies, they concluded that with respect to e-HRM, Human Resources played no real strategic role. The fundamental goal of e-HRM is building an efficient infrastructure for the administrative role of Human Resources. They suggested that a strategic use of e-HRM is not the mail goal of e-HRM implementation. The implementation of the systems may not be so much depended on the human resources. However, since human power adopts the implemented systems, we may suggest the effective role of human resources while taking the strategic decision of implementation of such systems. They may be useful in implementing useful and easy to use systems.

Employee Rights Related Issues.
The world is completely different compared to the past. People, community, rules, conditions and their expectations are completely different. Companies and their workforce consider many issues before and after employment. According to Burke and Ng (2006), organizations are employing the most educated workforce in the history of the world. They claimed that today's employees expect high salary, have the availability to take part in organizational decision-making, and expect to be treated fairly and to be respected. They also added that employees are concerned more about the effects of work demands and work hours on their family and on their personal lives. Therefore, it automatically effects human resources department and its activities in the organizations.

Chattopadhyay (2003) reported that employees' personalities can influence their attitudes and behavior in an organizational context. According to Mamman, Kamoche and Bakuwa (2012), since Perceived Low Status Minorities (PLSMs) differ in their personality and individual values, it is reasonable to expect that their reaction to injustice is various. PLSMs may be formed with respect to their perception of social identity such as gender, age, ethnicity and nationality. They provided the specific dimensions of personality and situations that can moderate PLSMs' reaction to violation of organizational justice.

Furthermore, according to them, experts generally agree that workforce diversity can produce positive outcomes such as novel and diverse ideas. They explored diversity, organizational commitment and organizational citizenship behavior by providing a review of literature on the subject and offered a framework in order to identify why some categories of employees are not motivated to contribute to the organization beyond the call of duty (in-role behavior). According to their results, it is indicated that workforce diversity can lead to undesirable outcomes.

Organizational Culture.

One other important factor in Human Resources Management is the organizational culture. The literature suggests a two way relationship between the culture and HRM. In their study about human resources reputation and effectiveness, Ferris, Perrewé, Ranft, Zinko, Stoner, Brouer and Laird (2007) found that recent literature has an interest on the entities' reputations in the organizational sciences and the consequences of such reputations for the various constituencies of these entities. According to them, while most of the research has focused on individuals and organizations, reputational phenomena can be studied equally effectively at the department or sub-unit level of analysis. They concluded that HR department reputation that has been neglected is critically important and has great potential to contribute to understand the roles, status, and positioning of HR departments in today's and future organizations.

The literature suggests a harmony between the organizational culture and the individual culture. Stone, Stone-Romero and Lukaszewski (2007) reported a rapid increase in cultural diversity among U.S. organizations. They claimed that the literature has little interest on the impact of diversity on the acceptance of human resource management processes and practices (e.g., recruitment, selection, training, performance appraisal, and compensation and benefits) by individuals and the effectiveness of such processes and practices. Therefore, they offered a model about the influence of culture on HRM processes and practices and examined the effect of cultural values on various HRM processes and practices. Moreover, Stone et al. (2007) considered the moderating effects of both individual culture and organizational culture on the relations between human resource management processes and practices and the acceptance and effectiveness of such processes and practices. They concluded that there may be negative consequences for individuals whose culture is different from that of the dominant culture.

Organizational Performance.

Organizations, have intention to increase their performance, should enhance the effectiveness of their human resources via Human Resources Management. The performance of the organization is very much depended on its willingness to achieve competitiveness in the marketplace. Some firms may not choose to be stable instead of being competitive. Therefore, they can shape their work power according to the determined strategies. Garza and Morgeson (2012) explored the link between organizational values and human resource certification. By considering the literature about the influence of organizational values on the behavior and attitudes of the organization and its employees, Garza and Morgeson (2012) suggested the influence of key organizational values on the acceptance of HR certification by the organization and its members. They aimed to explore the relationships between the organizational values of innovation, people orientation, and stability and the organizational use of HR certification for selection purposes. According to their results, it is clearly found that organizations have different values and these values may influence the selection decisions for the organizations which value HR certification. They suggested selecting candidates that already possess a given set of knowledge and skills for the organization that values innovation and wishes to save time and money associated with developing employees. Furthermore they identified that the innovative organizations considers HR certification when making selection decisions, but, the organizations that want to be stable and predictable in their human resources may give less value for HR certification in their initial selection decisions. They assumed that the organizations want to be stable may choose to develop and train employees after hiring them in order to satisfy the needs of the organization. Garza and Morgeson (2012) suggested investigating other values such as learning and development for the organizational processes.

Some researchers suggest selecting innovative and inventive employees for specific firms to enhance their performance. Burke and Ng (2006) assumed that there will be a greater need for creativity and innovation from employees in the new service and knowledge-based industries-sectors which have grown much over the past decade. They suggested that the employees should continuously learn and update their knowledge and skills in order to be more competitive, since the industries have become more knowledge-based. They also strongly suggested that there is a greater need for the employees working more collaboratively on a variety of team-based structures. They finally recommended that organizations need a greater commitment and engagement of staff in order to enhance and keep their competitiveness.

Conclusion.

The constant and rapid increase in technology and education and the development of multinational corporations and frequent changes in economic status and structures made Human Resources the most efficient, the most reliable and the oldest management department through the organizations. The idea and the works of Human resources management have evolved and changed much through the history. The literature includes vast amount of theory and research on this field. Therefore, this study has been motivated to identify the most current trends in HRM research by focusing on one of the leading journals in the field of human resources management "Human Resources Management Review". We reviewed the selected journal's keywords for the period between the first issue of 2005 and the first issue of 2013. In Frequency Distribution of Keywords, it is identified that the articles are focused more on (1) human resources and its management (35,70 %), (2) management (12,90 %), (3) employees' individual performance (8,70 %) and their training/education (8,50 %), etc. If we don't consider the keywords about Human Resources (35,7 %), the remaining keywords mainly approach to the issue from the organization's perspective (39,2 %) (Management, organizational strategy, organizational performance, organizational culture, contextual issues, technical issues and location) and from the individual perspective (24,4 %) (Individual performance, training and education, employee rights, and behavioral issues). The remaining (2,8 %) considers the related theories about human resources. Therefore, it can be assumed that the researchers (a) mainly give importance to the practice more than the theory and (b) consider the organization more than the individual.

One of the limitations of this study is that it only provides a specific time interval and only one journal. We suggest for future studies to provide longer time period and also to include more journals. We assume that the researchers do not provide proper keywords for their studies and most of them only assign very general terms. We suggest that authors should consider more the keywords while writing their research papers.

According to the results, we finally suggest that the organizations should consider the benefits of both organizations and individuals before and after hiring their employees.

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