

Need and Expectation Analysis of Human Resources in SMEs for an Effective Management: A Field Study in Seydisehir SMEs

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Abstract—The purpose of this study is to make an analysis on human resources of Small and Medium Sized Enterprises (SMEs) in terms of their needs and expectations. The research sample involves 64 managements registered in Seydisehir Chamber of Commerce, one of the largest districts in Konya, which is also one of the most important industrial centers in Turkey. The study investigates the interest areas expected by human resources in terms of vocational skills in SMEs, the characteristics that human resources should have, the characteristics that they have difficulty in finding and vocational groups they are also unable to find. The questionnaires are used as a means of data collection and no sector difference is made when applying them to the SMEs in Seydisehir. The list of SMEs registered in Seydisehir Chamber of Commerce and their contact information are obtained before reaching each of these managements. The data obtained from the questionnaires are tested via using SPSS program. Measures of central tendency are used in these evaluations. The findings gathered from this study are expected to direct the studies to be made in terms of human resources need and expectations of SMEs, the other shareholders in the region and Seydisehir Chamber of Commerce, to be a guide for settlement areas with a large hinterland like Seydisehir and to contribute to the academicians working in this area.

Index Terms—SMES, human source, expectation, need, analysis, Seydisehir

I. INTRODUCTION

It is now an important requirement to have information about work force market to determine economy policies of countries, to make development plans, to determine the areas of investment, to direct the human resources, to increase the employment and decrease the unemployment. Besides national ones, economy parties also expect some other questionnaires conducted on a local scale. Each new determination made will give a light into the regional differences and be a guide for solutions.

Human-based analysis conducted on a local scale will give an opportunity to train the work force as desired by the market. In this way, people will be able to find a job and employers will find the work force they need. Local analysis about work force market plays an important role

when determining regional differences, establishing short-term or long-term projections for social actors and materializing the suggestions for solution.

Demands for work force should be known and measured rationally to increase its quality, the education and efficiency [1]. Conducting need and expectation analysis to manage human resources of small and medium sized enterprises effectively will enable to determine the number of employees needed in present and future periods and in which sectors for SMEs and which professions have difficulty in finding employees. Therefore, analysis of human resources in SMEs in the region will make important contributions to all social shareholders actively involved in the same region. Several studies have been done about this subject. Obtained results of them are similar the study. [2], [10].

II. RESEARCH METHODOLOGY

A. Purpose of the Study

SMEs involve the basic dynamics of all economies, therefore increasing the importance of any study on needs and expectations. This situation has the same tendency also in Turkey as in all countries around the world. There are several studies in Turkey conducted on needs and expectations in SME sample. The need to make a study on this issue results from the difficulties when determining the expectations of managements from work force market and from the important administrative problems in terms of an effective management especially in human resources of small and medium scale enterprises. In this view, the fact that such small and medium scale enterprises are the most important elements of an economy makes this study even more important. Selecting this issue as a research subject will enable the managements in this process to gain opinions to a great extent from employees, employers and social environments. The purpose of this study is to make an analysis of needs and expectations for an effective management of human resources in SMEs in Seydisehir district in Konya province. In this study conducted on SMEs in Seydisehir district, the purpose is:

- To determine the expectations from human resource according to activity areas,

- To see in which areas the fresh university graduates are interested when working in managements,
- To determine the important characteristics for fresh university graduates to have if you want to employ one of them,
- To determine the problems experienced when searching for personnel in specified characteristics in terms of fresh university graduates.

B. Limitations of the Study

The study is only conducted in SMEs actively involved in business in Seydisehir district of Konya province. Therefore, the data obtained are only based on this sample. Besides this, the study is limited only 63 managements as it is difficult to contact with all managements and some managements are not willing to fill in the questionnaires, that's why only the willing managers, who are also available in the office at the day of questionnaire participated herein. Moreover, cultural aspects are excluded from the questionnaire as they may lead the study into many different and extensive points.

C. Population and Sample of the Study

The population of the study involves managements actively involved in business and registered in Seydisehir Chamber of Commerce in Seydisehir district of Konya province in Turkey. The sample of the study involves the SMEs in Seydisehir district. In accordance with random sampling method for these managements, the questionnaires are taken during May-June 2013 for the managers available in their offices at the day of application. In this view, 108 managements fill in the questionnaire and only 64 questionnaires are taken into the analysis as 44 of them become void due to several reasons.

