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**INNOVATIVE HR PRACTICES: A QUALITATIVE RESEARCH IN  
TURKEY'S BUSINESSES**

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***Abstract***

Increasing of globalization, competition, technological, cultural and environmental changes make innovation necessary with regards to businesses. In this context, a business that internalizes innovation, gains flexibility against its competitors by adapting to change. Making an innovation a way of life, begin with belief for businesses. "The belief is the biggest weapon in the success of innovation", as the French philosopher and writer Albert Camus stated that "your beliefs fall at times, and your weapon falls at times". The belief in innovation is nourished by the innovative practices of HR management. While these applications show employees how to arrive at the destination, employees also see their contribution to innovation as an individual. In this study, outputs of the innovative Human Resource (HR) practices were researched with qualitative method. The findings provide an important contribution to the literature from the point of view of HR practice outputs that performed with an innovative approach in Turkish businesses.

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**Keywords:** Innovation, Human Resource, Human Resource Practices, Innovative Human Resource Practices.



## **1. Introduction**

21<sup>st</sup>. century competition conditions, businesses are forced to develop new products and services. Especially as the speed of change in technology increases and information technology develops, sharing of information rapidly motivates businesses to innovate. On the other hand, environmental changes (economic, socio-cultural etc.) reveal new areas of need. Therefore, product life cycles are getting shorter and businesses need to constantly renew their products (Demirci et al., 2014). Innovation for businesses is an important competitive tool. In a way, new products and processes to replace old ones, is much more important than price competition between existing business products (Akyos, 2006). While Innovative business has realized at least one innovation, an innovative product or process businesses perform a product or process innovation (Oslo Manuel, 2005). Employees of an innovative business have the opportunity to learn about diversity (internal and external), cooperation and strategies (Kaplan, 2011). According to Steve Jobs, who stated that innovation is "the human resource that is owned, how you are leading them and what you are getting with them", talented people are needed to succeed in innovation (Augustine, 2013). However, although human resources practices and innovation are related, the number of studies in the literature is low (Kılıç & Bilginoğlu, 2010). Research suggests that the quality of human resources depends on learning and innovative achievement (Dobson & Safarian, 2008). Therefore, for the innovative outputs, it is necessary for the innovative human resource needs to be determined. The purpose of the work in this context is to determine the output of businesses for innovative human resource practices. This study is important due to the acceleration of competition and change in technology, culture and economy. At this point businesses are faced with a dilemma like either surviving or disappearing. So businesses must be innovative to protect themselves from hard competition. Study is of original quality as measured by supplying innovative applications of practice in Turkey. It is the contribution of the literature to which these practices are valid. So in literature there has been a lot studies about HRM or innovation. But the study of the relationship between this two factors is few. In order to determine the innovative HRM applications which is used actively in Turkish businesses, qualitative research has been included.

## **2. Literature Review and Theoretical Framework**

### **2.1. Innovation**

Until the 1930s, the concept of innovation is rarely encountered. According to Austrian economist Joseph A. Schumpeter, who first mentioned the importance of this concept, innovation is the introduction of a new product for a consumer or a new product for a consumer (Schumpeter, 1934). According to Tushman and Nadler (1978), innovation is the creation of new products, processes and services for a business unit. Moguee and Schact (1980) focus on technology and innovate to create products, processes and applications to improve, make difference, add value or improve performance according to Brown, while expressing innovation as an industry creation, product or production improvement process (McAdam, Stevenson & Armstrong, 2000). According to Drucker, management should ask whether the products or services do not adequately meet the expectations of the consumers. Therefore, enterprises will

develop efficient, profitable and competitive economies in which they operate. In this respect, innovation will create economic and social benefits (Elçi, 2007). According to Schumpeter (1934), who defined innovation as creative destruction (Top, 2008) takes place when a new technology, product, market or organizational practice forms an open alternative to existing products or organizational practices on the market. Therefore, creative destruction has an effect that contributes to economic growth, along with the change in the market, which at the same time disrupts the competition structure in the market (Larson, 2000).

## **2.2. Innovative Human Resource Practices**

At the beginning of the 21st century, every product, production method or service related to innovation is increasingly linked to science and technology. Therefore, the main source of the innovation process has begun to form new ideas in the field of science and technology. In this context, the concept of the new economy expresses the economic necessity of thinking and acting due to high technological developments and the globalization of the world market and changing economic needs (Nakamura, 2002). In the new economy; businesses need to encourage reciprocal learning and information transfer in order to gain access to increased competitive pressures, to acquire new partners from outside or to participate in specific networks to complement their missing aspects. Such relationships allow businesses to break down risks and costs that may arise at the end of the innovation process, to gain access to new research results, to acquire new technologies, and to increase their activities in manufacturing-marketing-distribution areas (Aktan & Istiklal 2004). At this point human resources which is a positive effect on innovation are needed (Selvarajan, 2007).

