# CORE EMPLOYEES' IMPACT ON THE PERFORMANCES OF TURKISH LARGE FIRMS: A RESEARCH IN THE FRAME OF THE RESOURCE-BASED VIEW OF THE FIRM

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# **ABSTRACT**

The basic aim of this study is to explore the impact of core employees on organizational performance with a research conducted on Turkish large firms. Core employees were taken as the personnel, working at the production functions of firms, and their role were examined in frame of the resource-based view. Survey forms were developed by international literature review and sent to top 500 firms of Turkey for 2010, which were determined by Istanbul Chamber of Commerce (ISO). This study reveals statistically significant relation between value and uniqueness and inimitability levels of core employees and organizational performance, innovation, strategic vision, flexible design, quality orientation, organizational culture, providing employee potential, and product diversity; as a reflection of resource-based view of the firm. Moreover, the analysis of data revealed the value of core employees is more effective than their uniqueness on organizational performances. This research also indicates the valuable and unique human resources of top Turkish firms as one of the basic elements that lead to competitive advantage

# **SOURCE**

K. Y. Genc, Core Employees' Impact on the Performances of Turkish Large Firms: A Research in the Frame of the Resource-Based View of the Firm; International Journal of Business and Management; Vol. 9, No. 12; 2014; ISSN 1833-3850 E-ISSN 1833-8119; Published by Canadian Center of Science and Education; website, URL: <a href="http://dx.doi.org/10.5539/ijbm.v9n12p74">http://dx.doi.org/10.5539/ijbm.v9n12p74</a>; Received on October 9,2014; accepted on October 21, 2014 and Published on November 22, 2014.

# INTRODUCTION

This article review critically assesses the article 'Core Employees' Impact on the Performances of Turkish Large Firms: A Research in the Frame of the Resource-Based View of the Firm'. The review will start by analyzing and having a general overview and summary of the article. It will examine the effectiveness of the article's structure, exploring how the information is set out and if the reader can access it efficiently. The review will also critique the article, by evaluating its authority, currency, accuracy, objectivity and coverage. The review will also analyze the tables and figures before finally judging the article's accessibility and credibility.

## ARTICLE SUMMARY

The article examines the impact and the role of core employees on the performances of Turkish large firms. It focuses on whether the value, rareness, inimitability, and organization of the core employees are related with organizational performance and various organizational characteristics

and implementations as managerial, organizational, and output-based capabilities in the light of the resource-based view (RVB) and studies done by different researchers.

# ARTICLE STRUCTURE

The article was summarized by an abstract (a brief summary of the research) followed by introduction and clearly defined hypothesis. The rest of the study is composed of previous studies, methodology, results, discussion and conclusion.

# **ARTICLE CRITIQUE**

#### **AUTHORITY**

The Journal, International Journal of Business and Management; is an online journal published by Canadian Center of Science and Education. The article was found in Vol. 9, No. 12; 2014 and ISSN 1833-3850 E-ISSN 1833-8119, where credibility is exhibited, as the article cannot be published in the portal without going through different forms of reviews. The entire online repository is open access and available for free full-text downloads.

#### **ACCURACY**

In the article the information provided has a clarity in many aspects, for example, the different variables of the study, that is earnings management, ownership structure, discretionary accruals, etchas been stated objectively which will help investors in Turkey to evaluate the ownership structure effect on earnings management. The article also exhibited comprehensiveness since there is a strong coherence between the analysis of the findings and the conclusion.

#### **CURRENCY**

The article was published in 2014. Most of the references are up-to-date and therefore, it is possible to say as the findings of the article are truly current.

#### *RELEVANCE*

The results of article, reveals the relation between value and uniqueness and inimitability levels of core employees and organizational performance, innovation, strategic vision, flexible design, quality orientation, organizational culture, providing employee potential, and product diversity; as a reflection of resource-based view of the firm. Moreover, the analysis of data revealed the value of core employees is more effective than their uniqueness on organizational performances. The research also indicates the valuable and unique human resources of top Turkish firms as one of the basic elements that lead to competitive advantage. Therefore, it is a very relevant topic in the context of Turkey.

## **OBJECTIVITY**

The article was developed with the basic aim of exploring the impact of core employees on organizational performance with a research conducted on Turkish large firms. Core employees were taken as the personnel, working at the production functions of firms, and their role were examined in frame of the resource-based view. The literature review also gave an insight about the objectivity of the article.

## **STABILITY**

The article, with its source a well-known online library, can justify the stability of the paper.

# ANALYSIS OF GRAPH

Analytical presentations were made by making use of tables and graphs.

## CONCLUSION

This review has critically examined the article - Core Employees' Impact on the Performances of Turkish Large Firms: A Research in the Frame of the Resource-Based View of the Firm; which is found in the International Journal of Business and Management. The title, content, structure, strengths, relevance etc were properly analyzed and critiqued in this review process. Generally, the article is an up-to-date and an in-depth analytical work identifying the impact of core employees' on the performance of Turkish large firms.

#### REFERENCE

K. Y. Genc, Core Employees' Impact on the Performances of Turkish Large Firms: A Research in the Frame of the Resource-Based View of the Firm; International Journal of Business and Management; Vol. 9, No. 12; 2014; ISSN 1833-3850 E-ISSN 1833-8119;

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