The Meaning of Human Resource Management for HR Managers: A Metaphor Analysis

İK Yöneticileri İçin İnsan Kaynakları Yönetiminin Anlamı: Bir Metafor Analizi

Assoc. Prof. Dr. Güler Sağlam Arı - Assist. Prof. Dr. Ece Konaklıoğlu

Abstract

In this study, it is aimed to determine how HR managers conceptualize HRM through metaphors in Turkey. For this purpose it is revealed the metaphors that human resource managers use with regard to human resource management and HRM functions on magazine interviews. Qualitative research methodology was conducted in this study. Interviews (103) that were conducted with HR managers of successful local and international firms published in "HRdergi" (HRmagazine) in 2004-2013 were examined by using metaphor analysis. This study determines HR managers' mental schemes, perspectives and visions related to HRM by metaphors in Turkey. As a result of the study, HR managers used metaphors about HRM and nature of HRM, HRM functions and practices, transformation of HRM, staffing, HR development, behavioural processes in HRM, human/employee and new generation employees. They emphasize the importance of HRM for organizations as "heart" "right arm", "bridge" and "mother". It is also determined that HR managers use metaphors like "having a seat in the executive board" and that HRM have to have a voice in management as other departments.

Keywords: *Metaphor, Human Resource Management, HR Managers, HRM Magazines, HR Magazine*

Öz

Bu çalışmanın amacı insan kaynakları yöneticilerinin İnsan Kaynakları Yönetimi ve İKY fonksiyonlarına ilişkin kullanmış olduklıları metaforları belirlemektir. Bu amaçla HRdergi'de 2004-2013 yılları arasını kapsayan 10 yıllık dönemde başarılı firmaların İK yöneticileri ile yapılan 103 röportaj metafor analizi ile incelenmiştir. Çalışma ile Türkiye'deki firmalarda görev alan İK yöneticilerinin İK'ya yönelik zihinsel şemaları, bakış açıları ve vizyonları ortaya konulmuştur. Araştırmanın sonunda İK yöneticilerinin kullandığı metaforlar; İKY ve İKY'nin doğası, İKY fonksiyonları ve uygulamaları, İKY'nin dönüşümü, kadrolama, İK geliştirme, insan kaynakları yönetiminde davranışsal süreçler, insan/çalışan ve yeni nesil çalışanlar başlıkları altında toplanmıştır. İK yöneticileri İnsan Kaynakları Yönetiminin örgütler için önemini "kalp" ve "sağ kol" metaforları ile vurgulamışlar, "yönetim kurulunda bir sandalyeye sahip olmak" gibi metaforlarla diğer bölümler gibi yönetimde sözs ahibi olması gerektiğini ifade etmişlerdir.

Anahtar Kelimeler: *Metafor, İnsan Kaynakları Yönetimi, İK Yöneticileri, İKY Dergileri, HR Dergi*

Assoc. Prof. Dr. Güler Sağlam Arı, Gazi University Faculty of Economics and Administrative Sciences, **gsaglam@gazi.edu.tr**
Assist. Prof. Dr. Ece Konaklıoğlu, Gazi University Faculty of Economics and Administrative Sciences, **ece@gazi.edu.tr**

Introduction

It is possible to observe some studies on personnel problems in workplace in "business economics" literature before the 1950 Turkey. However, human resource management started to be recognized as an academic discipline at the end of 1960's and in early 1970's in Turkey. Like other developing countries human resource management entered the literature as a sub-discipline of business administration and it was late for academia and sector. Besides conceptual framework and application models of human resource management were mainly imported from the West. After the 1980's, in parallel with the changes in the West, the name of "personnel management" turned into "human resource management" through a resource based approach in a way to emphasize an apparent change of understanding (Üsdiken&Wasti, 2002, p. 2-3). This change also affected businesses along with academic debates accompanying practices of multinational businesses.

The diffusion of the knowledge in academic world appeared via academic journals. According to the Keenoy's analysis HRM is like a hologram and "a socio-cultural artefact" which has been constituted and enacted by social actors like that managers, employees, unions, politicians, consultants, academics and publishers (Watson, 2003). As well as business magazines aiming at the business world, the magazines for human resource professionals have also started to be published in Turkey. The studies regarding the content of these magazines are also seen despite being few in number (Arı Sağlam&Boylu, 2013; Nazlı&Kesken, 2014). These studies were conducted by using different methods and provided important clues for the approaches of professionals in the business world.