## **2.3. Innovation and Human Resource Practices**

Outputs of the innovative HR's practices and these practices in the outstanding western countries whether are applied in Turkish businesses, are two problems of this research. According to Som's (2006)'s research, innovative human resources practices that professional development, election and career development practices for future-oriented information workers, coaches and leaders, social networking strategic partnership, change agent and employee leadership roles, proactive management systems, tier reduction and management to increase organizational effectiveness. According to the researches innovative HR practices have a positive influence on innovation (Selvarajan, 2007). In a survey of twenty-two American manufacturing companies, training, referral initiation, team work, performance evaluation and empowerment were positively associated with innovation (Shipton et al., 2006).

Michie and Sheehan's (2003) study, in the UK, the fact that businesses do not pay enough attention to team work influences innovation performance in the negative direction. However, Comelo-Ordaz, Fernández-Alles, & Valle-Cabrera (2008) concluded that financial awards for innovative ideas that teamwork alone did not improve innovation performance were also effective in research on ninety-seven Spanish businesses in the three most innovative sectors. As Innovative HR outputs of practices, the new suggestions in the idea phase are transformed into practices that contribute to the project by matured with project studies. Thus, all employees, individually or as a

team, are in proposals dealing with all units and activities. The prototypes and final products produced are constantly being improved, according to customer expectations. In this process; sociologists have achieved excellent results with the analysis of these needs and expectations, the presentation of today's and future scenarios, and the completion of technological needs through practical research. The service sector is another area where innovations play an important role (Luecke, 2011). On behalf of the Starbucks culinary service innovation; shorten the service time and bring a rule of three minutes in all the branches. Not only does it increase customer satisfaction, but it also allows customers to build longer relationships (Karamehmet, 2012). Som (2006) has taken the role of division in research on sixty-nine Indian companies as an innovative practice of empowerment, vocational training and performance appraisal. Lonti and Verma (2003) have found that the flexible working system in research in Canada increases innovation. So education, rewarding, specialization, performance appraisal and career development are more innovative (Naranjo-Valenciaa, Jiménez-Jiménez & Sanz-Valle, 2016). In Turkey it is expected that many innovative businesses are using like these HR practices so the following hypothesis has been developed:

*H<sub>1</sub>: Innovative HRM practices are used in Turkey.*

### **3. Research Method**

Please replace this text with context of your paper.

#### **3.1. Sample and Data Collection**

A simple coding method of Perkmann and Spicer (2014) was used, with open-ended interview to identify innovative human resource practices. Thirty-two managers were conducted who work in top 500 industrial business where located in Kocaeli but interview was made only fifteen of them.

#### **3.2. Analyses**

In this study bricolage method was used. This coding method was used by Perkmann and Spicer (2014) to measure qualitative data in the study. Perkmann and Spicer (2014) use two types of data as archives and current records, and they categorize in three chapters: type of practice, type of enterprise, and views. In research, new businesses are formed by summarizing the positive and negative features of the structures by collaging method and by selecting the most suitable ones by examining the structure of many organizations and collecting opinions before forming organizational structures. This coding method uses two types of data as archive (six-year records) and current records. According to this, the first code is based on the views expressed by the competent authorities on the various forms of construction used by the business. The second and third code are divided into the opinions of the authorized persons about the applications used in the business. Then, by combining the common features of structure and applications with descriptive codes under the heading of descriptive codes, they combined the three codes into a summary. It ensures that more information about the topic, on the other hand cause and effect are clearly been visible (Kincheloe & Berry, 2004).

