Effective management of human resources in enterprises: example of information technologies

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Abstract. In this article, effective management of human resources in businesses is examined, especially in terms of information technologies. Emphasizing the importance of human resources on business performance, strategic human resources management principles are emphasized. The contributions of information technologies to human resources management in businesses are discussed in areas such as recruitment, training, performance evaluation and workforce planning. However, the challenges brought by these technologies are not ignored; issues such as data security, compliance and maintaining a human-centered approach are also addressed. As a result, suggestions are offered such as establishing an appropriate technology infrastructure, organizing training programs to increase staff participation, and improving cooperation between different departments.

Keywords: Human Resources Management, information technology, business performance, strategic management, technology application
1. Introduction

Effective management of human resources plays a critical role in the sustainable success and competitive advantage of businesses. In this context, human resources management (HRM) is considered one of the most important functions of businesses. HR management deals with the planning, implementation and management of processes such as recruitment, training, performance evaluation and career development. In particular, rapidly changing market conditions and technological advances in today's business world require businesses to develop new approaches to human resources management and make effective use of information technologies. Information technologies have transformed and improved many operational processes of businesses. By integrating these technologies into their human resources management processes, businesses can increase their efficiency, improve their decision-making processes and gain competitive advantage. For example, thanks to digitalization, businesses can manage their candidate pools more effectively, deliver training and development programs through online platforms, and automate performance evaluations. However, there are some challenges associated with the use of these technologies. This article will examine the role of information technologies in particular, focusing on the effective management of human resources in businesses. First, the impact of human resources on business performance and strategic human resources management principles will be discussed. Then, the contributions of information technologies to human resources management and current applications in this field will be examined. However, the challenges and solution suggestions that arise with the use of these technologies will also be discussed. Finally, we will conclude our article by offering suggestions for the effective use of information technologies in businesses (Cassell, C., Nadin, S., Gray, M., & Clegg, C. 2002).

2. The Importance of Human Resources Management

Human resources management plays a critical role in the success of businesses. While traditionally elements such as financial resources, technology or strategic partnerships are often cited as determinants of business success, the
importance of human resources management is increasingly understood. The most valuable asset that businesses have is their employees, and therefore human resources management aims to manage this valuable resource effectively and ensure that the business achieves its goals. Human resources management operates in many areas of businesses such as workforce planning, recruitment, training and development, performance management, compensation and motivation. Workforce planning enables businesses to identify current and future workforce needs and develop a strategic plan to meet these needs. While the recruitment process helps businesses place the right talents in the right positions, training and development activities enable the business to maintain its competitive advantage by increasing the competencies of employees. Performance management provides a framework for measuring, evaluating and improving employee performance. Remuneration and motivation are important to increase employee commitment and performance. Strategic human resources management principles aim to integrate the human resources function of businesses into the overall strategy of the business. These principles include the development of human resources policies and practices to achieve the long-term goals of the business. This approach helps businesses gain competitive advantage and achieve sustainable success. It is important for businesses to effectively manage their human resources to gain competitive advantage and achieve sustainable success. Human resources management should be considered as a tool that supports businesses in achieving their strategic goals. Therefore, it is critical for businesses to allocate sufficient importance and resources to human resources and manage them with a strategic approach. In this way, businesses can gain competitive advantage by fully using the potential of their human resources (Unlu, C., Serarslan, M. Z., Yamaner, F., & Sahin, S. 2012).

2.1. The Impact of Human Resources on Business Performance

The impact of human resources on business performance is of critical importance for the success of businesses. The abilities, motivation and commitment of employees are factors that directly affect the success of the business. The
performance of a business is not only determined by its physical assets or technological infrastructure, but also by the effective management of its human resources. Human resources is an important factor that determines the competitive advantage of businesses. Employees with the right skills create a strategic advantage that will enable the business to achieve its goals. However, retaining and motivating talented employees is equally important. Motivated and engaged employees increase business efficiency, encourage innovation and increase customer satisfaction. Therefore, human resource management strategies and practices play an important role to improve business performance. Another important factor affecting business performance is employees' commitment to the business. Commitment refers to employees' loyalty to the business culture, values and goals. Engaged employees put in more effort for the business, embrace the goals of the business, and work for the long-term success of the business. Therefore, as part of human resource management strategies, efforts and investments to increase employee engagement can improve business performance. However, another important factor affecting business performance is the continuous development and improvement of employees' abilities. Training and development programs help employees keep their knowledge and skills up to date and adapt to the changing needs of the business. Continuous development of capabilities allows the business to maintain competitive advantage and ensure sustainable performance. The impact of human resources on business performance is multifaceted and has critical importance for the success of businesses. Human resources management strategies and practices such as recruiting the right talents, ensuring employee loyalty, constantly developing talents and increasing motivation have an important role in increasing the performance of the business. Therefore, it is critical for businesses to allocate sufficient importance and resources to human resources and manage them with a strategic approach (Sánchez, A. G., Popescy, D., Chivu, I., Ciocârlan-Chitucea, A., & Popescu, D. O. 2011).