Metaphor is described as a language form where a concept or term is applied to a different content with the aim of defining a given similarity (Yıldırım&Şimsek, 2011, p. 207). Even though metaphors seem related to language and the use of language, they are also tools for humans to understand their environment and infer from objective realities and gain meaning to their life or experiences. Metaphors can provide so many important benefits like the realization of our abilities and knowledge. They also help us to understand and explain the work life. Kuchinke (2001) stated that if the metaphorical expressions were not selected randomly, but purposefully, then it could be argued that metaphors point to underlying coherent worldviews or paradigms, whether unspoken and unexamined. The metaphors in a language would therefore constitute the proverbial tip of the iceberg, with the bulk of the material hidden from view in a conceptual system. Metaphors used by HR managers regarding human resource management, appear to have significant implications for senior managers, HR managers and other department managers. Beer et al (1984) said that "HRM as covering all management decisions that affect the nature of the relationship between the organization and employees".

Theoretical and empirical studies where evaluation is made by collecting data by means of metaphors are found in the areas of social sciences as in the field of management (Morgan, 1998; Dodd, 2002; Alpaslan&Kutanis, 2007; Cornelissen et. al., 2008; Wittink, 2011). However, the number of studies in the human resource management field is quite low (Ardichvili, 2001; Daley, 2001; Bayraktaroğlu et. al., 2001; Alpaslan, 2013).

From this view we try to find the answers about HR managers' perceptions, thoughts and actions about human resource management with the help of their talks. With such a perspective in mind, metaphor analysis was conducted to interviews with human resource managers of firms in a ten year period between 2004-2013 in HRdergi (HRmagazine) published monthly in Turkey. The answers given by the managers, on human resource practices in the companies that they were assigned, human resource development, functions and situations of human resource departments were reviewed by metaphor analysis with the help of these interviews.

A metaphor may be a guide for future actions and it is possible that individuals can understand and explain their environment with certain cultural content by the way of metaphors. Metaphors about HRM determine HR managers' thoughts and beliefs and their approach for the obstacles and development of HRM will be observed. Setting forth the metaphors that managers have made with regard to human resource management will make a contribution for determining beliefs and assumptions on the current situation and the duties and responsibilities of HRM, its' functions and employees.

Conceptual Framework

The importance of human resource management on an organizational performance is a classic subject that is frequently searched in the literature. Human resource are intangible resources with the potential for sustainable organizational performance and competitive advantage (Lado& Wilson, 1994; VonGlinow, 1993). HRM is a critical function for organizations and a strategic tool for organizational performance (Harell, Tzafrir, 1999). At this point the more critical issue to investigate is "what the professionals think about their profession? What are their beliefs about their functions?". In this sense metaphors used by manger can reveal the real thinking and belief about human resource management.

Metaphors provide an overview about how users perceive realities (Dodd, 2002). Metaphors both explain our realities and nourish and strengthen existing realities. Burke (1992) has tried to explain the facts by the instrument of metaphor; he also describes metaphor as "a window opened to spirit of an organization". On the other side, it is thought that metaphors take us to mental patterns (Alpaslan&Kutanis, 2007). Metaphors can therefore be seen as a self-fulfilling prophecy, which not only describe an external reality, but can be said to help constitute the reality and prescribe how it ought to be viewed and evaluated (Short, 2001). Radman (1995) indicates, metaphors are a legitimate means of cognition (Daley, 2001) and they give us a chance to understand intangible subjects in terms of more tangible and familiar terms. Metaphors are mappings across conceptual domains, and a metaphor is evoked whenever a pattern of inferences from one conceptual domain is used on another domain (Gibson, Zellmer-Bruhn, 2001). Forceville (2002) has stated that three questions, which guided us to during our study, have to be answered to accept something as a metaphor; What is the subject of the metaphor?, What is the resource of the metaphor?, What are the features thought to be referenced in the subject of the resource of the metaphor? For example, when it is said that "a teacher is like a gardener", it is explained that the subject of the metaphor is "teacher", the resource of the metaphor is "gardener" and the features thought to be referenced in the subject of the resource of metaphor are that "the teacher pays attention to individual differences of students just as the gardener is interested in the sapling he/she has grown separately" (Şengül& Katrancı, 2012).