#### 4. Findings

In the survey, interviewed businesses were classified in terms of their establishment dates, sectors, size, general strategies and business cultures, and in general, businesses' perspectives on innovativeness were elaborated by the HR interviewer using an open-ended question. Businesses (A123 ...) were asked open-ended questions about their approach to innovation and their answers were summarized. Then, in order to understand the current cultures of business, the views of HR managers are summarized. The reason for conducting the interview with the HR managers, the research oriented HR and also human resources management's response to the question of how and by whom the functions of will be fulfilled in the business (Geylan & Fermani, 2001). Therefore, to learn innovative practices (U123 ...), open-ended questions were found by each business (A123 ...), resulting in ten responses, mostly applied (Table 01). The features that make business rotation an innovative application are opportunities for continuous improvement and experience in different cultures. Features that make reinforcement an innovative application; job satisfaction and participation increase the risk for new and original ideas. Features that make social responsibility an innovative practice; is to focus on the common goal that results from the fact that the business culture is based on "not me, but we think", which is a social responsibility project that brings different and quick solutions to the social life. The practice of the enterprises in practice and their general opinions are gathered and interviewed by the innovative firms, mostly applied by the ten HR as a summary idea, each of them is collected in one code (Table 02). Thus, applications have been made into more self-explanatory clues and the common point of each innovative application is summarized as descriptive code. innovative output positive or negative effects, HR from innovative applications coded, have been determined by using the opinions of the managers. These views are proof (Perkmann & Spicer, 2014), coded by brief definitions and indicate innovative effects (Table 02).

**Table 01.** Innovative HR Practices

U <sub>1</sub>	Companies
"Programs are being developed in line with individual development needs. Talent, managerial candidates and senior management development programs are designed and managed according to different stages. Development programs globally provide opportunities to learn from different cultures with the participation of people from different countries at different levels ... "	A <sub>1</sub>
"We are paying special attention to improving our employees and taking preventive and corrective measures. For this reason, we have academia in the company to design the best for the future. Our education types; product trainings, technical trainings, behavior and approach trainings, sales, service and customer relationship management trainings. Thanks to the academy, our knowledge accumulation employees are transferred more quickly and effectively and the basis for sustainable development is established ... "	A <sub>2</sub>
"... we also reflect innovation and human resources practices ..."	A <sub>3</sub>
"...our company attaches importance to creative individual and development in the name of innovation ..."	A <sub>4</sub>
"... innovation is the work of the architecturalist of the creations. Therefore, first of all human resources applications require innovations ... "	A <sub>5</sub>
"... Our company uses innovation every step of the way and provides leadership school for change. Success comes through training we are organizing a wide range of on-the-job training programs that focus on competency-based development, enriching operational knowledge, and enhancing leadership skills, all of which are determined by our beliefs. We are applying for a managerial program for 0-2 years or new graduates. In this way, the trainers from the experts know the latest techniques ... "	A <sub>6</sub>
	A <sub>7</sub>

"... we are giving priority to our trainings in order to be successful in the pre-diagnosis and treatment of diseases. We aim to support the professional and personal development of our employees. We organize development programs in order to prepare our employees for short-term technical and personal development training needs and long-term career development plans so that they are ready for future positions ... "	A <sub>8</sub>
"... the effective use of suggestion systems, the use of creativity for new demands, and education are our most basic practices. It is believed that training is necessary and useful for personnel at all levels in order to support individual and organizational development, increase productivity and performance. Training; professional, administrative and personal development are organized in three areas ... "	A <sub>9</sub>
... as we see every human being as a separate talent and are supported and applied to new ideas and opinions ..."	A <sub>10</sub>
"... As a result of the importance we give to the training as a company; new engineers are continuing our project to provide experience and to improve themselves. In addition, we create a training plan for the next year in the fields of personal development, managerial development and professional development that we have achieved in the performance management system ... "	A <sub>11</sub>
"In our institutional academy; leadership, sales and lean six sigma programs, by expert instructors in the world and in Turkey, consists of certified training and development content..."	A <sub>12</sub>
"... Our training activities are out of 3 main sources; Training Needs Analysis, Performance Management System Outcomes, and Out-of-Budget Demands in the Year. In addition, our in-house technical and professional trainings are implemented ..."	A <sub>13</sub>
"... we identify and implement training programs aimed at providing employees with the knowledge, skills, attitudes and behaviors necessary to increase their professional satisfaction and ensure their success in the workplace ..."	A <sub>14</sub>
"... we aim to provide a working environment in which we can develop the ambitions, abilities and potentials of all our colleagues in the direction of the academy and the individual respect principle that we are open to." We offer training in information and skills, product training and individual development at the academy ... "	A <sub>15</sub>
<b>U<sub>2</sub></b>	
"... we create a multi-faceted organizational culture with entrepreneurial teams and employees ..."	A <sub>1</sub>
"... team work and problem solving competencies are supported ..."	A <sub>2</sub>
"... we take advantage of teams that have effective communication and trust in order to be a value creating organization ..."	A <sub>3</sub>
"... we offer creative and dynamic solutions for innovation through teamwork ..."	A <sub>4</sub>
"... we are practicing teamwork in order to consolidate the employees of the company into the common pavilion and to achieve the objectives in line with the company vision ..."	A <sub>5</sub>
"... the combination of skills from different areas of expertise leads to positive innovation by bringing together the resulting synergistic creativity ..."	A <sub>6</sub>
"... you will work with a group of individuals from many different disciplines, dealing with the entire production cycle from beginning to end. Each of these persons is required to bring the product from the laboratory desk to the market. This experience will constantly keep your mind alive and encourage you to think from different angles ... "	A <sub>7</sub>
"... teamwork provides quick and effective solutions to problems ..."	A <sub>8</sub>
"... we are aware of the importance of team work for change, especially our R&D units ..."	A <sub>9</sub>
... the question of 'ideas' which is fundamental in innovation is made through team work and different perspectives are introduced ..."	A <sub>10</sub>
"... teamwork ensures that the organization moves in the process of implementing the ideas ..."	A <sub>11</sub>
"... the fact that innovative products are specific and diversified, resulting in the creation of all the employees coming from different specialist backgrounds complement each other ..."	A <sub>12</sub>
"... we see innovation as a means of competition and we allocate a large budget for research and development. By believing in the power of teamwork, we are able to produce 5754 new-generation technological alloys that are produced in the world with conventional methods and thought to be "almost impossible" to produce with continuous casting technology ... "	A <sub>13</sub>
"... to serve the basic purpose in the recruitment process; to provide cooperation, to motivate high, to carry forward our work always prefer to have active human resources ... "	A <sub>14</sub>
"... alignment and teamwork for the common purpose of the whole organization is being implemented to ensure global customer satisfaction for the products that are intended to be produced and sold all over the world .."	A <sub>15</sub>

