

HRM COMMUNICATION IN CHALLENGING TIMES: EVIDENCE FROM CORPORATE SOCIAL MEDIA OF KNOWLEDGE-INTENSIVE BUSINESS SERVICES

Işık ÇİÇEK

Necmettin Erbakan University, Konya, Turkey
cicekis@yahoo.com

Sibel ÇAVUŞ ŞAHİN

Deva Pharmaceuticals, Istanbul, Turkey
cavus.sibel.95@gmail.com

Abstract

The service sector plays an important role in the increase of employment and the rise of social welfare in OECD countries. In periods of economic uncertainty, digital transformation, and intense competition, organizations increasingly resort to strategic communication tools to maintain stakeholder trust and organizational legitimacy. In this context, corporate social media stands out as an important communication channel through which businesses convey their human resource management (HRM) priorities, employer value propositions, and organizational resilience to stakeholders. The Knowledge-Intensive Business Services (KIBS) sector holds a central position in modern economies due to its role in the production and dissemination of knowledge. The fact that human capital is the fundamental strategic asset in these businesses makes the transfer of HRM practices to external stakeholders more critical. This study examines the HR functions emphasized on the official social media accounts of KIBS businesses. The sample of the study consists of 108 KIBS firms. The findings indicate that there are significant differences across the KIBS sector in terms of the number of social media accounts owned by firms and the number of HRM functions they emphasize. Contrary to expectations, no significant relationship was found between the social media channels used and the emphasized HRM functions. The most frequently emphasized functions are employee development and employee commitment. The findings indicate the strategic role of corporate social media in supporting organizational resilience and talent attraction during challenging times. This article contributes to the HRM and KIBS research literature on social media usage in accordance with the assumptions of the RBV, Intellectual Capital Approach, and Signing Theory, providing specific insights for practitioners.

Keywords: Knowledge-intensive business service, Human resource functions, Official social media, OECD, Service sector.

DOI: <https://doi.org/10.24818/beman/2026.S.1.6-07>

1. INTRODUCTION

Knowledge-intensive business services (KIBS) are among the strategic actors of contemporary economies due to their value creation processes based on advanced expertise, analytical competencies, and highly qualified human resources. In these businesses operating in fields such as consulting, information technology, engineering, financial services, and professional business services, the primary competitive advantage is based on intellectual capital rather than tangible assets (Miles, 2005). KIBS are generally defined as "businesses that provide high value-added intellectual services to other companies" (Muller and Zenker, 2001). In these businesses, knowledge is the primary output, while service is positioned as the manner of presenting this knowledge (Chung & Tseng, 2019). The strategic importance of KIBS businesses increases even more during periods of intensified economic uncertainty, digital transformation, and global competition. In such periods defined as "challenging times," businesses gain a competitive advantage not only thru their capacity to produce innovation but also thru their communication strategies aimed at stakeholders (Wenzel, et al., 2021).

The emergence of KIBS is considered a result of increasing specialization in economies with high levels of productivity. The expansion of this sector is associated with an increase in efficiency at both the sectoral and macroeconomic levels by accelerating the production and dissemination of knowledge in the economy (Zhang, 2016). KIBS businesses have higher efficiency and profitability potential compared to the traditional manufacturing sector (Visnjic et al., 2016; Mutlu, 2021). Today, KIBS, which exhibit high growth rates particularly within the service sector, are seen as one of the important carriers of economic dynamism even in developing countries (Janger et al., 2017; Mutlu, 2021).

The primary production input of KIBS businesses is highly qualified human capital. In these businesses, well-educated and highly specialized knowledge workers play a central role in organizational knowledge production, problem-solving, and innovation development processes. Therefore, human resource management (HRM) is not only a supportive function in KIBS businesses but is also considered one of the determining elements of organizational performance and sustainable competitive advantage (Wright, et al., 2001; Mutlu, 2021; Morales et al., 2025). According to the Resource-Based View (RBV) perspective, human capital is considered a valuable, rare, and difficult-to-imitate strategic resource for businesses (Wright et al., 2001). Therefore, businesses not only develop this resource but also create communication strategies that make the value of these resources visible to potential employees and other stakeholders. The communication of human resources practices to external stakeholders is considered an important signalling mechanism that enhances organizations' employer attractiveness and corporate reputation (Connelly et al., 2011).

The process of digitalization has significantly transformed the way human resources functions are implemented. Especially social media platforms have played a central role in organizational corporate

communication strategies, facilitating the digital transition of processes such as employer branding, talent acquisition, and corporate reputation management (Kietzmann et al., 2011; Ruperal et al., 2020; Marin & Nila, 2021; Li, 2025). Social media platforms enable direct communication with potential employees, supporting the transparent sharing of information regarding organizational culture, career opportunities, and working conditions (Mangold & Faulds, 2009; Ruperal et al., 2020; Marin & Nila, 2021). Thru these platforms, businesses announce open positions, share employee experiences, and make their corporate values visible in the digital public sphere. Thus, social media becomes not just a communication channel but also a strategic space where organizational identity and employer branding are built (Edwards, 2010; Ruperal et al., 2020; Marin & Nila, 2021).

Although studies on the role of social media in recruitment processes are increasing in the literature (Nikolaou, 2014; Ruperal et al., 2020; Marin & Nila, 2021), research that comprehensively examines human resources functions thru social media accounts in the context of KIBS businesses is limited. In this context, the aim of the study is to analyse the human resources functions emphasized in the corporate social media accounts of KIBS businesses operating in Turkey and to examine the differences among the social media channels used by these businesses and the human resources functions expressed on these channels for the KIBS sector.

The study is presented as follows. Firstly, in the theoretical framework of the research, information related to knowledge-intensive business services is provided, followed by explanations of human resource management functions, human resource management in KIBS, and corporate social media accounts. Later, the sample and methodology section of the research was explained, and the findings were presented. The study was concluded with the discussion and conclusion section.