Metaphors are a basic mechanism through which we comprehend abstract concepts and perform abstract reasoning. People's behaviour reflects their metaphorical understanding of experience (Yıldırım&Şimsek, 2011, p. 207-208, 212; Gibson&Zellmer-Bruhn, 2001). With metaphors, "intangible" and "ambiguous" words are structured via tangible concepts that are easily understood and that we are familiar with.

There is a metaphor structure in all languages and it is possible that individuals can understand and explain their environment with certain cultural and historical content by the way of metaphors. The importance of language at organization research has increased rapidly. Inclusion of metaphors into management and organization theory has gained prevalence with the study of Morgan (1998). The metaphors of machine, organism, brain, culture, psychic prisons, political system, instrument of domination, system of change and flux utilized by Morgan say a lot about human resource as well. In other words, metaphors reflect the basic assumptions, views and paradigms on this discipline for human resource management (Bayraktaroğlu et al., 2011, p. 9). While metaphors are subject to research on decision-making, leadership, organizational change, organization development, strategy, policy, information technologies, organizational design and organizational culture for organizational researches and it is started to be studied with regard to human resource development in 1991 (Palmer&Dunford, 1996).

Ardichvili (2001) revealed the metaphors that consultants, who worked in human resource development, use with respect to the work they perform in national and international consultancy firms in USA. As a result of that study, it is observed that consultants used the metaphors of "travel", "farming" and "magician spinning plates" for the work they did.

Limited numbers of studies on metaphors about human resource management are available in Turkey. Alpaslan (2013) has examined and analysed metaphors of blue, white, pink, gold and green collar employees as common human resource management metaphors. It is introduced in the study that every economic change creates a new human resource profile like workers (blue collars), professionals (white collars), women employees (pink collars), information workers (gold collars) and employee for the pro-

tection of the environment (green collars). With the metaphor "collar" and the "colour of collars", not only human resource, but also basic features, priorities and needs of economic structures have been symbolized. In this way, the economic developments that shape and affect human resource management are also shown. On the other hand Bayraktaroğlu (2011) has determined the fact of human resource management of undergraduates of a university in Turkey, through the metaphors of "plant" and "animal". Development of the fact is hard and takes ages, entails patience, and appropriate conditions are expressed by "bamboo" metaphor; surrounding all business, having a complex structure and requiring maintenance for ensuring internal order by "ivy" metaphor; beneficial by "fruit tree" metaphor. Animal metaphors are reflected as a "dog" stands for loyalty and servant and "lion" as a survivor. In the light of previous studies we investigate human resource management perception, thinking and action based on Lakoff and Johnsons' (1980a) arguments;

a. Metaphors about HRM have entailments through which HR managers highlight and make coherent certain aspects of their work experience

b. A given metaphor by HR manager may be the only way to highlight and coherently organize those aspects of their work experiences

c. Through its entailments, a metaphor made by a HR manager may be a guide for the departments' future actions. This will, in turn, reinforce the power of the metaphor to make the experience coherent. Metaphors therefore, can be like self-fulfilling prophecies.

In this study following questions were investigated:

- Which metaphors are used for HRM by HR managers?

- How metaphoric meanings were related to human resource management?

Research Methodology

In order to develop a deeper understanding of the research concern about human resource management and to enable the understanding of problem solution,

qualitative research method is used in this study. In accordance with the research problem, phenomenology is selected as an appropriate method. The reason why phenomenology is preferred in this study is alike in many ways with Groenewald (2004). He says that; "Doing phenomenology means capturing rich descriptions of phenomena and their settings. This helped us in design the methodology of the study.

In parallel with the research design, the appropriate method is hermeneutic phenomenological analysis. Hermeneutic approach is an interpretive technique useful for clarification of viewpoints peculiar to an individual or idiosyncratic. In other words, it is a philosophical approach based on the principle of taking out sub-meanings by interpreting written texts (Mil, 2007, p. 85).