<b>U<sub>3</sub></b>	
"... to preserve the reputation of our company; products, targets and values, we use our proposals and communication channels effectively ... "	A <sub>1</sub>
"... quick suggestion systems make it easy to find quick solutions to problems ..."	A <sub>2</sub>
"... we effectively use the suggestion systems that we want our employees to be open, communicative, culturally capable, product quality and customer satisfaction, participatory, entrepreneurial and innovative individuals ..."	A <sub>3</sub>
"... the creative potential of employees working with the proposal system is being activated ..."	A <sub>4</sub>
"... we effectively use the suggestion systems that we want our employees to be open, communicative, culturally capable, product quality and customer satisfaction, participatory, entrepreneurial and innovative individuals ..."	A <sub>5</sub>
"... the creative potential of employees working with the proposal system is being activated ..."	A <sub>6</sub>
"... We include your worker in the healing process and we value his ideas. To this end, committees have been set up to evaluate the suggestions of improvement from our colleagues and we are rewarding the owners of the proposals that are evaluated and implemented in these committees with a general participation ceremony held throughout the company ... "	A <sub>7</sub>
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"... for a successful proposal system; quick evaluation and correct rewarding are important ... "	A <sub>11</sub>
"... long-term product development activities carried out with the world's leading institutions are shared ..."	A <sub>12</sub>
"... long-term product development activities carried out with the world's leading institutions are shared ..."	A <sub>13</sub>
"... We make effective use of suggestion and communication channels to realize change through continuous learning, improvement and innovation"	A <sub>14</sub>
"... we use suggestion systems to encourage new ideas and encourage instead of cutting different styles, our employees are awarded annually ..."	A <sub>15</sub>
<b>U<sub>4</sub></b>	
"... social activities with our employees and their families; We arrange day trips to nature or culture for unity or weekend. Social gatherings, picnics, activities are increasing the share of managers and employees and motivation is provided ... "	A <sub>1</sub>
"... social activities with our employees and their families; We arrange day trips to nature or culture for unity or weekend. Social gatherings, picnics, activities are increasing the share of managers and employees and motivation is provided ... "	A <sub>2</sub>
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"... social activities with our employees and their families; We arrange day trips to nature or culture for unity or weekend. Social gatherings, picnics, activities are increasing the share of managers and employees and motivation is provided ... "	A <sub>5</sub>
"... Our company is organizing social activity activities aiming to reinforce communication, motivation, team spirit and solidarity throughout the whole ..."	A <sub>6</sub>
"... Our company is organizing social activity activities aiming to reinforce communication, motivation, team spirit and solidarity throughout the whole ..."	A <sub>7</sub>
"... we gather with our employees monthly, social events with cultural visits, picnic ..."	A <sub>8</sub>
"... we gather with our employees monthly, social events with cultural visits, picnic ..."	A <sub>9</sub>
"... we organize social events with our employees monthly and annually ..."	A <sub>10</sub>
"... we believe that motivation and work are meaningful ..."	A <sub>11</sub>
"... we need to motivate our employees first to grow our business and achieve successful business. With the Lamplighter program, we ensure that our employees are healthy and fit for the right nutrition and healthy lifestyle ... "	A <sub>12</sub>
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"... we organize social events with employees and their families ..."	A <sub>14</sub>
"... we organize social events with employees and their families ..."	A <sub>15</sub>
<b>U<sub>5</sub></b>	
"... at the beginning of the year, company goals are delivered within the organization, from top to bottom, and employees set their individual goals accordingly. Process; goal setting, semi-annual review and year-end evaluation. Each phase is conducted with interviews conducted by the manager and the employee face to face. Development areas and action plans of employees are determined. Individual performance results play an important role in the wage and fringe rights process. Based on continuous feedback ... "	A <sub>1</sub>
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"... we will increase productivity by charging employees based on their respective departmental performance. Performance-based pricing is applied to ensure the continuity of this environment with energetic, high-performance, high-performance, always-on, high-performance, open-minded employees, and innovative ideas are rewarded ... "	A <sub>6</sub>
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"... For our employees at the expert level and higher positions, we perform career planning by following their performance with a competency based performance management system. Performance appraisal is done regularly at the end of each year. Parallel to the performance evaluation of the proficiency, MBO (Management by Objectives) is carried out twice within the annual period ... "	A <sub>10</sub>
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"... performance is evaluated twice a year in our company; innovative ideas are also rewarded ... "	A <sub>14</sub>
"... performance is evaluated twice a year in our company; innovative ideas are also rewarded ... "	A <sub>15</sub>
"... we think that you are consolidating motivation and excitement ..."	A <sub>15</sub>
<b>U<sub>6</sub></b>	