2.2. Strategic Human Resources Management Principles

Strategic Human Resources Management (HRM) plays a
decisive role in the success of businesses and helps businesses achieve their long-term goals. In this context, HRM principles aim to integrate the human resources function of enterprises with the general strategy of the enterprise and to harmonize human resources policies with strategic objectives. HRM provides a framework for maximizing the impact of human resources on business performance. One of the principles of HRM is that human resources must be compatible with the strategic goals of the business. This means that human resource management adopts policies and practices that support the long-term goals and vision of the business. Thanks to these principles of HRM, human resources management is considered as a tool to achieve the strategic goals of the business and focuses on improving business performance. Another HRM principle is that human resources should increase business value. Human resources management focuses on increasing the value of the business by effectively managing and developing employees, one of the most valuable assets of the business. Keeping the skills and motivation of employees at the highest level strengthens the competitive advantage of the business and ensures sustainable success. HRM also emphasizes flexibility and adaptability in a changing business environment. The need for businesses to adapt to rapidly changing market conditions and technological developments is a fundamental principle of HRM. Human resources management develops flexible policies and practices to quickly respond to the changing needs of the business and evaluate new opportunities. However, the importance of collaboration and communication is also emphasized among HRM principles. Effective communication and collaboration between different departments of the business enables the business to achieve its goals. HRM emphasizes that human resources management is not only the responsibility of the human resources department but also requires a joint effort from all business managers and employees. HRM principles enable businesses to consider human resources management as a strategic tool and use it to improve business performance. Adopting HRM principles is critical to ensuring the long-term success of businesses and maintaining competitive advantage. Therefore, it is important for businesses to focus on managing
their human resources in accordance with HRM principles (Beqiri, T., & Aziri, B. 2021).

3. Contributions of Information Technologies to Human Resources Management

Information technologies contribute greatly to human resources management in today's businesses. These technologies increase the competitive advantage of businesses by enabling human resources departments to work more efficiently, effectively and strategically. First, information technologies greatly facilitate recruitment processes. Businesses can reach a larger candidate pool by using technological tools such as online job postings, digital resumes, and online interviews. In this way, businesses are enabled to fill positions more quickly and effectively and costs in the recruitment process are reduced. Additionally, information technologies facilitate the management of training and development activities. Online training platforms, interactive training materials, and distance learning opportunities allow employees to continuously improve their skills and knowledge. Thus, businesses can keep their employees' skills up to date and develop them in line with business needs. Performance evaluation and feedback processes can also be automated and improved thanks to information technologies. Online performance evaluation tools allow employees to set goals, monitor their performance and receive feedback. In this way, businesses can make their performance management processes more objective and efficient. In workforce planning and forecasting, information technologies help businesses determine future personnel needs more accurately. Technologies such as data analytics and artificial intelligence allow businesses to analyze existing data to predict future demands and make strategic plans accordingly. In this way, the workforce planning process of businesses becomes more effective and allows more efficient use of resources. However, there are also some challenges regarding the contributions of information technologies to human resources management. In particular, data security and privacy issues are a major concern in the use of these technologies. Businesses need to take appropriate security measures and comply with appropriate regulations to protect
sensitive personnel data. In addition, continuous training and support is required to adapt to technology and enable employees to use new technologies effectively. Despite all these difficulties, the contributions of information technologies to human resources management are important and should be considered as a strategic tool to increase the competitive advantage of businesses. By using these technologies effectively, businesses can better manage their human resources, increase employee productivity and improve business performance. Therefore, it is important for businesses to invest adequately in information technologies and integrate their human resources processes with these Technologies (Mura, L., Ključnikov, A., Tvaronavičienė, M., & Androniceanu, A. 2017).