In hermeneutic phenomenology, the understanding of the life of a person emerges from the interpretation of narratives (written texts and/or interviews) generated by this person. This method requires inductive work, creating a picture out of the analysis of the narratives. The interview texts were analysed utilizing the selective/highlighting reading analysis method. Van Maanen explained this method as follows: "In the selective/highlighting reading approach researcher listen to or read a text several times and ask; what statement(s) or phrase(s) seem particularly essential or revealing about the phenomenon or experience being described?" (Ardichvili, 2001, p. 334)

The aim of this study is to determine human resource managers belief and thinking about their profession by the help of metaphors; who are HR managers defining the certain aspects about HRM highlighted by the managers, the purpose of the HRM in the organizations, the functions or importance of HRM and the state the future actions of the department. For any qualitative analysis, a key challenge is to develop a word list to capture the constructs of interest (Gibson and Zellmer-Bruhn, 2001, p. 275). Thus, our first step in identifying metaphors about human resource management was that we developed a list of words that capture how people conceptualize HRM and its functions. HRM metaphors used by HR managers are grouped under thematic headings according to their similarities and differences with the content analysis. Analysis and classification of meaning was completed afterwards.

Sample

Judgement (purposeful) sampling which is the most common sampling technique is selected to answer our research question (Marshall, 1996, p. 523). This research is to reveal the metaphors related with HRM in human resource management magazines. For this purpose, interviews made with HR managers who work in firms were examined from the editions of HRdergi (HRmagazine) that are issued for human resource professionals in Turkey in the last ten years (2004-2013). Interviews (103 out of 157) that were conducted with HR managers are the sample of the study.

HRdergi started publication as a human resource management magazine in 1996 and is the first journal published for the business world in the HRM field in Turkey. In this magazine, interviews are containing the questions about HRM, functions, applications, developments and innovations regarding HRM in Turkey. They generally conduct interviews with the managers of the HR department of companies well-known and successful in Turkey.

Collection and Analysis of Data

Document analysis is used for collecting data. With document analysis, written materials containing information on the facts or events are examined within the scope of research (Yıldırım&Şimsek, 2011, p. 87). With the help of documents, it is possible to reach to inaccessible subjects and this may be evaluated as an important advantage of this technique.

Research data is collected by going through the archive in the website of the magazine by means of subscribing to HRdergi. In this direction, the interviews made with the managers of firms (82 national, 75 international firms) were analysed by the issues published from 2004 to 2013. 157 texts appeared in past 10 year-period was examined.

Once the data had been examined, we identified linguistic metaphors in the data following the method set out in Cameron (2003). Depending on context, words and expressions in the talk which we investigate, brings some meanings from underpinning mental realities.All metaphors made with regard to human resource management and functions were disclosed.

103 interviews (62 female, 47 male) were compared and analysed with a metaphoric language. While analysing metaphors, Lakoff and Johnson (1980b) make a triple distinction. This distinction was a guide for us to the analysis of metaphors. According to that, metaphors can be classified as orientation metaphors (containing contrast, such as "up-down", etc.), ontological metaphors (the mind is a machine) and structural metaphors (containing experience and activity like "understanding is seeing").

Research data has been analysed through content analysis which is considered as a method that aims to lift hidden meanings of statements except for their explicit meanings. In this context, metaphor was classified from the point of issue, source and the features. Similar concepts and themes were interpreted by banded together.

In the study, first of all metaphors were listed, and 146 metaphors were founded. At the next stage, the issue and functions within the scope of human resource management were classified by taking previous studies into consideration (Üsdiken&Wasti, 2002; Arı Sağlam&Boylu, 2013). Additionally the content of the Turkish and English HRM books are taken into account. These categories were utilized in order to classify the metaphors used in the texts. The categories in questions were determined as follows:

- HRM as a business function

- Staffing (job and job design, human resource planning, recruitment, selection, talent management, succession planning)

- HR development (training, performance management, orientation, career management, coaching and mentorship)

- Compensation and benefits (job evaluation, wage and benefits)

- Employee relations (risk management, health and safety, employee rights, legislation, ethics and discipline, labour union relations),

- Behavioural processes (leadership, communication, motivation, commitment, job satisfaction, etc.)

The qualitative studies are criticized mostly regarding the issues of validity, reliability and generality. Conversely, Yin (2003) and Gray (2004) has made some recommendations against these criticisms. These are sorted as follows:

- Review of case study project within the scope of objectives and theoretical concepts,

- Fulfilling field procedures (finding cases and people, taking support from different researches in case of need, forming time schedule, contingency plans),

- Case questions, placing the answers given to questions and the data on pattern, finally development of formed information resource with respect to the answers given to each question,

- Structuring written result report, ensuring security within the scope of study

- In addition to these points, in order to increase reliability, the same data were examined by two researchers separately.