D. Data Collection Procedures

Questionnaire method is used as data collection technique. The most important reason of this is to gather as many data as possible from the managements. The questionnaires are applied via face-to-face interviews. The questionnaire prepared is developed from the study, which is conducted as a result of an extensive literature review by Erbas (2012). [2].

E. Reliability of the Study

The questionnaire used in the study is consisted of 2 parts and 142 items with a Cronbach Alpha value of 0,91. The confidence interval of the questionnaire is quite high, therefore making it very reliable.

F. Data Analysis

The data obtained via questionnaires are evaluated in SPSS 19.0 program. Basic determinant statics are used to define what levels of expectations and needs are required for vocational skills of young employees for managements and the characteristics of managers and managements (percentage, frequency, mean, standard deviation). The findings obtained are given in related tables separately.

III. FINDINGS

The participants of the study involve 90,5% male managers (n=57), 33,3% between the age of 36-45 (n=21), 39,7% with secondary education (n=25), 65,1% with no foreign language (n=41), 76

,2% being a management owner (n=48) and 28,6% with a total working period in the same sector as now between 16-20 years (n=18). The managements with commercial business lines are 54% (n=34), 81% of which operates as limited companies (n=51), 33,3% of which runs in the sector between 16-24 years (n=21), 65,1% of which have employees between 0-9 (n=41), 30,2% of which having an annual endorsement of 100000 (n=19), 79,4% of which have employees with secondary education (n=50), 25,4% of which have only 1 person with an management or business education (n=16), 84,1% of which make exports (n=53), 73% of which are involved in other areas apart from organized areas and industrial areas it is already located (n=46) and 36,5% of which are involved in such vocational groups as automotive, machinery, agriculture, heating, metal, food, furniture, etc. and other groups (n=23).

According to the findings in Table I, it is seen that the managements expect from employees (fresh university graduates) to work in their management to be interested in especially in scientific activities (Mean: 4,01). Besides, the managements also expect that employees should be interested in social (Mean: 3,98), sportive (Mean: 3,79) and artistic (Mean: 3,60) activities. The results also indicate that the managements show little interest in 'local and world politics' when compared to other characteristics of employees.

The SMEs involved in the sample in Table II are shown with individual characteristics that employers expect to see.

Table II indicates the findings related to individual traits, which are required by employers for fresh university graduates during employment processes. Basing on these findings, it is seen which traits the managements prefer and which one of these traits are expected more. When the results are examined, it is also seen that managements give importance to the trait 'honesty' more than others (Mean: 4,76). Other than this, the managements give importance to the traits 'Good Humor' (Mean: 4,66), 'Coordination' (Mean: 4,65), 'Discipline' (Mean: 4,63) and 'Health' (Mean: 4,57).

TABLE I. EXPECTATIONS OF MANAGEMENTS FROM EMPLOYEES IN TERMS OF INTEREST AREAS

Interests	Mean	SD
Social Activities	3,98	1,08
Artistic and Cultural Activities	3,60	1,00
Local Politics	3,31	1,54
World Politics	3,36	1,32
Scientific Activities	4,01	1,02
Sportive Activities	3,79	1,04

TABLE II. INDIVIDUAL TRAITS EXPECTED FROM EMPLOYEES BY EMPLOYERS

Individual and Occupational Traits	Mean	SD
Analytic Thinking	4,39	1,02
Foreign Language	3,79	1,33
Creativity	4,52	,82
Work Experience	4,50	,73
Being Initiative	4,23	,91
Decision Making	4,26	,93
Knowledge on Computer	4,14	1,14
Knowledge on Accounting	3,93	1,44
Knowledge on Autocat etc.	3,77	1,28
Diction	4,22	1,00
Knowledge on Legal Regulations	3,88	1,17
Project Making	3,98	1,07
Planning	4,26	,95
Responsibility	4,47	,93
Effective Communication	4,28	,86
Knowledge on National Culture	4,06	1,09
Completion of Military Service	4,15	1,05
Health	4,57	,68
Innovation	4,38	,68
Detachment	4,44	,61
Objectivity	4,38	,58
Consistency	4,53	,59
Patience	4,49	,64
Human Values	4,46	,64
Empathy	4,31	,69
Cooperation	4,33	,78
General Knowledge	4,39	,77
Honesty	4,76	,46
Coordination	4,65	,54
Good Humor	4,66	,62
Discipline	4,63	,67
Marriage	3,52	1,55