3.1. The Role of Technology in Recruitment and Selection Processes

The role of technology in recruitment and selection processes is becoming increasingly important in today's business world. In addition to traditional recruitment and selection methods, businesses can carry out a more efficient, effective and objective recruitment process thanks to the use of technology. The technological tools used in this process allow businesses to expand their candidate pool, communicate with candidates faster and make more accurate decisions. An important role of technology in the recruitment process is the posting of job postings on online platforms. Businesses can reach a larger pool of candidates by advertising their positions on platforms such as online job posting sites, social media and career sites. In this way, businesses can find potential candidates faster and more effectively and speed up the recruitment process. Another important contribution of technology to the recruitment process is the ability of candidates to apply online. Businesses can manage the recruitment process more efficiently by filling out online application forms for candidates. Having candidates fill out application forms online allows businesses to more easily store, manage and analyze candidates' information. Another important contribution of technology to the recruitment process is online assessment tools used to evaluate candidates. In particular, online assessment tools such as
personality tests, intelligence tests, and aptitude assessment tools allow businesses to more objectively evaluate candidates' abilities, skills, and adaptability. In this way, businesses can make more accurate decisions and select the most suitable candidates for the job. However, another important aspect of technology in the recruitment process is that interviews can be conducted online. Video interviews allow businesses to connect with candidates without having to conduct a face-to-face interview. In this way, businesses can speed up the interview process, communicate with candidates more easily, and interview candidates from wider geographical areas. However, there are also some challenges associated with the use of technology in the recruitment process. In particular, it is important to ensure the security of candidates' personal data and to guarantee a fair recruitment process. In addition, it is important to ensure the objectivity of technology in the candidate evaluation process and that the technology has an effect on increasing the diversity of candidates. The role of technology in recruitment and selection processes is increasing, allowing businesses to carry out a more efficient and effective recruitment process by using these technologies effectively. However, it is important for businesses to be careful when using technology and ensure a fair, safe and objective recruitment process (Barmuta, K. A., Borisova, A. A., & Glyzina, M. P. 2015).

3.2. Use of Technology in Training and Development Activities

The use of technology in training and development activities is becoming increasingly important in today's business world. Technology is a powerful tool that allows businesses to gain competitive advantage by constantly training and developing their employees. Compared to traditional training methods, training and development activities become more accessible, effective and measurable thanks to the use of technology. Primarily, online education platforms play an important role of technology in training and development activities. Businesses can continually educate their employees by providing access to online training courses covering a variety of topics. These platforms allow
employees to learn at their own pace and on their own preferred time. Additionally, online training materials often include interactive learning tools and videos, allowing employees to learn information more effectively. Secondly, virtual classes and webinars enable businesses to train their employees by offering distance learning opportunities. In particular, virtual classes and webinars are an effective method to bring together employees from different geographical locations and ensure that they receive the same training. Such events may include features such as interactive discussions and live presentations, allowing participants to learn more effectively. Third, distance learning tools allow businesses to provide flexibility by training their employees through distance learning. Video conferences, e-learning platforms and other distance learning tools allow employees to receive training at their workplace or home. This allows businesses to reduce training costs and minimize employee time away from work. Fourth, simulations and virtual reality technologies enable businesses to improve employees' skills through practice. In particular, simulations and virtual reality can be used to perform dangerous or costly operations. This allows employees to practice without risk and reduces the likelihood of making mistakes. However, the use of technology in training and development activities also has some difficulties. In particular, technical issues or access restrictions may prevent employees from accessing and using training materials. Additionally, some employees may be unfamiliar with technology or have difficulty using online training materials. The use of technology in training and development activities is an important tool that enables businesses to gain competitive advantage by constantly training and developing their employees. However, for technology to be used effectively, it is important for businesses to consider employees' needs and skill levels and provide appropriate support and training to deal with technical challenges (Machado, C. (Ed.). 2013).

3.3. Performance Evaluation and Feedback Systems

Performance appraisal and feedback systems are a critical component of businesses that help them monitor, evaluate and improve employee performance. Compared to traditional
performance evaluation processes, the integration of technology into these processes provides a more objective, effective and efficient performance management. First of all, the integration of technology into performance evaluation processes involves the use of advanced technologies such as data analytics and artificial intelligence. By analyzing large data sets, these technologies can evaluate employee performance more objectively and provide businesses with a deeper understanding. Additionally, AI-powered systems can monitor employee performance, identify trends, and make recommendations for future success. Secondly, online performance evaluation tools and platforms allow businesses to digitize and automate their performance evaluation processes. These tools help businesses set performance goals, define performance metrics, and continually monitor employee performance. Additionally, online feedback systems enable managers and employees to share performance-related feedback. Third, 360-degree feedback systems enable the use of multiple perspectives to evaluate employee performance. These systems enable employees to receive feedback from a variety of sources, such as their managers, peers, and subordinates. This provides a more comprehensive performance evaluation and helps employees better identify areas for development. Fourth, real-time feedback systems make performance management processes more dynamic. These systems constantly monitor employees' performance and provide feedback. This allows employees to achieve goals faster and increases the competitive advantage of the business. However, there are some difficulties in using performance evaluation and feedback systems effectively. In particular, data privacy and security concerns highlight the need for businesses to take appropriate measures to secure performance data. Additionally, lack of skills and abilities in the use of technology may prevent employees from using these systems effectively. Integration of performance evaluation and feedback systems with technology makes the performance management processes of businesses more effective and efficient. However, it is important for businesses to take appropriate precautions and train employees to use these technologies effectively. In this way, businesses can better
manage and improve the performance of their employees and ensure that the business achieves its goals (Soliman, F., & Spooner, K. 2000).