2. LITERATURE FRAMEWORK

2.1 Knowledge-intensive business sector

Knowledge-Intensive Business Services (KIBS) refer to an area widely discussed in the literature, based on the assumption that the use of knowledge can create high economic performance and competitive advantage (Miles et al., 2018). An important starting point of the conceptual framework is Miles and colleagues' (1995) definition of KIBS as economic activities aimed at the creation, accumulation, and dissemination of knowledge. According to this approach, KIBS provides professional knowledge-based services; it directly produces knowledge thru outputs such as reports, training, and consultancy, or processes information to perform activities like communication and computer services to provide intermediate inputs to clients' production processes. The same study divides KIBS into two main categories: KIB I, which includes

professional-based services such as marketing, law, accounting, and management consulting, and KIB II, which encompasses technology-based services such as software, telecommunications, R&D consulting, and technical engineering (Miles et al., 1995). This distinction was later referred to as P-KIBS (professional) and T-KIBS (technology-based), and it was shown that specialization differences affect sectoral and regional growth dynamics (Corrocher et al., 2009, Mendoza et al., 2025).

The thematic diversity in the KIBS literature reflects the conceptual and methodological breadth of the field. Doloreux et al. (2008) classify their studies under five headings: conceptualization discussions, national-level analyzes, comparisons with the manufacturing sector, sector-based innovation research, and the role of KIBS in regional clusters. However, there is no complete consensus on the concept of "knowledge intensity" (Doloreux et al., 2008). The input perspective is functional in explaining this ambiguity; knowledge intensity expresses the relative weight of knowledge in the production process and is evaluated similarly to the concepts of capital or labor intensity (Starbuck, 1992). In this framework, the intellectual capital approach provides an important theoretical tool for defining organizations' knowledge-based assets (Marr et al., 2004; Morales et al., 2025). Knowledge assets are conceptualized as strategic intellectual resources that drive innovation and value creation processes (Schiuma et al., 2007; Morales et al., 2025) and are associated with value generation in an organizational context (Käpylä et al., 2011; Li, 2025).

At the firm level, the distinctive characteristics of KIBS intersect with the literature on professional service firms (Professional Service Firms – PSF). Knowledge intensity is considered a fundamental characteristic due to the complex expertise required for output production (Starbuck, 1992; Winch and Schneider, 1993). However, it is debatable whether knowledge is embodied in individuals (Alvesson, 2000) or embedded in organizational routines and technological infrastructures (Morris and Empson, 1998). In the context of PSF, person-centered approaches that emphasize the intensity of human capital are more prevalent (Alvesson, 2000). This structure leads to two fundamental managerial challenges: retaining and directing highly qualified employees ("herding cats") and the "opaque quality" issue arising from the evaluation of output by non-experts (Nordenflycht, 2010). Therefore, the need for incentive architectures, deferred compensation systems, and signaling mechanisms such as reputation, appearance, and ethical codes is increasing (Levin and Tadelis, 2005; Leicht and Lyman, 2006). In this context, the use of social media channels can be considered an important tool, especially in managing the second issue.

At the macro level, the role of KIBS in the economy is increasingly being emphasized. The outsourcing of certain functions by the manufacturing and other service sectors indicates a process of knowledge redistribution in favor of KIBS (Tether and Hipp, 2002). It is argued that KIBS occupies a central position in terms of innovation, high-skilled employment, and technological dynamism (Mutlu, 2021; Morales et al., 2025; Li, 2025). Hauknes (1999) emphasizes the relative and graded nature of the concept by addressing the information intensity as a two-dimensional interaction between the providers and recipients of

information. Similarly, the service innovation literature positions customer participation and co-production as fundamental elements of KIBS (Gallouj and Weinstein, 1997; Li, 2025). In practice, definitions based on industrial classifications such as NACE/ISIC are used to enhance comparability, with a preference for sector definitions that clarify the distinction between P-KIBS and T-KIBS (Nordenflycht, 2010; Khalid et al., 2024). This framework demonstrates that KIBS offers a multi-layered field of analysis from both theoretical and empirical perspectives.

2.2 Human resource management

The concept of human resources refers to the human capital, which is one of the fundamental factors of production for organizations to achieve their strategic goals, encompassing all employees and potential workforce from the highest-level manager to the lowest-level worker (Öğüt et al., 2004). Human resource management (HRM), on the other hand, is a holistic management approach that addresses the effective use of this resource in line with organizational goals and the fulfillment of employees' individual needs (Bingöl, 2013). In this context, HRM includes the planning of recruitment, placement, training, and development processes, the implementation of practices aimed at enhancing employee performance, and ensuring sustainable human capital development (Sabuncuoğlu, 2000). It also includes activities aimed at increasing employee satisfaction, motivation, and organizational commitment (Tunçer, 2013). In this respect, HRM is not merely an administrative function but is considered a multidimensional management system that integrates strategic orientation with operational practices.

The multidimensional structure of the human resources function is clearly seen in the conceptual models developed in the literature. Tyson and Fell's (1986) role-oriented model addresses the human resources function along the axes of strategy, operations, and industrial relations. Dessler (2017) draws attention to the relationship between the strategic and tactical dimensions of HRM practices with his approach based on the roles of consultant, change agent, regulator, and facilitator. Ulrich's (1998) model, the human resources function as a structure consisting of the roles of strategic partner, change agent, employee advocate, and administrative expert. However, performing these roles simultaneously can increase the risk of role conflict and role ambiguity (Pohler and Willness, 2014). The situational approach also shows that the organization of human resource strategies and practices can vary depending on contextual factors (Schuler and Jackson, 1987). It is emphasized that institutional and cultural differences are effective in shaping human resource roles, especially in multinational enterprises (Keegan et al., 2017).