Table III indicates the basic distinctive statistics related to the traits in which the managements are unable to find an employee among the fresh university graduates. According to the results in the table, the trait in which the managements face with the most difficulty when searching for employees is their 'work experience' (Mean: 4,46). Other traits, in which the managements face with the most difficulty when searching for employees are as follows: analytic thinking (Mean: 4,44), creative thinking (Mean: 4,44), being initiative (Mean: 4,30), detachment (Mean: 4,28), consistency (Mean: 4,25), patience (Mean: 4,25), making decisions (Mean: 4,22), knowledge on computer (Mean: 4,20), responsibility (Mean: 4,20), honesty (Mean: 4,17), good humor (Mean: 4,17), human values (Mean: 4,14), completion of military service (Mean: 4,12), showing empathy (Mean: 4,12), cooperative (Mean: 4,12), general knowledge (Mean: 4,11) and coordination (Mean: 4,11).

In the study, the areas in which the managements have difficulty in finding employees are determined in accordance with their significance. According to these results, it is seen that the most difficulty faced when searching for an employee is 'marketing areas' (n=41). On the other hand, other areas in which employers have difficulty in finding an employee other than marketing areas are as follows in accordance with their significance: finance (n=5), other areas (n=5), banks (n=2), machinery

technology (n=2), human (n=2), machinery (n=1), fuel (n=1), agriculture (n=1), managers (n=1), graphics (n=1) and quality (n=1).

TABLE III. THE PROBLEMS FACED BY MANAGERMENTS IN FINDING WHICH TRAITS ARE DIFFICULT TO FIND WHEN SEARCHING FOR EMPLOYEES IN EMPLOYMENT PROCESS

Matters	Mean	SD
Thinks Analytically	4,44	,87
Knows a Foreign Language	4,09	1,13
Thinks Creatively	4,44	,99
Has a Work Experience	4,46	,75
Quite Initiative	4,30	,83
Makes Decisions	4,22	,97
Knows how to use Computers	4,20	1,13
Knows about Accounting	4,03	1,12
Knows about such programs as Autocat, etc.	3,96	1,16
Has a Good Diction	4,09	1,04
Knows about legal regulations	3,92	1,12
Knows about project making	4,00	1,00
Knows about planning	3,96	1,14
Has responsibility	4,20	,95
Quite Communicative	4,01	1,02
Knows the culture of target population	3,96	1,01
Completed military service	4,12	1,07
Has a good health	4,04	1,16
Open for innovations	4,01	1,11
Detached	4,28	,90
Objective	4,09	1,01
Consistent	4,25	,91
Patient	4,25	,91
Values Human	4,14	,99
Develops Empathy	4,12	1,03
Cooperative	4,12	1,07
Aware of general knowledge	4,11	,98
Honest	4,17	,95
Coordinate	4,11	,95
Good humored	4,17	,95
Disciplined	4,09	1,01
Married	3,71	1,21
Social	3,88	,98
Into arts and culture	3,98	1,05
Interested in local politics	3,98	1,25
Interested in world politics	3,76	1,31
Interested in scientific activities	4,03	1,19
Interested in sportive activities	3,84	1,23

Table IV indicates the distinctive statistics of on the evaluations of managements, based on the education given in universities.

According to the results in Table IV, the managements in the sample find the education given in universities "far from the application" (Mean: 4,57). Other aspects evaluated on university education are as follows according to their significance: they are not sufficient in terms of cooperation between university and industry (Mean: 4,46), education programs are not realized within the framework of university-industry co operation (Mean: 4,36), no education is sought after graduation (Mean:

4,30), no methodological thinking is maintained (Mean: 4,28) and no joint projects are produced (Mean: 4,25) by the managements.