<p>"... emphasis is placed on attracting and retaining talent in the company. In this respect, the training programs have talent programs according to different levels. Reward management strategy plays a critical role in the participation of high potential candidates in the company and therefore in reaching the company's goals. Creativity is supported by global development programs ... "</p> <p>"... as ideas chosen by innovation teams are passed on to life, we encourage creativity by putting innovation at the heart of our work ..."</p> <p>"... we strive to ensure that our employees use their capacities and capabilities both for the growth of our company and for their personal development. We see our employees as the most important value that represents the company ... "</p> <p>"... we want our employees to be exciting, open, creative, positive, and self-improving individuals ..."</p> <p>"... We are looking for human resources employees who have strong intuition and desire to develop the skills we need for our employees and our company to succeed. With project leadership and case studies, we provide a platform for exploring the creativity of university students ... "</p> <p>"... to make working conditions as good as possible; we are among our most important targets to benefit from the talents and experiences of our employees ... "</p>	<p>A<sub>1</sub></p> <p>A<sub>2</sub></p> <p>A<sub>3</sub></p> <p>A<sub>4</sub></p> <p>A<sub>5</sub></p> <p>A<sub>6</sub></p> <p>A<sub>7</sub></p> <p>A<sub>8</sub></p> <p>A<sub>9</sub></p> <p>A<sub>10</sub></p> <p>A<sub>11</sub></p> <p>A<sub>12</sub></p> <p>A<sub>13</sub></p> <p>A<sub>14</sub></p> <p>A<sub>15</sub></p>
<b>U<sub>7</sub></b>	
<p>"... the managers are the coaches of the employees. Employee and executive negotiations are held in an open environment with reciprocal reporting ... "</p> <p>"... we will increase productivity in in-service training with coaching support ..."</p> <p>"... thanks to our mentors who have benefited from the knowledge of continuous learning and progress by applying them, our employees are improving themselves ..."</p> <p>"... we are implementing the coaching system and providing support to our employees ..."</p> <p>"... the coaching trainings provide for the recruitment of new recruits and the senior ones for their self-improvement ..."</p> <p>"... our employees, who are prosperous thanks to mentors, are taking themselves a step forward in their fields ..."</p> <p>"... Future Leaders Program, learn the business quickly; From the very first day, it's about managing the world's most popular multi-million euro market leader brands and getting uninterrupted coaching on business, superior training opportunities and real responsibilities ... "</p> <p>"... our employees have a variety of development tools, such as Coaching, Mentoring, 360 ° Feedback, Development Talks. ... "</p> <p>"... the directions that need to be developed by the coaches are determined and it is ensured that the human resources that are needed by the organization are formed by training and development."</p>	<p>A<sub>2</sub></p> <p>A<sub>3</sub></p> <p>A<sub>4</sub></p> <p>A<sub>5</sub></p> <p>A<sub>6</sub></p> <p>A<sub>7</sub></p> <p>A<sub>8</sub></p> <p>A<sub>9</sub></p> <p>A<sub>10</sub></p> <p>A<sub>11</sub></p> <p>A<sub>12</sub></p> <p>A<sub>13</sub></p> <p>A<sub>14</sub></p> <p>A<sub>15</sub></p>
<b>U<sub>8</sub></b>	
<p>"...goal; employees, employees and the company in the direction of expectations in the global level by creating different opportunities to create the best professionals in every level to ensure that ... "</p> <p>"... we are encouraging people in the organization to increase their potential and direct them to other jobs ..."</p> <p>"... we are paying attention to work rotation for employee to succeed in different tasks and to increase motivation due to self-improvement ..."</p> <p>"... enhances the creativity of employees with a different perspective ..."</p> <p>"... different business areas open up the perceptions of employees and improve their creativity by seeing the whole ..."</p>	<p>A<sub>1</sub></p> <p>A<sub>3</sub></p> <p>A<sub>4</sub></p> <p>A<sub>5</sub></p> <p>A<sub>6</sub></p> <p>A<sub>7</sub></p> <p>A<sub>9</sub></p> <p>A<sub>10</sub></p>
<b>U<sub>9</sub></b>	
<p>"... we prioritize our employees in line with the goals of our employees and develop their ability to share their power so that we are willing and willing to work ..."</p> <p>"... see each employee as a separate value and support their development ..."</p> <p>"... it is ensured that people are motivated by increasing their decision-making competence ..."</p> <p>"... the empowerment of the worker with the empowerment is becoming positive and the quality of the competition is increasing ..."</p> <p>"... our employees will ensure that they develop themselves, pushing the boundaries of perceptions about consumers. They will have interesting career opportunities to meet with different customers in every market they can come to their minds ... "</p>	<p>A<sub>2</sub></p> <p>A<sub>4</sub></p> <p>A<sub>6</sub></p> <p>A<sub>9</sub></p> <p>A<sub>12</sub></p> <p>A<sub>13</sub></p>
<b>U<sub>10</sub></b>	
	<p>A<sub>1</sub></p>