The fact that the human resources function is shaped not only by roles but also by the interaction of different actors holds a significant place in the literature. The "HR triangle" model developed by Jackson, Schuler, and Werner (2009) positions HR professionals, line managers, and employees as the key actors

in HR practices. This structure was later expanded by adding actors such as external human resources agencies, shared service centers, and human resources business partners (Valverde et al., 2006; Maatman et al., 2010). The role of top management in the implementation of human resources policies has led to the consideration of HRM practices as a multi-actor governance process (Trullen et al., 2018). In this process, human resources professionals represent the design of the practices, line managers represent their implementation, and employees represent their perception (Makhecha et al., 2018). However, employees are active actors who contribute to the shaping of practices (Budjanovcanin, 2018). In the literature, HRM functions are addressed within a broad framework (Çiçek and Bilal, 2011; Dessler, 2017). At the forefront of these functions are recruitment, job analysis, training and development, and performance evaluation processes. Recruitment refers to the identification of suitable candidates and their integration into the organization, while job analysis ensures the systematic determination of duties and responsibilities (Renuka and Vijaya, 2014). Training and development activities enhance employees' knowledge and skills, thereby improving organizational performance; performance appraisal systems provide important data for feedback and career decisions (Elnaga and Imran, 2013). Additionally, wage and benefits management, career planning, and employee engagement strategies are also among the core areas of HRM (Dessler, 2017). In recent years, employer branding management and talent attraction strategies have also been highlighted as important strategic areas of HRM (Mohammadi and Mohammadian, 2025). In this context, HRM is considered a strategic governance area that shapes organizational performance and sustainable competitive advantage.

2.3 Human resource management for knowledge-intensive business firms

In the context of Knowledge-Intensive Business Services (KIBS), research on human resource management (HRM) is still at a limited level compared to the literature developed in traditional production environments. This situation leaves open the question of how suitable the HRM approaches applied in knowledge-intensive firms (Knowledge-Intensive Firms – KIFs) are to the organizational context. KIFs distinguish themselves from manufacturing firms in that they base their assets on knowledge rather than physical or financial capital (Starbuck, 1992). In these businesses, outputs mainly consist of expertise-based services such as financial analyzes, consulting solutions, and research results; therefore, competitive advantage largely relies on intellectual capital (Alvesson, 2000). Intellectual capital refers to the accumulation of knowledge, experience, and intellectual property within an organization thru a highly qualified human resource, and it is seen as a fundamental carrier of innovation and strategic renewal (Bontis, 1998). Therefore, in knowledge-intensive firms (KIFs), human capital is not only considered a production input but also a strategic element at the core of organizational value creation (Swart and Kinnie, 2003). This situation presents two main challenges for human resources professionals: attracting and

retaining highly skilled knowledge workers, and creating work systems that support the production, sharing, and conversion of knowledge into economic value (Boxall and Purcell, 2003).

The relationship between HRM and innovation is considered an important research area in the KIF and KIBS literature; however, the number of studies examining this relationship is limited (Jackson et al., 2006). A significant portion of the existing studies consists of descriptive research based on single case studies (Swart and Kinnie, 2003). The literature review conducted by Majeed (2009) shows that there were only 30 conceptual or empirical studies on KIFs during the period 2000–2006. Additionally, it is noted that in some of these studies, not all of the examined businesses could be classified as KIF according to objective criteria. One of the few empirical studies, Laursen and Mahnke (2001), revealed that firms following an innovation strategy in large manufacturing and service enterprises in Denmark adopted "new HRM" practices such as interdisciplinary teams, quality circles, job rotation, delegation of authority, and performance-based pay more intensively.

In the context of KIBS, HRM is not just a function that manages human resources processes, but also a strategic governance mechanism that shapes the knowledge management (Knowledge Management – KM) infrastructure (Figure 1). In this context, it is expected that HRM creates an organizational climate that encourages knowledge sharing, supports learning processes, and makes knowledge flows a part of corporate norms (Chivu and Popescu, 2008). Designing an appropriate work environment for knowledge workers, organizing work based on roles and projects, providing development opportunities, and the mentoring role of managers are the key elements of this approach (Morawski, 2009). Additionally, the creation of competency inventories by human resources units, the development of databases that track human capital indicators, and the support of project-based work communities are among the critical functions (Mikuła, 2010). In this context, not only the increase in knowledge stocks but also the management of social systems where knowledge flows occur is of great importance (Bowen and Ostroff, 2004). One of these social system tools is corporate social media channels.



FIGURE 1. HUMAN RESOURCE MANAGEMENT APPROACHES TO ADDRESS CONTEMPORARY CHALLENGES OF KNOWLEDGE WORK
Source: Mutlu, 2021

In knowledge-intensive business services (KIBS) firms, human resource management (HRM) goes beyond traditional personnel administration, serving as a strategic framework that supports the production, sharing, and commercialization of knowledge. Research comparing innovative knowledge-intensive firms with traditional manufacturing companies shows that there are both similarities and distinct differences in HRM practices (Jørgensen et al., 2011). These firms particularly focus on selecting employees who are willing to take on challenging tasks, are open to collaboration, and possess high cognitive competencies; they offer comprehensive training and development opportunities; effectively utilize performance management systems; and develop reward mechanisms that encourage innovative activities. In this context, HRM is not only a function that provides the appropriate workforce but also a strategic tool that supports the sustainability of knowledge-based competitive advantage.

In the context of KIBS, the core HR functions include recruitment and placement, training and development, team building, performance management, knowledge sharing, and employee engagement. While expertise-based recruitment processes aim to ensure the necessary combination of competencies, project-based team structures and leader assignments strengthen interdisciplinary coordination. Performance evaluation systems, on the other hand, require a balance to be established between individual contributions and team outputs. A trust-based organizational culture, social practices, and reputation management play a significant role in retaining qualified employees (Larsen, 2001; Mutlu, 2021).

In knowledge-based organizations, the alignment between HRM and knowledge management is a critical factor. HR practices, designed according to the needs of knowledge workers, create a work environment that fosters creativity, learning, and interdisciplinary interaction (Wiśniewska and Wiśniewski, 2012). However, practices such as outsourcing and personnel transfer make HR functions more complex by affecting recruitment processes, contract terms, and skill development strategies (Grimshaw and Miozzo, 2009). Therefore, in KIBS firms, HRM requires a holistic approach that supports competency management, knowledge sharing, and collaboration processes.