TABLE IV. VIEWS ON UNIVERSITY EDUCATION BY THE MANAGERMENTS

Views on Education	Mean	SD
Education without application	4,57	,64
Unable to produce joint projects	4,25	,80
Insufficient cooperation between university and industry	4,46	,69
Unable to teach how to learn	4,09	,99
Unable to train after graduation	4,30	,77
Ineffective intern applications	4,04	,94
Unable to transfer theoretical knowledge into application	4,12	,95
Insufficient professional knowledge to start working	4,14	,91
Uncoordinated education programs	4,36	,88
Unable create a methodological thinking	4,28	,90

The study also finds the reasons why managements prefer two-year or four-year graduates. According to these findings, they mostly prefer two-year graduates, the reason of which is that they are directly instructed in terms of their future professions when compared to four-year graduates (Mean: 4,42).

IV. RESULTS

The SMEs described in this sample within this study expect that the employees to work in their managements should be interested in especially scientific activities (for fresh university graduates). Besides, the managements also give importance to social, sportive and artistic activities of employees. The results also indicate that the managements give less importance to the interest in 'local and world politics' of employees when compared to the others. As understood from the results, the SMEs evaluate the characteristics of employees during employment process. It is believed that there are many reasons why managements give importance to the ones especially interested in scientific activities in these evaluations. One of them is the speed of technological developments in industrial sector. The managements need such employees, who follows the technological developments closely especially within the industrial sector all around the world. The managements follow all changes, developments and other applications experienced in related markets thanks to these people, therefore increasing their efficiency, profit, performance and competitive advantage and developing their marketing strategies with the help of these people's knowledge. Hence, this result is quite expected, as managements prefer the ones interested in and curious for scientific and technologic developments in this information age. Besides, it can also be argued that managements give importance to the social activities of employees. One of these reasons is that managements

expect their employees to be out of stress, therefore dealing with sportive and social activities and increasing their efficiency with a maximum performance.

The study also includes data on which individual traits the fresh university graduates are required to have during employment process by SMEs. Using these findings, the individual traits preferred by managements and which of these traits come to the forefront are determined. When the results are examined, it is seen that managements give importance to 'honesty' the most among all traits. Other than this, the importance given by the managements are observed to be good humor, cooperation, discipline and health.

Some basic distinctive statistics are evaluated here in terms of the individual traits, in which the managements have difficulty in searching for fresh university graduates to employ. The most difficult trait to find among employees during employment process of managements is 'work experiences'. The most important reason of this is believed to be that the participants have no work experience as they have just been graduated from the university. This is an expected result, because they are not in business field yet. Other individual traits that the managements have difficulty in finding an employee are as follows: the ones thinking analytically, thinking creatively, being initiative, detached, consistent, patient, making decisions, knowing how to use a computer, responsible, honest, good humored, valuing humans, completed military service, showing empathy, cooperative, having a general knowledge and coordinate.

The areas in which the managements have difficulty in finding an employee are also determined in the study in accordance with their significance. According to these results, it is seen that the most difficult area to find an employee is 'marketing area'. On the other hand, other areas in which the managements have difficulty in finding an employee are as follows: finance, other areas, banks, machinery technology, human, machinery, fuel, agriculture, manager, graphics and quality.

Besides, views of SMEs on human resources are asked in the study. According to this, it is seen that SMEs believe that university education is far from real applications. Also, other aspects stated by the managements here are given according to their significance that the university education is not sufficient for cooperation between university and industry, education programs are not realized within the framework of university-industry cooperation, no further education is maintained after university, no methodological thinking is promoted and no joint projects are produced.

The study also has several limitations. First of them is that the study is conducted on a limited region and involves SMEs only on a district level, therefore limiting the sample. The second limitation of the study is that it is not applied to all SMEs in Seydisehir. In fact, all 129 SMEs registered in Seydisehir Chamber of Commerce are contacted, but some of them found unavailable in their addresses and some excluded from the study, as they did not wish to participate. However, the sample of the study represents the SMEs in Seydisehir, which is taken as a

population. The third limitation of the study is that the questionnaires are applied to only one single person (owner or manager) from each management. It could have increased the significance of these results if all managers in SMEs had stated their views. However, this was not possible.

The findings obtained from this study are expected to be a guide for future studies conducted by Seydisehir Chamber of Commerce and other shareholders in the regions in terms of human resource need and expectations of SMEs, to give a light for such settlement areas with a large hinterland as Seydisehir and to contribute a lot to the academicians dealing in this area.

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