3.4. Benefits of Technology in Workforce Planning and Forecasting

The benefits of technology in workforce planning and forecasting allow businesses to manage human resources more strategically and efficiently. Compared to traditional workforce planning methods, thanks to the use of technology, it becomes possible for businesses to make more accurate, faster and flexible workforce planning. The use of advanced technologies such as data analytics and artificial intelligence allows businesses to more accurately predict their workforce needs. Thanks to big data analysis, businesses can determine future workforce demands by examining past performance data. Additionally, AI-powered forecasting models can predict workforce needs by taking into account market trends, demographic changes, and other factors. Online workforce planning tools and software allow businesses to automate and manage their workforce planning processes on a centralized platform. Such tools help businesses calculate workforce needs by taking into account existing staffing data, business goals, and other factors. Additionally, these tools allow businesses to evaluate different scenarios and better understand their workforce planning strategies. Remote working and flexible working models provide businesses with greater flexibility in workforce planning. With the advancement of technology, employees can now work from anywhere, anytime. This offers businesses the opportunity to access a wider talent pool across geographic boundaries. Additionally, remote work models can help businesses reduce labor costs and better ensure employees' work-life balance. Simulation and scenario analysis tools used in workforce planning allow businesses to evaluate different scenarios and improve decision-making processes. These tools can help businesses better prepare for changing conditions and uncertainties. Additionally, scenario analysis allows businesses to test their workforce planning strategies and choose the most appropriate one. There are also some challenges associated with the use of technology in workforce planning.
planning. In particular, data security and privacy concerns can make it difficult for businesses to protect sensitive personnel data. Additionally, technical skills and talent deficiencies can prevent businesses from using technological tools effectively. The use of technology in workforce planning allows businesses to predict and manage workforce needs more strategically, accurately and efficiently. However, it is important for businesses to provide appropriate training and support to use technology effectively. In this way, businesses can improve their workforce planning processes and increase their competitive advantage (Zeebaree, S. R., Shukur, H. M., & Hussan, B. K. 2019).

![Organizations as talent repositories](image)

**Figure 1**

Organizations as talent repositories

4. Challenges and Solutions in Human Resources Management

Challenges encountered in human resources management are important issues that can affect the success of businesses. These challenges can arise from a variety of factors, including workforce diversity, technology use, changing regulations, and global competition. However, there are various solutions and strategies to overcome these
challenges. Workforce diversity and inclusion challenges require businesses to manage employees with different cultures, values, and needs. To overcome this challenge, businesses can develop inclusive business policies and training programs. They can also encourage employees to respect differences by conducting sensitivity training on diversity and inclusion. With the increase in the use of technology, it is seen that businesses are experiencing difficulties in adapting to technology and managing technological transformation. To overcome this challenge, businesses can provide technology training and support to employees. They can also develop user-friendly tools and processes to encourage technology use. Changing regulations and workers' rights challenges require businesses to keep their personnel policies and practices up to date. To overcome these challenges, businesses should closely follow legal regulations and revise their personnel policies when necessary (Zhao, P., Yuan, Y., & Guo, Y. 2011).

They can also ensure legal compliance by establishing open communication and consultation processes with employees. With increasing global competition, businesses appear to be experiencing difficulties in international workforce management and coping with cultural differences. To overcome these challenges, businesses can develop business policies and training programs that are sensitive to cultural differences. They may also employ staff who specialize in international workforce management. The difficulties businesses face in attracting and retaining talented employees in a competitive business environment should be taken into account. To overcome these challenges, businesses can develop strategies to strengthen brand reputation, offer attractive job opportunities, and effectively manage talented employees. It is also important to sincerely develop employees and provide them with career opportunities. Coping with changing business demands and expectations is another challenge businesses face in human resources management. To overcome these challenges, businesses can adopt new business models and technologies, such as flexible working models and telecommunications technologies. They may also organize training and development programs to continually improve
employees' skills and abilities. Difficulties in employee job satisfaction and commitment are an important issue that can affect the efficiency and performance of businesses. To overcome these challenges, businesses must adopt an effective communication strategy to understand employees' needs and provide them with support. Additionally, it is important to improve workplace culture and work environment by taking into account employee feedback. Lack of leadership and management skills is another challenge businesses face in human resource management. To overcome these challenges, businesses can organize leadership development programs and ensure that managers continuously improve their leadership skills and competencies.