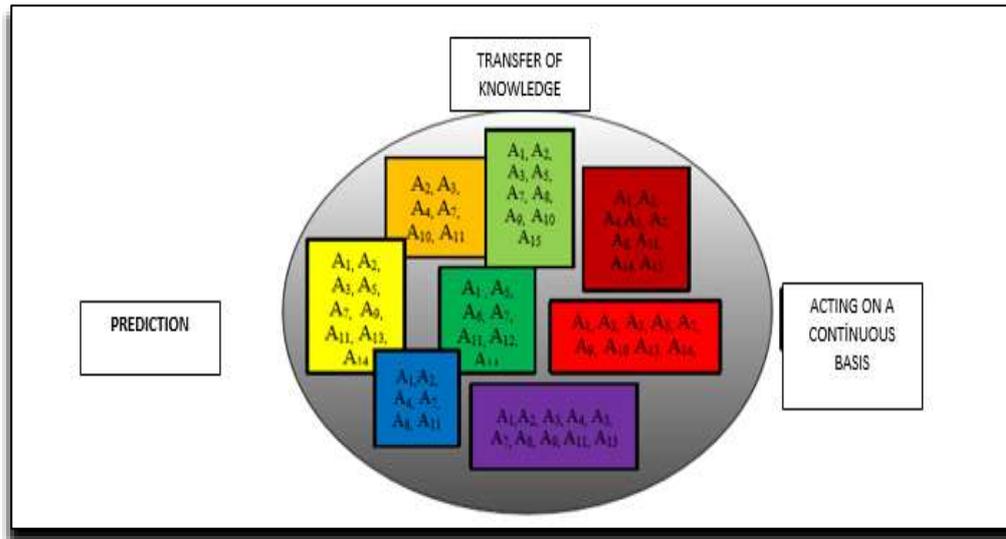
"... in 2011, our company was awarded as the ISO large-scale enterprise environment-friendly product first, environment-friendly product second and energy efficient product third place award ..."	A <sub>2</sub>
"... we reduce the environmental effects of all our processes by controlling the effects of climate change, air, land, aqua in the framework of preventive and corrective measures ..."	A <sub>3</sub>
"... in the name of preventing environmental pollution, we are a conscious institution for the environment by providing effective management of waste and resources ..."	A <sub>4</sub>
"... our company is responsible for contributing to the development of social life in the fields of culture, arts, education, science and sports. ..."	A <sub>5</sub>
"... we are sensitive to the environment with ISO 14001 certificates ..."	A <sub>6</sub>
"... we respect our social responsibility projects with our community and the environment ..."	A <sub>7</sub>
	A <sub>8</sub>
	A <sub>9</sub>
	A <sub>10</sub>
	A <sub>11</sub>
	A <sub>12</sub>
	A <sub>13</sub>
	A <sub>14</sub>
	A <sub>15</sub>