2.4 Corporate social media accounts

The widespread adoption of the internet has created a profound transformation in the ways individuals and organizations communicate. One of the important components of this transformation, social media platforms, are defined as connection-based digital applications that facilitate interaction, information sharing, and co-creation of value between companies and stakeholder networks. Social media channels are classified into six groups based on their functions: collaborative projects (Wikipedia), blogs and microblogs (Twitter), content communities (YouTube), social networking sites (Facebook, LinkedIn, Instagram), virtual social games (World of Warcraft), and virtual social worlds (Second Life) (Kaplan and

Haenlein, 2010). These platforms stand out from traditional computer-mediated communication tools like email or intranet due to their features such as wide accessibility, high communication speed, content permanence, and transparency (Poba-Nzaou et al., 2016). Initially developed to facilitate individuals' personal and professional communication, social media environments have gradually transformed into dynamic digital ecosystems that allow for multifaceted content sharing.

The technological foundation of social media platforms is based on three elements: user-generated content, user interaction, and the ability of individuals to connect with other users by interacting with online content (DeNardis and Hack, 2015). These features have led to the diversification of platforms to serve different communication purposes. For example, while Facebook stands out for social networking, Twitter focuses on microblog sharing. While YouTube is used as a content creation and viewing platform, Snapchat plays an important role in visual communication, and LinkedIn stands out in terms of professional networking (Ruparel et al., 2020). Thanks to corporate social media accounts, businesses can reach large audiences, interact with their stakeholders, and share their opinions without the need for physical meetings (James and Kitchen, 2012; Vardarlier, 2014).

The development of social media technologies has also led to significant transformations in the field of human resource management and accelerated the widespread adoption of electronic human resource management (e-HRM) applications. Human resources functions are increasingly transforming into a technology-based structure, and digital platforms are becoming an important part of organizational processes (Marler and Fisher, 2013; Poba-Nzaou et al., 2016). In this context, e-recruitment, employee self-service systems, and digital communication platforms are widely used (Sierra-Cedar, 2014). Additionally, social media is considered a strategic tool for strengthening employer branding, engaging with potential employees, and announcing human resources policies (Şeker, 2014).

The development of Web 2.0 technologies has also strengthened individuals' digital visibility and personal branding processes. Online social networks provide significant contributions in terms of increasing professional visibility, building social capital, and accessing career opportunities (Marin and Nila, 2021). The increase in globalization and social media usage has further heightened the importance of personal branding (Shepherd, 2005). In this context, practices such as creating professional social media profiles and developing personal websites and blogs are among the strategies that enhance digital visibility (Labrecque et al., 2011). Nowadays, social media is used in many human resources functions such as recruitment, e-learning, performance management, and electronic job analysis, and it has become one of the strategic areas of activity for human resources departments (Şeker, 2014; Stone et al., 2015; Ruparel et al., 2020).

2.5 Developing hypotheses for the research

One of the changes brought about by the increasing use of the internet and intranet, as well as social media platforms that gain more users every day, is that human resources functions are now being conducted in electronic environments. Electronic human resources, undergoing a transformation, have led to the emergence of the concept of virtual human resources, which includes interactive media, network systems, and telecommunications networks. Virtual human resource management ensures that the business establishes good relationships with its stakeholders to help it acquire intellectual capital by using information technologies (Vardarlier, 2014). From the perspective of the intellectual capital approach, KIBS businesses sell knowledge production and expertise, not physical assets (Hitt et al., 2001). Corporate social media 1- Showcases human capital (expert employees) 2- Displays corporate culture (structural capital) 3- Strengthens stakeholder engagement (relational capital) (Ruperal et al., 2020; Marin and Nila, 2021). The intensity of HR content on social media can be interpreted as an expression of the company's intellectual capital strategy.

The resource-based view of competition posits that HR policies can facilitate sustainable competitive advantage by attracting and keeping knowledge resources, as well as effectively bundling and managing these resources to develop strategic capabilities. The HRM system can be utilized to develop resources and convert those resources into skills that enhance financial performance (Wright et al., 2001). In KIBS firms, the primary competitive elements are human capital and knowledge accumulation (Mutlu, 2021). HR activities conducted thru social media (employer branding, talent attraction, knowledge sharing) make the firm's strategic resources visible (Ruperal et al., 2020; Marin and Nila, 2021). According to the RBV, sustainable competitive advantage comes from resources that are Valuable, Rare, Inimitable, and Non-substitutable (Wright et al., 2001). In KIBS: Human capital is a VRIN resource. Social media is the strategic positioning tool for this resource (Ruperal et al., 2020; Marin and Nila, 2021).

For KIBS, the "one-size-fits-all" HRM model remains weak: The purpose, design, and applicability of HRM should vary according to the degree of knowledge intensity, network-based service production, and the risk/reward distribution created by contractual regimes. Therefore, it is necessary to develop multi-actor and contextual models that clarify the balance between customer power and employee autonomy, the ways in which value is derived from knowledge assets, and who bears the uncertainty/risk (Grimshaw and Miozzo, 2009). In this context, corporate social media channels serve as a tool to maintain the desired effectiveness of human resources functions, with different content and forms to be utilized by each business. According to these arguments, H1 and H2 can be proposed as follows:

H1: The number of social media channels used by KIBS firms varies along the sector

H2: The human resources functions specified by KIBS firms on the social media channels they use differ from each other along the sector.

Social media is redesigning the needs of Human Resources business processes. It is a medium frequently preferred by international companies to reach candidates and gather information about them. Companies can reach their users thru social media sites such as Twitter, Facebook, LinkedIn, and Instagram. In functions such as promotion and recruitment, social media is also seen as a tool for Human Resources practices in the modern world. It undertakes functions such as employee engagement and employer branding (Tüfekçi, 2015).