With the aim of ensuring structural validity, the metaphors about human resource were described functionally in a categorical way. The most appropriate measuring tools and data sources were chosen for the conceptualization of the metaphors and giving meaning to them. With the intent of ensuring and enhancing external validity, it is told in plain language how the results are reached. In the name of external validity, research results were clearly reported by enabling easy access to the evidences of emerging results.

Questions about the background of managers, human resource practices of the companies they work at, the development of the human resource area in Turkey and situation of the human resource department in companies, etc. are asked during these interviews. By analysing the interviews in question by researchers, the metaphors that HR managers and experts utilize relating to the field are reached. The metaphors attained were classified by coding transaction, given meaning through induction.

In the initial stage, open coding is used to reach the metaphors. Open coding gives possibility of classif-

ying data for determining the similarities and differences (Ryan&Bernard, 2000). The metaphors obtained are the tools utilized at axial coding phase for the purpose of setting themes. Total 121different metaphors were found at the open coding stage. As mentioned above, arranging key words obtained and establishing relations among them through open coding action become impossible without making axial coding. In the study, axial coding is conducted in order to find the connection between the theme and subthemes and collect these under common themes. Through axial coding, key words similar or with the same meaning are grouped, in this way, data is narrowed. Semantic layout of themes that constitutes the code family is attained. Semantic models are the tools utilized in the process of collecting themes under the same categories. The semantic models formed by means of axial coding were brought together through selective coding and collected under a core category.

Findings

HRdergi, which started publication as a human resource management magazine in 1996, is the first magazine for the business world in the HRM field in Turkey. The magazine's circulation is 60.500, and 40% of this consists of institutional subscriptions. 93.4% of the magazine is archived as a reference source by readers (HRdergi Media Kit, 2012). The interviews conducted with the human resource managers of important and successful companies from national or international different sectors find place at HRdergi.

As seen in Table 1, it is possible to collect the metaphors made by HR managers during interviews for HRM as a business function. Firstly HR managers see HRM as a part of an organism and vital function for company. They also see HRM as a part of a whole. In the interviews HR managers used metaphors as an identity and in this identity it is underlined that "HRM coaches, protects and facilitates". In the other identities used in the interviews the hard roles that HRM undertakes is also emphasized.HR managers used ontological metaphors for HRM. One of the interview includes the following statement:

"HRM is like a mother. Working with people is like raising a child and it gives me a pleasure"

In the other interview HR manager said the following statement:

> "HRM is the bridge between employer and employee"

The following statement is an example for the HRM's hard roles:

> "HRM is like being a goalkeeper or a mother at home. In both they notice what you have not done. And you are criticized for that reason. It also like football, everyone knows HRM like football and it is not easy to make a difference on an issue that everyone knows."

Other HR managers said that:

> "HR managers are goalkeepers of the organization. The signs only write the goals you gave away only. You save goals for 90 minutes but the signs do not write anything. So it's a not seen job as long as you do it right"

> "HR manager is a confidant. Midas' yelled the water well in the story but I can even not do the same. You get used to it in on time, because it is a part of your business."

Table 1. Themes Extracted from Metaphors Regarding to HRM as a Business Function

Themes	Metaphors
HRM as a part of an organism and it is vital	Heart of the matter, right arm, heart, right brain/ right lobe, centre of life, hold the heartbeat in hand
HRM as a part of a whole	Think tank, be in the heart, strategic partner, co-partner, signboard on decisions
HRM coaches, protects and facilitates	Captain, sound of heels, actor, mother**, maestro, chef, bricklayer, hat, bridge*, football coach, bow stretcher, facilitator, balancer
HRM has hard roles	Stepchild, goalkeeper, mother*, cop, football, stonemason, confidant.
HRM's position compared to other departments within the company	Having a seat in the executive board.