![Human Resource Planning Process](image)

Additionally, it is important for businesses to appoint and support the right people in leadership positions. One of the difficulties in human resources management is that
businesses face cost constraints and budget constraints. To overcome these challenges, businesses must review and improve their business processes to reduce costs and increase efficiency. It is also important to use resources effectively and find cost-effective solutions. The difficulties faced by businesses in crisis management and coping with uncertainty should not be ignored. To overcome these challenges, businesses must create crisis plans, assess risks, and communicate effectively in crisis situations. It is also important to develop flexibility and adaptability. Difficulties encountered in human resources management can arise from various factors and affect the success of businesses. However, there are various solutions and strategies to overcome these challenges. Businesses must constantly strive to cope with these challenges and improve human resource management (Treven, S., & MATJAŽMULEJ, 2004).

4.1. Data Privacy and Security

Data privacy and security is one of the top priorities for businesses in today's digital age. Businesses must take effective measures to ensure the security of employees, customers and internal business information. However, a number of challenges are encountered regarding data privacy and security, and various strategies must be adopted to overcome these challenges. Data privacy and security means businesses must take effective security measures to protect sensitive data. This includes technical measures such as data encryption, secure networks, strong authentication and access controls. Additionally, it is important for businesses to establish security policies and organize regular training and awareness programs for employees. Data breaches and attacks are one of the biggest threats to businesses' data privacy and security. Data breaches mean that malicious attackers infiltrate business networks to access and steal sensitive data. Such violations can damage businesses' reputations, create legal liabilities, and cause financial losses. Employee negligence or malicious behavior can pose a serious risk to data privacy and security. Employees can cause data breaches by gaining unauthorized access to or misusing sensitive data. Therefore, it is important for businesses to develop defense mechanisms against internal threats and raise
employee awareness. Regulatory and compliance requirements are an important factor for businesses to consider regarding data privacy and security. In particular, legal regulations such as GDPR require businesses to comply with certain standards when it comes to collecting, storing and processing sensitive data. Therefore, it is important for businesses to take the necessary precautions to comply with legal regulations. Another challenge with data privacy and security is the rapidly changing threat landscape. As technology constantly evolves and malicious attackers constantly change their attack methods, this can cause security challenges for businesses. Therefore, it is important for businesses to regularly review and update their security measures. The widespread use of new technologies such as cloud computing and mobile devices can increase risks to businesses' data privacy and security. Cloud computing may require additional measures to secure data, and mobile devices may increase data security risks. Therefore, it is important for businesses to develop cloud computing and mobile security strategies. It requires a cultural shift in data privacy and security. It is important for businesses to adopt a data security culture and increase employees' security awareness. This can be achieved through regular training, awareness campaigns and effective communication of security policies. Data backup and disaster recovery plans are another important issue regarding data privacy and security. It is important for businesses to perform regular data backups and create disaster recovery plans. This can help prevent data loss and ensure business continuity. Outsourcing and supply chain security is another issue that should not be ignored when it comes to businesses' data privacy and security. Businesses should consider security standards and enter into security agreements when working with external suppliers. Additionally, supply chain security means that businesses need to evaluate suppliers' security measures and improve them where necessary. Adapting to the ever-changing threat landscape is another challenge for businesses regarding data privacy and security. It is important for businesses to constantly update and improve their security measures. It is also important to adopt an effective penetration testing and security monitoring...
strategy to detect and close vulnerabilities. Data privacy and security is one of businesses' top priorities, and they may face a number of challenges. However, there are effective strategies and solutions to overcome these challenges. Businesses can protect data privacy and security by strengthening security measures and increasing security awareness (Cassell, C., Nadin, S., Gray, M., & Clegg, C. 2002).