Previous studies conducted in the information systems (IS) literature have shown that the adoption and implementation of technological innovations are influenced by technological, organizational, and environmental factors (e.g., Poba-Nzaou and Raymond, 2011). The technological-organizational-environmental (TOE) framework (Tornatzky and Fleischer, 1990) is one of the most widely used theoretical models for examining the adoption of technological innovations (Venkatesh and Bala, 2012). Within the TOE framework, the technological context refers to both internal and external technologies related to the business and includes elements such as the presence of existing technologies and the accessibility of new technological innovations. (Poba-Nzaou et al., 2016, Paiola et al., 2024). In this context, the idea of specifying human resources functions on social media channels would be an approach consistent with the TOE framework.

According to Signaling Theory, social media content serves as signals to the labor market: There is information asymmetry: Candidates do not know the internal culture of the firm. The company produces signals thru social media. For example: "Our training programs," "Employee satisfaction award," "Flexible working model." These signal trust to candidates. (Harris et al., 2023; Budjanovcanin and Yang, 2025).

Human Resource Management should choose the right social media channels to identify external target audiences. At the same time, HRM utilizes internal social media channels to disseminate important messages during the business's growth process. Thus, HRM is finding ways to involve everyone in the game.

According to these arguments, H3 can be proposed as follows:

H3: There is a significant relationship between the number of social media channels used by KIBS businesses and the number of human resources functions they specify on these social media channels.

3. RESEARCH METHODOLOGY

3.1 Sampling

The three-dimensional classification of the information-intensive service sector by Hayter and Patchell (2011) has been utilized. The researchers have divided the service sector into three categories: producer,

consumer, and public sector. This classification related to the service sector has been made according to the type of service output (Table 1).

TABLE 1. KNOWLEDGE-INTENSIVE BUSINESS SERVICE CLASSIFICATION FOR THE RESEARCH

Service Types	NACE Code*	Name
Consumer Services	G	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles
	H	Transportation and Storage
	I	Accommodation and Food Service Activities
	R	Culture, Arts, Entertainment, Recreation and Sports
	S	Other Service Activities
Manufacturer Services	J	Information and Communication
	K	Financial and Insurance Activities
	L	Real Estate Activities
	M	Professional, Scientific and Technical Activities
Public Services	N	Administrative and Support Service Activities
	O	Public Administration and Defence; Compulsory Social Security
	P	Education
	Q	Human Health and Social Services Activities

*NACE Code: Statistical Classification of Economic Activities in the European Union
Source: Hayter and Patchell (2011)

According to this classification, the first two categories of information-intensive business services operating in Turkey and conducted by the private sector were selected for this study. In the execution of public services, due to the principle of confidentiality in some areas, there was insufficient sharing on the institutions' social media accounts. Therefore, businesses in the fields of consumer services and manufacturer services were included in the sample for this research. To ensure high representativeness, since the target was to have more than 100 firms, 12 firms were included from each s job field using stratified sampling. A total of 108 firms were examined on social media.

3.2 Method

In the study, the human resources policies found on the websites of businesses were analysed in relation to 11 human resources management functions (Table 2).

TABLE 2. HRM INVESTIGATED BY MEANS OF CONTENT ANALYSIS

Personnel selection and recruitment
Training
Job analysis
Performance appraisal
Career Management
Pay and Compensation
Manpower planning
Job evaluation
Job health and safety
Human resource information system
Collective Bargaining and Unions

Source: Authors' own table

The unit of analysis was chosen as "term," and the text expressions were converted into codes for the 11 functions. The aforementioned codes were transformed into themes that are more integrative expressions with semantically similar content, revealing how many different human resource management functions the examined businesses addressed. Additionally, it was determined which themes could be identified in the categories formed by the most dominant codes and created themes.

The codes related to functions were divided into themes, resulting in the creation of the 6 categories seen below. In the creation of the categories, the semantic and logical proximity between functions (Desler, 2017) was taken into account, and the study by Çavuş and Çiçek (2018) was utilized (Table 3).

TABLE 3. COMPONENTS OF CATEGORIES

Number of category	Components of categories
1	Personnel selection and recruitment + Performance appraisal = Labor Productivity
2	Training + Career Management = Employee development
3	Performance appraisal + Manpower planning = Employee Commitment
4	Pay and Compensation + Job evaluation = Equality of Opportunity
5	Job health and safety + Human resource information system = Proactive activities
6	Human resource information system + Collective Bargaining and Unions = Digital Governance in Employee–Union Relations

Source: Authors' own table

In the study, descriptive statistical analysis for the variables and nonparametric analysis methods, such as the chi-square goodness-of-fit test and Pearson correlation, were utilized to diagnose the proposed relationships.

4. FINDINGS

The descriptive statistical findings for the number of social media accounts owned by the 108 companies examined in the study and the number of human resources functions expressed on these accounts are shown in Table 4.

TABLE 4. DESCRIPTIVE VALUES OF VARIABLES

Variable	Mean	Standard Dev.	Min	Max	Skewness	Kurtosis
No of social media account	4.64	1.427	1	8	0.012	0.273
No of HRM functions	3.41	0.681	2	5	0.380	-0.019

Source: Authors' own table

Since the skewness and kurtosis coefficients of the variables are between $-1 < x < 1$, it can be stated that they have a normal distribution characteristic (Hair, 2019).

As a result of the examination of businesses' social media accounts, the most frequently recurring themes have been identified. The frequency of the categories obtained from the themes is shown in Table 5.

TABLE 5. THE FREQUENCY OF CATEGORIES ON SOCIAL MEDIA ACCOUNTS

Number of category	Components of categories
Labor Productivity	71
Employee development	59
Employee Commitment	43
Equality of Opportunity	12
Proactive activities	21
Digital Governance in Employee–Union Relations	26

Source: Authors' own table

In knowledge-intensive business service enterprises, the most frequently recurring category is labor productivity. The category that follows it in human resources functions is employee development. The least mentioned category on businesses' social media accounts is "equality of opportunity."

The Chi-square test results regarding the extent of difference in the number of social media accounts used by firms and the number of human resources functions specified in these accounts, and the relationship between variables, are shown in Table 6.