*repeated metaphors

When HRM functions and practices related metaphors are analyzed it is seen that HRM is a developer and integrator also it prepares infrastructure. The changing and harmonizing roles of HRM are stated in the metaphors (Table 2). In one of the interview HR manager said the following statement:

> "We listened the voice of our employees, we have made a music together"

In the other interview the other HR manager said:

> "All human resource managers need to see the bottom of the iceberg. In fact, the work done is very deep and detailed"

Table 2. Themes Extracted from Metaphors Regarding to HRM Functions and Practices

HRM is a developer and integrator and it prepares infrastructure	To cook well, Leave good taste, Irish lace, do homework, be in the field, stay at school, work literacy, be in the kitchen, co-partner take down the values reflect into the soul, Be invisible
HRM changes	Change agent , adventurist / actionist, negotiator
HRM harmonizes	Common chime, catalyst, speaking same language ******, look with the employees glasses, arm in arm walking, to show where is the employee in the big picture , make the employee feel as a family member, make a music
HRM recognizes the problem and finds solutions	See bottom of an iceberg, define the grey and blind spot*, legal rumor table.

*repeated metaphors

When metaphors of transformation of HRM from past to present analyzed it is seen that HR managers have two different views While some of the managers see this transformation as structural and real the others see it as not actual. Following the transformation of HRM HR managers assign new roles on HRM (Table 3). HR managers mostly preferred ontological metaphors for transformation of HRM.

Table 3. Themes Extracted from Metaphors Regarding to Transformation of HRM

A structural change occurred in human resources management	Evolution, revolution, to take part in firms backbone
HRM has fundamental and new roles after transformation of HRM	Communication envoy, communication wizard, change agent, leader, coach, supporter, enquiry agency
The changes of the HRM are not actual and structural (Everything is as it used to be)	Signboard changes***

* means repeated metaphors

The metaphors used for recruitment and careerare grouped under two themes. First theme is related to the employees' qualifications and the second is about talents (Table 4).Employee's qualifications are multi-functional and rare. When metaphors about recruitment and career analysed Talent has vital role. When interviews with HR managers are examined it is seen that they used ontological metaphors for staffing.

Table 4. Themes Extracted from Metaphors Regarding to Staffing

Employee's qualifications are multifunctional and rare	Having a hat, mineral, key worker, flesh blood, star, starfish , pyramid
Talent is vital for recruitment and career	Talent pool, talent wars

Within the scope of HR development, the metaphors related to training and orientation. (Table 5).Training changes and makes holistic. In one of the interview HR managers said the following statement:

> "Every company has good aspects and also they have some need to be developed. Therefore HRM should do their homework"

HR managers used both ontological and structural metaphors for HR development.

When the texts are evaluated, metaphors which represent human relations expressing the relations with employees, teamwork, motivation and empowerment are encountered (Table6). Structural and ontological metaphors are used in interviews.

Table 5. Themes Extracted from Metaphors Regarding to HR Development

Training is holistic and basic	Magnet, keystone
HR development	Do homework
It should be personal	Tailor made
Training changes and renews	Journey, stage, renew
Orientation is an learning process	Stage performance, challenge in the sea, throw the worker to a pond to see his swim

Table 6. Themes Extracted from Metaphors Regarding to Behavioral Process

Teamwork	Dance , family, thespian , chain, chain ring, big-small bicycle wheel, taste, to be the name in front of a uniform not behind
Close relations with employees and their families for motivation	Remove the walls, speak to the employee's heart, speak to your employees' family, dance
Empowerment is a risky process	Put signature to, gamble

When the texts are reviewed, researchers had to classify the metaphors about "human/employee" and "new generation employees" under two separate themes different from previously mentioned categories in part of Collection and Analysis of Data. As expressed in Table 7, it is found that metaphors related to human/employee characterize human as a psychological entity, identity or object and is unique/ peerless. Some of the HR managers see employees on a classical perspective. HR managers used ontological metaphors for human/employee.

In one of the interview HR manager said the following statement:

> "You cannot fit employees into a mathematical equation"

Table 7. Themes Extracted from Metaphors Regarding to Human/Employee Metaphors

Employees are part of an organism and they are vital	Heartbeat, brain, heart*, organism, soul, child, impregnated
Employees are unique/peerless	Star cluster, star, plane tree, gun, mineral, front line employee, showcase , shining spark, super star, uncopied, does not fit in a mathematical equation

* means repeated metaphors

Table 8. Themes Extracted from Metaphors Regarding to New Generation Employees

Difficulties and challenges that pending the new generation employees	Hunger for learning , climbable mountain, move forward

The metaphors used for "new generation employees" are about their jobs and responsibilities. So these metaphors are grouped under a single sub-theme (Table 8). In one of the interview HR manager said:

> "While managing new generation employees; you should satisfy their hunger to learn"

It is detected that HR managers didn't mention any metaphors about "compensation and benefits" and "employee relations" categories.