4.2. Adaptation to Technology and the Need for Education

The need for technology adaptation and training is vital for businesses to maintain and maintain their competitive advantage. Today, technological developments are advancing rapidly and radically changing the business world. In order to keep up with this change and use technology effectively, businesses need to constantly train their employees and manage the process of adapting to technology. The process of technology adoption involves businesses integrating their existing business processes and infrastructure with modern technologies. Switching to the use of a new technology or software requires an extensive training and adaptation process that includes all employees of businesses. This process helps employees improve their skills in using new technologies and adapt to new processes. One of the difficulties faced by businesses in the process of adapting to technology is that resistance and attitudes towards change can be negative. People don't want to change their habits, and the process of adapting to a new technology can create anxiety and resistance among some employees. Therefore, it is important for businesses to provide training to their employees on change management and motivation and understand their concerns. Training is a critical factor for the success of businesses in the process of adaptation to technology. Comprehensive training programs are required for employees to use new technologies effectively and adapt to business processes. These training programs should include both basic technical skills and understanding of new business processes. Additionally, training programs should be constantly updated and improved. Another important factor that businesses should consider when adapting to technology is the different skill levels and learning styles of employees. Each employee's speed
and style of learning technology may be different, so training programs should include a variety of learning methods. For example, a variety of methods can be used, such as interactive training sessions, video tutorials, online learning platforms and practical applications. Another difficulty faced by businesses in the process of adapting to technology is time and cost factors. Switching to a new technology and training all employees can be time-consuming and costly. Therefore, it is important for businesses to plan their adaptation process to technology and manage their resources effectively. It is also important to consider the long-term benefits the time and costs spent will have on the business. Another important issue that businesses should consider in the process of adaptation to technology is the creation of continuous support and feedback mechanisms. As employees use new technology or adapt to new business processes, it is important to provide ongoing support and guidance. It is also important to get employee feedback and continually improve the process. Another difficulty faced by businesses in the process of adaptation to technology is the need to allocate sufficient resources to technology training. Technology training may require a significant investment for businesses, and sometimes businesses may hesitate to allocate these resources. However, the importance of this investment is clear, considering that technology training increases the productivity of employees and strengthens the competitive advantage of the business. Another important issue that businesses should consider in the process of adapting to technology is cultural change and leadership role. Switching to a new technology can often result in changes to business culture, and it is important that the leadership team manages and supports this process. Leaders should set an example for employees, foster a culture open to change, and actively support the process of adaptation to technology. Another factor that businesses should consider in the process of adapting to technology is the use of external resources and consultants. In some cases, businesses may be insufficient to provide technology training with their own internal resources. In this case, getting support from external sources and experts can improve and accelerate the technology
education process. Another challenge that businesses must consider when adapting to technology is the constantly changing technology environment. Technology is constantly evolving and changing, which requires businesses to constantly keep up with new technologies and trends. Therefore, it is important for businesses to constantly update their technology training and adapt to innovations. The need for technology adaptation and training is critical for businesses to maintain and maintain their competitive advantage. This process enables businesses to integrate existing business processes with modern technologies, train their employees and use technology effectively. However, the difficulties encountered in this process should not be ignored and effective strategies and solutions should be adopted (Kudla, B. M. 2021).

4.3. Maintaining a Human-Centered Approach

Maintaining a human-centered approach is an important factor for the sustainable success of businesses. This approach allows businesses to focus on their human resources and the needs of their employees, ultimately improving the overall performance of the business. However, maintaining this approach may face a number of challenges and various strategies may be required to overcome these challenges. In order to maintain a human-oriented approach, businesses need to value their employees and understand their needs. Employees are a business's most valuable assets, and their satisfaction and well-being are critical to the success of the business. Therefore, it is important for businesses to listen to employees' needs, support them and encourage participation. In order to maintain a human-oriented approach, it is important for the leadership team of businesses to adopt and implement these values. Leaders determine the culture of the business and should set an example for employees. A people-oriented leadership style gains employees' trust, increases their motivation and encourages collaboration. Therefore, it is important for leaders to adopt a people-centered approach and prioritize employees' needs. In order to maintain a human-oriented approach, businesses need to strengthen their communication and feedback mechanisms. Good communication allows employees to express their feelings, share concerns.
and make suggestions. Additionally, regular feedback helps employees understand their performance and improve. Therefore, it is important for businesses to create open communication environments and effective feedback systems. In order to maintain a human-oriented approach, businesses need to invest in the development and training of employees. Ensuring the continuous development of employees both contributes to their careers and increases the performance of the business (Zhang, L., Wang, H., Cao, X., Wang, X., & Zhao, K. 2012).