TABLE 6. DIFFERENCE TESTS RESULTS FOR KIBS

	No of social media account	No of HRM functions
Chi-square	244.978	248.427
P	0.000	0.000
Difference	Significant	Significant
Relationship	-0.07 p= 0.183	No relationship

Source: Authors' own table

According to findings, the number of social media accounts used by KIBS businesses and the number of human resources functions mentioned on these accounts are statistically significantly different for the industry as a whole ($p < 0.05$). There is no significant relationship between the number of social media accounts of firms and the number of human resources functions mentioned on these accounts.

5. DISCUSSION

5.1 Results

According to the research findings, the H1 and H2 hypotheses were accepted, while the H3 hypothesis was rejected. The obtained results indicate that KIBS businesses differentiate their human resources functions in line with their organizational structures, business philosophies, and corporate cultures in order to sustain their competitive advantages. This differentiation is evident not only in the content of human resources practices but also in the way these practices are communicated to external stakeholders. Although, they operate within the same service sector, KIBS businesses use social media channels with different strategies in terms of human resources communication. The way these tools are used is largely related to marketing, public relations, and human resource management policies.

According to the research findings, the most emphasized human resources category on social media channels in the KIBS sector has been employee development. This category consists of a combination of personnel selection-placement and performance evaluation themes. Considering that KIBS businesses use social media platforms specifically to attract a qualified workforce, it is expected that the theme of employee development would stand out. Similarly, Ruparel et al. (2020) state that social media is most commonly associated with the recruitment function in human resource management.

The second most frequently emphasized category is employee engagement. This category, which includes themes of training-development and career management, shows that KIBS businesses make their investment in employees visible thru social media as a corporate communication and marketing element, in line with the intellectual capital perspective. Similarly, Çavuş and Çiçek (2018) reported that the most emphasized human resources category on the websites of service sector businesses is employee engagement. In contrast, the least emphasized category on social media channels is preventive activities, which consist of themes related to occupational health and safety and human resources information systems. This finding indicates that the strategically important human resources functions show similarities between KIBS businesses and the general service sector.

Contrary to expectations, there was no statistically significant relationship between the number of social media channels used by KIBS businesses and the diversity of human resources functions highlighted on these channels. One of the main reasons for this is that most of the social media content is prepared by central communication teams within the institution and the same content is shared across different platforms. Additionally, a significant portion of human resources activities are conducted thru internal processes and have limited visibility on social media. The differences in digital communication capacity, level of institutionalization, and visibility of human resources strategies among KIBS businesses in Turkey can also contribute to the weakness of this relationship (Şahin, 2018).

5.2 Managerial implications

The key feature that distinguishes the human resources social media strategy from other social media strategies is its ability to simultaneously address two different target audiences: employees and external stakeholders. In the execution of human resources functions, social media is considered an important tool that provides feedback and promotes change. Professional social media platforms (Professional Social Media – PSM) need to continuously provide value to their users and develop innovative applications (Ruparel et al., 2020). Ruparel et al. (2020) identified the key factors affecting the use of social media in the recruitment process as readiness for PSM use, business size, recruitment policy, and leadership. Additionally, it is emphasized that human resources departments should prioritize data privacy.

The use of interactive social media tools in e-recruitment processes enhances two-way communication, thereby increasing application motivation. However, the fact that institutions often use technology passively constitutes a significant limitation. Therefore, in the future, social media is expected to become a more proactive tool that allows direct access to talented candidates by analyzing individual profiles. This approach increases the diversity of the candidate pool and provides data on candidates' reward preferences (Poba-Nzaou et al., 2016).

On the other hand, while cybervetting provides comprehensive information about candidates' reputations, it is considered an invasion of privacy by some employees. The violation of social media policies can have serious consequences in terms of employment relationships (Marin and Lina, 201).

Human Resources managers may concentrate on reconfiguring AI-driven algorithms to effectively evaluate and verify candidates' qualifications and talents in accordance with corporate needs. Enhancing the algorithms and their performance would be advantageous for recruiters and candidates in enhancing the efficacy of PSM utilization and stakeholder involvement with these platforms (Ruparel et al., 2020).

Human resources managers do not initially want to enter this field. The reason is the lack of sufficient knowledge about the risks of social media and the technological infrastructure (Şeker, 2014). Although it is a relatively new phenomenon, social media platforms (SMP) have managed to attract many individuals, making these platforms quite appealing for organizations. However, the adoption of social media also brings various challenges that may prevent organizations from fully utilizing these platforms to enhance their performance. Therefore, it is necessary to systematically analyze the critical challenges that organizations may face before undertaking appropriate initiatives for social media use (Poba-Nzaou et al., 2016) and classify the challenges encountered on social media platforms in terms of technological, organizational, and environmental dimensions for Human Resource Management (Table 7).

TABLE 7. THE CHALLENGES ENCOUNTERED ON SOCIAL MEDIA PLATFORMS FOR HRM

Dimensions	Challenges
Technological	Uncertainties about the business value of SM
	Non-professional image and reputation of SM
	Complexity and high speed of technological change of SM
	Issues of information quality with regard to Job/Work relevance
Organizational	Lack of understanding of SM
	Issues of Misconduct
	Lack of internal resources
	Lack of internal guiding policies
	Lack of knowledge of applicable laws and regulations and fear to violate them
	Network security issues
	Conservative attitude of managers
Issues of organizational culture change	
Environmental	Legal and regulatory issues

Source: Poba-Nzaou et al. (2016)

The numerous options offered by the internet and social media provide new opportunities for selecting the most suitable tool in the recruitment process, while also creating a situation that makes decision-making difficult for many recruitment specialists (Sinha and Thaly, 2013). Dutta (2014) emphasizes that despite the opportunities offered by social media in the recruitment process, it should not be seen as a comprehensive and standalone sufficient strategy. Social media should only constitute one component of an organization's overall recruitment strategy (Marin and Lina, 201).