Conclusion and Discussion

In this research the metaphors used regarding the nature of human resource management are analysed and perceptions about the place of HRM for companies are revealed. At the end of the analysis, it is observed that HRM is described as a part of an organism or a whole; metaphors emphasizing its place and importance for companies are also encountered. The metaphors related to the positioning of HRM vis-à-vis other departments in the company, so often the managers refer to "organism" metaphor from a functionalist viewpoint. For example, when HRM is labelled with the metaphors such as "heart", other parts of the body will qualify different functions of a business. In this case, the organism cannot sustain its viability without the existence of veins or heart. HR department is crucial for businesses in conceptual schemes of human resource managers. This result corresponds to the human entity metaphor of Short (2001). The "organism" is the major metaphor in organization theory. The term "organism" refers to any system of mutually connected and dependent parts constituted to share a common life and focuses attention upon the nature of life activity. An organism is typically a combination of elements, differentiated yet integrated, attempting to survive within the context of a wider environment (Morgan,1998). Similar findings are reached in this study for HRM.

The metaphors as "a part of a whole" or " having a seat in the executive board" under the HRM theme, pointed out that HRM has to have a voice in the board of directors and have enough qualifications to be in the executive board.The findings of the study show similar outcomes with other similar studies (Arı Sağlam and Boylu, 2013). According to the outcomes of the study, after the year 2010, having a post in the executive boards of the companies is seen as an important problem for the HR managers and solutions to have a seat in executive boards are recommended. Additionally, this study overlaps with the findings that study showing HRM questions itself, its power, place and value against other functions.Similarly, it coincides with the results about taking place in the board and the responsibilities of HRM in the study of Özcelik (2006). HR managers believe their importance and they compare themselves with other department in a functional meaning.

Metaphors such as mother, chef, captain, player and bricklayer refer to the roles of HRM as an identity. In this regard, HRM is described with a role that builds, grows something, protects the family, creates a product by bringing things together or prepares company to a match or life. Accordingly, unfavourable metaphors are characterized with family theme. For example HRM described with an identity that is permanently ostracized (like stepchild) but acting as a part of the family. The surprising thing is that a mother or a goalkeeper has an important function but in case of a failure they are all criticized by family or supporter, in that sense their identity is mentioned to be subject to accusation.

In this context, care and attention for all duties, being able to analyse environment and unclear situations, continuous improvement, having a grip on jobs along with other functions in the whole organization are highlighted. In other words, it is also completely defined that, instead of having support function. HRM should prove itself and become predominantly functional by having a voice in management against other functions.

With the scope of themes of harmony were identified. Herein, the harmony in relations with employees (such as dance, music) and being like family come to the forefront. It is seen that HR managers are thought to establish close communication, trust, and care for professional and private life of employees.

HRM identity seems to emerge that is explained with metaphors like actor, catalyser, facilitator and problem-solver in the management of the problems. These metaphors correspond to the "bridge" metaphor utilized under the title of HRM and its nature as well. Watkins (1989) described five different metaphors for the HRD professional: organizational problem solver, change agent, designer, enhancer, and developer of human capital. Others have offered metaphors to describe organization development consulting styles, including the court, judge, the reflector, the doctor, the collaborator, the detective, the pathfinder, and the friendly co-pilot (Short, 2001). Our results show similarity with the metaphors incorporated in the research of Watkins (1989).

Human Resource managers and HR functions have strategic role for organizations. Conner and Ulrich (1996) and Ulrich (1997) developed HR Four Role Model. According to this model HR departments are defined strategic partner, administrative expert, change agent and employee champion. In this study HR manager is seen as a change agent. This finding is evident that HR managers and HR functions' impact of organizations in Turkey by the views of HR managers. When the metaphors which are conducted for the "transformation of HRM" in Turkey, interviews present in HRdergi (HRmagazine) are reviewed, the issue is primarily classified under positive and negative themes. The metaphors for the transformation of HRM emphasize a change in the structure of the HRM business. This change is characterized by "revolution" or "evolution". The metaphor of "signboard change" is used to describe that the change is quick and superficial in Turkey. The metaphors of the functions of human resources managers such as "enquiry agency" or "orders are orders" have negative meanings. On the other hand positive metaphors such as "communication envoy", "communication wizard", "coach" or "change agent" are characterised the HR managers.