**Table 02.** Codes of Innovative Practices

Practices		Summary Idea	Descriptive Code
U <sub>1</sub>	Executive candidates and senior management development programs are organized globally with the participation of employees from different countries. Training academies and Lean 6 Sigma programs provide product design, sales, service and customer relationship training and online training.	Rapid Information Transfer to Employees	Individual Development in the Innovative Culture Framework
U <sub>2</sub>	Contests like Innovating are organized. Leadership schools and new graduates (0-2 years) are applying for an executive candidate program and also have the opportunity to work with academicians through the Chain Reaction program.	Different perceptions	participation
U <sub>3</sub>	Personality is specific. Occupational development plans are formed as a result of the performance management system.	Awareness Aim Focus	Professional development
U <sub>4</sub>	Sharing and organizing is essential. It provides creative and dynamic solutions for innovation. Groups from many different disciplines work together.	Participation Versatile	Appropriation Quick and Effective Solution to Present and Future Problems
U <sub>5</sub>	Innovative employees should be preferred. Different ideas are being questioned from the production desk until the pajara is brought. Entrepreneurial teams and a multifaceted organizational culture are created.	Communication Creating Value	Rapid Gathering and Use of Data for the Right Purpose Reliability Creativity Job Satisfaction and Individual Performance
U <sub>6</sub>	There are information transfers originating from different perspectives. Recommendations are collected systematically.	Forecasting Ability Socialization	Increase Increase Motivation Individual Performance Increase
U <sub>7</sub>	Information security is emphasized. The successful works and applications of the companies are presented at international symposiums and congresses.	Innovative Cultural Architects Value Work as "Individuals" Motivation	Increase Increase Motivation Individual Performance Increase
U <sub>7</sub>	Continuous learning, improvement and innovation are being pursued with an understanding. Committees are set up for improvement recommendations.	Career planning	Increase Increase Motivation Individual Performance Increase
U <sub>7</sub>	Social facility, club activities are applied. Social activities increase sharing between managers and employees. Summit information competitions, etc., sports tournaments are held.	Capability Retention and Retention in the Company	Increase Increase Motivation Individual Performance Increase
U <sub>7</sub>	With the Lam Lighter program, activities such as proper nutrition and healthy lifestyle are applied. Hosted nature and culture trips, picnics, photography, sailing clubs and so on. "Arta Remaining Time Events" are being created		Increase Increase Motivation Individual Performance Increase
U <sub>7</sub>	Charging is based on performance. MBO (Targeted Management) systems are performed twice a year.		Innovative Additive

U <sub>8</sub>	Expert-level and higher-level employees have a competent performance management system.	Adoption of Innovative Culture	Innovative Cultural Contribution Moving Innovation to the Center
	Skill programs are included in the training programs. The award management strategy aims to include talented employees in the company. Positive, open-minded, excited and self-improving individuals are not being chosen.	Continuous Learning	
U <sub>9</sub>	Employees are given the opportunity to use their capacities.	Innovation Actors	Catching Change and Personal Development
	Employee and manager interviews are conducted in an open environment with reciprocal reporting. New recruits are getting accustomed to work and senior ones are improving themselves.	Information Transfer	
	Programs such as future leaders are given quick responsibilities to employees. The human resources that organizations need are being created.	Experience Creativity and Awareness	
U <sub>10</sub>	They are helping employees in the areas they need. They promote incentive improvement, learning and innovation.	Professional development using continuous initiative to act	The formation and spread of innovative crops  Responsibility  Professional Progress  Internalizing Innovative Culture  Job satisfaction Participation
	They are in different missions. It creates different experience opportunities at the global level in line with employee expectations of employees. It offers self-improvement opportunities and the opportunity to manage careers.		
	It allows employees to assess the alignment between personal values and work. Employees follow the change and adapt to it in order to require increased customer demands.		
	With reinforcement platforms, the boundaries of employees' perceptions are being challenged. There is an increase in authority and responsibility.		
	Employees act on their own initiative. Effective use of time and the opportunity for employee to develop.		
"... in the name of preventing environmental pollution, we are a conscious institution for the environment by providing effective management of waste and resources ..."			