Therefore, it is important for businesses to organize training and development programs, offer mentoring and coaching opportunities, and support employees' career road maps. In order to maintain a human-oriented approach, businesses need to improve the working environment. A good working environment increases employee motivation, encourages collaboration and supports creativity. Therefore, it is important for businesses to make the working environment physically comfortable and safe, support work-life balance and encourage teamwork. To maintain a people-centered approach, it is important for businesses to promote diversity and create an inclusive culture. Diversity increases the value that different perspectives and experiences bring to the business. Additionally, an inclusive culture makes everyone feel accepted and valued. Therefore, it is important for businesses to promote diversity, prevent discrimination and provide equal opportunities for everyone. To maintain a human-centered approach, businesses need to promote employee well-being and balance. A healthy balance between work and private life increases employee happiness and productivity. Therefore, it is important for businesses to offer flexible working models, provide telecommunication opportunities and make working hours flexible. In order to maintain a human-oriented approach, it is important for businesses to have a fair and transparent performance evaluation system. It is important for employees to receive clear feedback to understand their performance and achieve their goals. In addition, fair and transparent performance evaluation processes increase employee confidence and motivation. In order to maintain a human-oriented approach, it is important
for businesses to create a culture based on cooperation and sharing. Collaboration enables employees to communicate effectively with each other, share knowledge and experience, and work together. Therefore, it is important for businesses to encourage teamwork, reward sharing, and provide appropriate platforms for collaboration (Begiri, T., & Aziri, B. 2021).

5. Research and Findings

Research on the effectiveness of human resources management emphasizes that human resources are of critical importance in the success of businesses. These studies show that businesses' adoption of human-oriented approaches and meeting the needs of their employees increases business performance. In particular, it is stated that there is a strong relationship between employee motivation, commitment and satisfaction and the productivity of the business. Good human resources management can increase employees' commitment to their jobs, increase job satisfaction and performance, and therefore strengthen the competitive advantage of the business. However, research has also revealed specific challenges faced by businesses in human resource management. These challenges include issues such as increasing efficiency in recruitment processes, meeting the training and development needs of employees, improving performance evaluation systems and workforce planning. Human resources departments need to constantly review and improve their strategies to meet these challenges. Many studies show that technology makes significant contributions to human resources management. In particular, digitalization and automation can streamline hiring processes, increase efficiency, and optimize workforce planning. However, there are also certain challenges associated with the use of technology, such as data privacy and security concerns, the process of employee adaptation to technology, and the availability of skilled technologists. Research emphasizes the importance of businesses adopting a strategic approach in human resources management. Strategic human resources management involves businesses developing human resources policies and practices in accordance with their short and long-term goals. This approach allows human resources departments to become more
integrated into the strategic vision of the business and can help the business maintain a competitive advantage. Some studies highlight the importance of businesses promoting diversity in human resources management. Diversity can increase innovation and business performance by bringing together different perspectives, experiences, and skills. Therefore, it is important for businesses to develop diversity policies and practices and create a culture that supports diversity. Human resources management is a critical factor for the success of businesses and needs to be managed effectively. Issues such as adopting people-centered approaches, use of technology, taking a strategic approach and encouraging diversity can help businesses be successful in human resources management. Therefore, it is important for businesses to focus on these areas and make continuous improvements (Barmuta, K. A., Borisova, A. A., & Glyzina, M. P. 2015).

6. Suggestions for the Effective Use of Information Technologies in Businesses

6.1. Establishing Appropriate Technology Infrastructure

Establishing an appropriate technology infrastructure is critical for businesses to use information technologies effectively. This involves selecting and installing hardware and software that suits the needs of the business. First, it is important to determine the needs of the business and evaluate which technological solutions can meet these requirements. This evaluation should consider the company's current business processes, growth objectives and competitive advantage. Establishing appropriate technology infrastructure should also focus on factors such as reliability, performance and security. Elements such as backup systems and security measures should be at the forefront to ensure business continuity of the business. It is also important that the technology infrastructure is flexible and scalable, so it can easily adapt as the business grows or needs change. Budget and resource management should also be taken into account during the establishment of the technology infrastructure. Businesses should carefully plan their technology investments and try to achieve the best results by using their budgets efficiently. Additionally, maintenance and updating of
Technology infrastructure should not be ignored; this ensures that the business constantly keeps up with the latest technological developments. Establishing an appropriate technology infrastructure increases the competitiveness of the business, increases efficiency and creates a solid foundation for future growth and development. Businesses can establish the appropriate technology infrastructure by getting support from consultants or technology providers specialized in this field. This is critical to the long-term success of the business (Abduli, S. 2013).

6.2. Training Programs to Increase Staff Participation

It is important to develop the knowledge and skills of staff for the effective use of information technologies. Therefore, businesses need to organize various training programs to increase staff participation. These training programs enable employees to use technology more effectively, adapt to business processes and contribute to the goals of the business. Training programs should be customized to suit the needs of the business and the skill levels of the employees. This may include practical applications to improve employees' technical skills, or interactive sessions can be held to help them learn new technologies. Additionally, training programs should cover not only technical skills but also soft skills such as communication, collaboration and problem solving. When organizing training programs to increase staff engagement, it is important to maintain employee motivation and interest (Sutiyono, W. 2007).