The metaphors associated with staffing function were analysed initially among the metaphors regarding HRM functions. Metaphors regarding employee qualifications and recruitment are seen in this heading. While, multiple talent of employee and its' rare availability is stated in general, talent management for worker qualifications is also emphasized with particular references to "talent wars" and "mineral" metaphors.

It is observed that training and training processes are a lasting journey and conceptualized as a stage, sustainability and diversity of training are emphasized with respect to the metaphors that human resource managers use for the HR development function. The "lasting journey" metaphor is used to refer to training processes, which is unfolded in the study. This finding coincides with the finding of metaphoric analysis of Ardichvili (2001) conducted on human resource consultants, in which they compare their jobs and life to a journey. They represented various HRD consulting market segments: organization-development, training-program design and delivery (including multimedia design and e-learning), and training program evaluation. The metaphors of "on-the-job training" emphasize the difficulty that employees have to be involved in the jobs (for example, challenge in the sea). The metaphors such as "being like a product of tailor" emphasize the necessity of the practices and training aimed at individual instead of an entire group. Results of the research share similarity with the studies of Short (2000; 2001). Short (2000; 2001) found three conceptual metaphors in the HR field: problems were gaps to be crossed or closed, organizations were human entities, and HRD was a journey (Short, 2001).

When the metaphors, which define behavioural processes, are analysed, sub-themes of teamwork and motivation and empowerment emerge. Under the sub-theme of teamwork and motivation, reference is made to cohere in team; stress is laid on relationship, trust and support such as in the family. For example, the metaphor; "to match for the name in front of a uniform, not behind" is clearly emphasized the team work. On the other hand HR managers want to empower their employees but this is seen as a risk like "gambling".

When employee related metaphors are examined in the metaphors, the employee is identified as a physiological entity, significance is emphasized like the same done in metaphors of heart, brain and organism for HRM. Additionally, on one hand the employees are seen as a person to be impregnated and on the

other, they are seen as the child, who is to be grown up, to be protected and to be supervised not to make any mistake. This also seems to be a continuation of the family metaphor. For the metaphors found as an identity/object, a perception for talent and show-off such as a star, pine, super star, showcase, etc. seem to emerge. In other respects, as a part of war, human is equated with a gun. With the theme of unique/peerless entity; being unique and complexity of human are verbalized.

The theme of "new generation employee" is thought to refer to the person that was born after 1980s' and named in HRM as "generation Y". A new employee profile is referred to as "superstar" emphasizing his/her special talents. These employees consider jobs and responsibilities as climbable mountain, and have a hunger for learning.

When a general evaluation is carried out as a result of research, it is monitored that family and family-related metaphors are employed in different contexts for HRM. It is thought that this case may be emanating from the collective and traditional culture of Turkey, the facts regarding workplaces and human are perceived in associated with the family. When interviews with HR managers are examined it is seen that both ontological and structural metaphors are used.

The research may be analysed in terms of different magazines that adapt business world as target mass. On the other hand, metaphor analyses may be performed with the help of a wide sampling that covers human resource managers and semi-structured interviews on HRM. Another limitation depends on the process of data collection. Instead of text analysis as used in this study, it is also possible to conduct face to face interviews with HR managers and determine metaphors directly by this tool in further researches.

These interviews are published in popular human resource magazine in Turkey that has a lot of subscribers and readers in business life. So this reveals social desirability of HR managers and this can be assumed as the other limitation of our research.

Inferences can also be made by asking related metaphors and their reasons along with HRM and functions through a wider sampling to human resource managers by means of empirical research or similarly via analysing magazines. In other respects, similar-method studies on the view of other department mana-

gers about HRM would provide great contributions in terms of determining their (varying) perceptions and thoughts.

In this study, the metaphors of a particular culture have been analysed for the realization and interpretation of HRM. For further implications, handling a similar study from the viewpoint of dissimilar cultures and comparing it with this research can contribute to the literature and practitioners and this enables the possibility of looking at HRM field from a wider perspective.

The research is limited to the magazine where interviews of human resources managers are published. The findings reflect the evaluations of Turkish managers and represents a single culture. It is also the other limitation that lack of prior research studies on the topic in terms of making the comparison.

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