The concept of "individual" as an "individual", motivation, career planning, attracting talents, adopting innovation cultures, continuous communication, value creation, socialization, innovative communication, value creation, learning, innovative actors, awareness, experience, creativity and awareness, professional development, social sensitivity and collective respect affect the innovation positive, on the other hand foresight ability, limited knowledge transfer and acting on an ongoing initiative negatively affect innovative outputs (Table 03). The views of enterprises participating in the talks that these ten innovative practices will affect their innovative outputs are illustrated in the figure. The occupancy of these colours (A<sub>123</sub> ...) in the circle supports innovation outputs (Figure 01).



**Figure 01.** Innovative HR Practices

Figure 01. shows innovative human resources practices and effect on firm innovation. Colours are showing that innovative human resource practices. Teamwork: Dark green, Education: Light green, Social responsibility: Dark blue, Coaching: Red, Performance based charging: Purple, Social activities: Light blue, Creativity: Bordeaux, Work rotation: Yellow, Suggestion systems: Orange, Strengthening: Navy blue. Accordingly, the practices within the circle are practices that influence the formation of innovative culture.

According to this; While thinking that businesses A1, A2, A3, A5, A7, A8, A9, A10, A15 are most "educated" in innovative Human Resources practices, they are effective in creating an innovation-focused culture; A1, A5, A6, A7, A11, A12, A14 operations, "teamwork"; A2, A3, A4, A7, A10, A11, "proposal systems"; A1, A3, A6, A7, A10, A12, A13, A15, "social activities"; A1, A2, A3, A4, A5, A7, A8, A9, A11, A13, "performance based charging"; A1, A2, A4, A5, A7, A8, A11, A14, A15 establishments, "creativity"; A1, A2, A3, A5, A7, A9, A10 Enterprises A13, A14, "mentoring / coaching"; Businesses A1, A2, A3, A5, A7, A9, A11, A13, A14, "business rotation"; A2, A3, A5, A7, A8, A9, A11, A13, A14, A15, "strengthen"; Businesses A1, A2, A4, A7, A8, A11 believe that "social responsibility" has an impact. On the other hand, "prediction" of the proposal systems; the codes of "transfer of knowledge" from coaching practices and "acting on a continuous basis" from strengthening practices do not affect the formation of innovative culture, so innovation is outside the culture circle.

## 5. Conclusion and Discussion

In the 21st century, aggravated competition and accelerating technology, enterprises face with the choice to innovate or disappear. Those who are exposed to natural selection, those who are innovative, will continue to live; if they cannot adapt to newness, they will disappear. In this respect, the more H.R.M practices focus on innovation, the quicker the employee adaptation innovation process. Based on this assumption, the first question of the research is; determination of innovative H.R.M. practices. Semi-structured interviews were applied to identify the "innovative H.R.M. practices" in Turkey. The most

common innovative practices are “training, teamwork, recommendation systems, social activities, performance-based remuneration, creativity in recruitment, mentoring/coaching, job rotation, empowerment and social responsibility” according to the Perkmann’s (2014) encoding method. Correlation was reached a positive and high rate among innovative H.R.M. applications. Except for “creativity”, “mentoring / coaching” and “job rotation”, there were close relationships among the other applications. According to results, collectivism and teams are important for innovation. The reason for empowerment is to be innovative: to increase organizational performance with increased competition, to give net flexibility to adapt to changing environmental conditions. In innovative businesses, a coach helps an employee to maximize their potential and help them reach agreed goals. Informal information sharing and network based information system are important for innovation. The features that make education practise be innovative are individual development based on innovative culture, participation based, preparation according to personal professional development plan, and increasing the value of information. Innovative intentional focus, present and future problems, rapid and efficient solution, interactive communication, which make team work innovative. It is the committees that make suggestion systems innovative, gather them quickly, use them in the right place and time, solve problems with different perspectives, and improve them. The features that make social activities innovative are the motivation increase and the employee interaction. Contributing to anticipated innovation, which makes paying performance innovative, makes maximum use of work capacity. Creativity innovative practices because it includes that innovation centering, talent programs, award management strategy and work capacity. Mentoring-coaching is an innovative practice that parallel to the development of the profession, the capture of change.

The study is original because in the literature, there are few studies about innovative HR practices with bricolage method. In this regard, research shows that widely implemented innovative practices and outputs in Turkey. From this perspective; innovative businesses in Turkey are trying to keep track of these practises from developed western businesses and their outputs. This study may be advanced in different countries and sectors.

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