Therefore, it is important to design training programs in an engaging and effective way. For example, interactive learning platforms, game-based learning and fun activities can be used. Additionally, employees should be encouraged to actively participate in the training process and their feedback should be valued. Training programs are important not only for new employees but also for existing staff. Given the constant change and developments in technology, it is important for existing staff to update and renew their knowledge and skills. Therefore, it is important for businesses to constantly provide training and development opportunities and encourage the continuous self-renewal of their staff. Training programs organized by businesses to
increase staff participation enable employees to use
technology more effectively and contribute more effectively
to the goals of the business. Therefore, it is important for
businesses to allocate sufficient resources to this area and
constantly update their training programs. This increases the
competitive advantage of the business and is an important
factor for sustainable success (Drela, K. 2020).

6.3. Improving Cooperation Between Human Resources and
Information Technologies Departments

Human resources and information technology departments
play a critical role among the core elements of a business. Traditionally, these two departments have different
functions: Human resources deals with people-oriented issues
such as recruitment, training, performance management and
personnel policies, while the information technology
department deals with technical issues such as managing
technological infrastructure, software development, network
security and data management. However, in today's business
world, collaboration between these two departments is
becoming increasingly important. Improving cooperation
between human resources and information technology
departments has many advantages. First, businesses
integrating technology into their human resources practices
can increase efficiency and optimize business processes. For
example, automation and digitalization of recruitment
processes can enable businesses to attract new talent more
quickly and effectively. Collaboration between human
resources and information technology departments can provide
significant benefits in data analytics and reporting. Accurately
collecting, analyzing and reporting human resources data can provide businesses with valuable
information in strategic decision-making processes. The
information technology department can support these data
analytics processes and provide expertise in data security.
Thanks to collaboration, human resources and information
technology departments can support the digital transformation
of the business. Digital transformation of businesses
includes elements such as digitalizing business processes,
increasing efficiency and improving customer experience.
During this transformation process, human resources and
information technology departments can jointly create and implement the digital strategy of the business. Collaboration provides a significant opportunity to improve employee experience. Human resources and information technology departments can increase employee satisfaction by improving the company's internal communication tools, digitalizing training and development programs, and providing digital tools to help employees perform their daily tasks more efficiently. Collaboration plays a key role in addressing the challenges faced by businesses around data privacy and security. The human resources department is responsible for protecting personnel data, while the information technologies department manages the security infrastructure. Therefore, effective collaboration between these two departments can strengthen the business's data security measures and prevent data breaches. Collaboration can help a business achieve its strategic goals. Human resources and information technology departments can develop human resources policies and technology strategies in line with the strategic goals of the business. In this way, they can increase the competitive advantage of the business, stimulate innovation and support sustainable growth. Collaboration between human resources and information technology departments is critical to the success of businesses. This collaboration can increase a business's efficiency, strengthen its competitive advantage, improve employee experience, and help the business achieve its strategic goals. Therefore, it is important for businesses to encourage and support collaboration between these two departments (Eslami, N., & Nakhaie, H. 2011).

7. Conclusion

Human resources management and information technology integration is becoming increasingly important in today's business world. In order for businesses to be successful, there must be strong cooperation and integration between these two departments. The issues examined throughout this study show that businesses can provide more effective and efficient business management by bringing together their human resources and information technology departments. A modern perspective of human resource management includes more than just personnel management; It also offers many opportunities
to help the business achieve its strategic goals. In order to evaluate these opportunities, information technologies must be used effectively. Information technologies can increase the efficiency of businesses, optimize business processes and provide competitive advantage. However, in order to realize this potential, human resources and information technology departments need to work together and adopt an integrated approach. It shows that cooperation between human resources and information technology departments can increase the performance of the business and provide a sustainable competitive advantage. Businesses should encourage effective communication and collaboration between these departments. This is an important strategic step for both human resources management and information technology management. However, in order to implement and successfully implement the issues discussed in this study, businesses require a careful planning and management process. In order to strengthen the cooperation between human resources and information technology departments, certain strategies and policies should be created and these strategies should be implemented effectively. In order for businesses to be successful, there must be strong cooperation and integration between human resources management and information technology management. This can increase businesses' productivity, strengthen competitive advantage and achieve sustainable growth. Human resources and information technology departments working together can help businesses meet the challenges they face and create a strong foundation for future success. Therefore, it is important for businesses to prioritize collaboration and integration between these two departments.

References:
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