6. CONCLUSION

Unlike one-way technologies, some new interactive technologies (e.g., Web 2.0, social media, virtual reality, blogs, virtual job previews) are particularly enhancing the overall effectiveness and personalization of e-HRM functions (Ruparel et al., 2020; Marin and Lina, 2021).

6.1 Theoretical implication

This study offers theoretical contributions at the intersection of human resource management (HRM), knowledge-intensive business services (KIBS), and digital corporate communication literature. The research expands the existing literature by addressing the Resource-Based View (RBV), Intellectual Capital Approach, and Signal Theory perspectives in the context of corporate social media usage. The findings confirm the central role of human capital as a strategic resource in KIBS businesses and demonstrate that making human resource practices visible thru social media is an important tool for conveying the significance of qualified human capital to external stakeholders. Additionally, the lack of a significant relationship between the number of social media channels and the diversity of human resources functions indicates that businesses adopt similar and institutionalized communication strategies in digital environments. In this context, corporate social media is considered a strategic tool for building employer branding and increasing the visibility of intellectual capital.

6.2 Limitations

The research is limited to KIBS businesses in the Turkey sample. In addition, the fact that the social media accounts of 108 firms, rather than all businesses, are being examined thru stratified sampling in the KIBS classification approach is another limitation of the research. Another limitation of the research is the assumption that all the information regarding the human resources functions disclosed on their social media accounts is being implemented.

6.3 Future research

The examination of the alignment between the human resource functions specified on the websites of KIBS businesses and those present on their social media accounts constitutes an important area for future research in this study. Additionally, it is recommended that analyses be conducted separately for different sub-sectors within the KIBS industry (e.g., healthcare, education, and finance). Due to the limited intercultural research on professional social media platforms (PSM), multinational studies examining the impact of PSM usage on professional recruitment could provide significant contributions (Ruparel et al., 2020). Additionally, it is suggested to analyze the relationship between the number of social media channels used in KIBS businesses and the HRM functions emphasized on these platforms within the context of business strategies.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

DECLARATION OF GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

The authors declare that they have used a QuillBot only for copy editing process (translating the text from Turkish to English and clarifying the meanings of the paragraphs that we have written ourselves). After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the content of the published article.

REFERENCES

- Alvesson, M. (2000). Social identity and the problem of loyalty in knowledge-intensive companies. *Journal of Management Studies*, 37(8), 1101–1123. <https://doi.org/10.1111/1467-6486.00218>
- Bingöl, D. (2013). *Human Resources Management* (8th ed.). Beta Publishing
- Bontis, N. (1998) Intellectual capital; an exploratory study that develops measures and models. *Management Decision*, 36, 63-76. <http://dx.doi.org/10.1108/00251749810204142>
- Boxall, P., & Purcell, J. (2003). *Strategy and Human Resource Management*. Palgrave Macmillan.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 203–221. <https://doi.org/10.5465/amr.2004.12736076>
- Budjanovcanin, A. (2018). Actions speak louder than words: How employees mind the implementation gap. *The International Journal of Human Resource Management*, 29(22), 3136–3155. <https://doi.org/10.1080/09585192.2018.1443959>
- Budjanovcanin, A., & Yang, W. N. (2025). It's not just what you say, but how you say it: The effects of enterprise social media on service management, through the lens of signaling theory. *Human Resource Management*, 65, 193–218. <https://doi.org/10.1002/hrm.70020>

- Chivu, I., & Popescu D. (2008). Knowledge management in human resource management. *Revista Informatica Economica*, 4(4), 54-60.
- Chung, T. A., & Tseng, C. Y. (2019). The knowledge intensity and the economic performance in Taiwan's knowledge intensity business services. *Economic Research-Ekonomska Istraživanja*, 32(1), 797-811. <https://doi.org/10.1080/1331677X.2019.1583586>
- Connelly, B., Certo, S., Ireland, R., & Reutzel, C. (2011). Signaling theory: A review and assessment. *Journal of Management*, 37(1), 39–67. <https://doi.org/10.1177/0149206310388419>
- Corrocher, N., Cusmano, L., & Morrison, A. (2009). Modes of innovation in knowledge-intensive business services. Evidence from Lombardy. *Journal of Evolutionary Economics* 19, 173–196. <https://doi.org/10.1007/s00191-008-0128-2>
- Çavuş, S., & Çiçek, I. (2018). Content Analysis of Human Resources Policies on Corporate Websites of Businesses. *Proceedings of International Conference on Empirical Economics and Social Sciences (ICEESS'18), Bandırma 17 Eylül Üniversitesi, June 27-28*, 1599-1615.
- Çiçek, İ., & Özer, B. (2011). The effect of outsourcing human resources on organizational performance: The role of organizational culture. *International Journal of Business and Management Studies*, 3(2), 131-144
- DeNardis, L., & Hackl, A. M. (2015). Internet governance by social media platforms. *Telecommunications Policy*, 39(9), 761–770. <https://doi.org/10.1016/j.telpol.2015.04.003>
- Desler, G. (2017). *Human Resource Management* (15th ed.). Pearson.
- Doloreux, D., Amara, N., & Landry, R. (2008). Mapping regional and sectoral characteristics of knowledge-intensive business services: Evidence from the Province of Quebec (Canada). *Growth and Change*, 39, 464-496
- Dutta, D. (2014). Tweet your tune — social media, the new pied piper in talent acquisition. *Vikalpa: The Journal of Decision Makers*, 39(3), 93–104. <https://doi.org/10.1177/0256090920140307>
- Edwards, M. R. (2010). An integrative review of employer branding and OB theory. *Personnel Review*, 39(1), 5–23. <https://doi.org/10.1108/00483481011012809>
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5, 137.
- Gallouj, F., & Weinstein, O. (1997). Innovation in services. *Research Policy*, 26, 537-556. [https://doi.org/10.1016/S0048-7333\(97\)00030-9](https://doi.org/10.1016/S0048-7333(97)00030-9)
- Grimshaw, D., & Miozzo, M. (2009). New human resource management practices in knowledge-intensive business services firms: The case of the UK. *Human Resource Management Journal*, 19(2), 121–138. <https://doi.org/10.1111/j.1748-8583.2008.00088.x>
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning EMEA
- Harris, E., Neely, D.G., & Saxton, G. D. (2023). Social media, signaling, and donations: testing the financial returns on nonprofits' social media investment. *Review of Accounting Studies*, 28, 658–688. <https://doi.org/10.1007/s11142-021-09651-3>
- Hauknes, J. (1999, September, 28). *Knowledge intensive services – what is their role?* [Conference presentation OECD Forum on Realising the Potential of the Service Economy, Paris.
- Hayter, R., & Patchell, J. (2011). *Economic Geography: An Institutional Approach*. Oxford University Press.

- Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional service firms. *Academy of Management Journal*, 44(1), 13–28. <https://doi.org/10.2307/3069334>
- James, M., & Kitchen, P. J. (2012). Social media in the public relations mix: Toward a new model of public relations practice. *Public Relations Review*, 38(5), 784–790. <https://doi.org/10.1016/j.pubrev.2012.07.009>
- Jackson, S. E., Chuang, C. H., Harden, E. E., & Jiang, Y. (2006). Toward developing human resource management systems for knowledge-intensive teamwork. *Personnel and Human Resources Management*, 15, 17–70
- Jackson, S. E., Schuler, R. S., & Werner, S. (2009). *Managing Human Resources*. South-Western Cengage Learning.
- Janger, J., Schubert, T., Andries, P., Rammer, C., & Hoskens, M. (2017). The EU 2020 innovation indicator: A step forward in measuring innovation outputs and outcomes? *Research Policy*, 46(1), 30–42. <https://doi.org/10.1016/j.respol.2016.10.001>
- Jørgensen, F., Becker, K., & Matthews, J. (2011). The HRM practices of innovative knowledge-intensive Firms. *International Journal of Technology Management*, 56(2/3/4), 123-137. <https://doi.org/10.1504/IJTM.2011.042978>
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59–68. <https://doi.org/10.1016/j.bushor.2009.09.003>
- Käpylä, J., Laihonen, H., Lönnqvist, A., & Carlucci, D. (2011). Knowledge-intensity as an organizational characteristic. *Knowledge Management Research & Practice*, 9(4), 315-326. <https://doi.org/10.1057/kmrp.2011.23>
- Keegan A, Bitterling I, Sylva H, & Hoeksema L (2017) Organizing the HRM function: Responses to paradoxes, variety, and dynamism. *Human Resource Management* 57(5), 1111–1126. <https://doi.org/10.1002/hrm.21893>
- Khalid, K., Ahmad, S. Z., & Behery, M. (2024). The impact of social ties on balanced vs combined innovation: the role of dynamic capabilities and innovation climate in knowledge-intensive business services firms. *International Journal of Innovation Science*, 2, 18(1), 1-19. <https://doi.org/10.1108/IJIS-11-2023-0249>
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011) Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54, 241-251. <http://dx.doi.org/10.1016/j.bushor.2011.01.005>
- Labrecque, L. I., Markos, E., & Milne, G. R. (2011). Online personal branding: Processes, challenges, and implications. *Journal of Interactive Marketing*, 25(1), 37–50. <https://doi.org/10.1016/j.intmar.2010.09.002>
- Larsen, J. N. (2001). Knowledge, human resources and social practice: The knowledge-intensive business service firm as a distributed knowledge system. *The Service Industries Journal*, 21(1), 81–102. <https://doi.org/10.1080/714004998>
- Laursen, K., & Mahnke, V. (2001). Knowledge strategies, firm types, and complementarity in human-resource practices. *Journal of Management and Governance*, 5(1), 1-27. <https://doi.org/10.1023/A:1017985623502>
- Leicht, K. T., & Lyman, E. C. W. (2006). Markets, institutions and the crisis of professional practice. *Research in the Sociology of Organizations*, 24, 17-44. [https://doi.org/10.1016/S0733-558X\(06\)24002-3](https://doi.org/10.1016/S0733-558X(06)24002-3)

- Levin, J., & Tadelis, S. (2005). Profit sharing and the role of professional partnerships. *The Quarterly Journal of Economics*, 120(1), 131-171.
- Li, S. (2025). The impact of FDI in technical knowledge-intensive business services on regional radical and incremental innovation performance in China: an empirical analysis using provincial panel data. *Global Economics Research*, 1(2), 100008. <https://doi.org/10.1016/j.ecores.2025.100008>
- Maatman, M., Bondarouk, T., & Looise, J. K. (2010). Conceptualizing the capabilities and value creation of HRM shared service models. *Human Resource Management Review*, 20(4), 327-339. <https://doi.org/10.1016/j.hrmr.2010.02.001>
- Majeed, Z. (2009). A review of HR practices in knowledge-intensive firms and MNEs: 2000–2006. *Journal of European Industrial Training*, 33(5), 439–456. <https://doi.org/10.1108/03090590910966580>
- Makhecha, U. P., Srinivasan, V., Prabhu, G. N., & Mukherji, S. (2018). Multi-level gaps: a study of intended, actual and experienced human resource practices in a hypermarket chain in India. *International Journal of Human Resource Management*, 29(2), 360-398. <https://doi.org/10.1080/09585192.2015.1126336>
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons*, 52(4), 357–365. <https://doi.org/10.1016/j.bushor.2009.03.002>
- Marin, G. D., & Nila, C. (2021). Branding in social media. Using LinkedIn in personal brand communication: A study on communications/marketing and recruitment/ human resources specialists perception. *Social Sciences & Humanities Open journal*, 4, 100174. <https://doi.org/10.1016/j.ssaho.2021.100174>
- Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. *Human Resource Management Review*, 23, 18–36. <https://doi.org/10.1016/j.hrmr.2012.06.002>
- Marr, B., Schiuma, G., & Neely, A. (2004). Intellectual capital – Defining key performance indicators for organizational knowledge assets. *Business Process Management Journal*, 10(5), 551–569. <https://doi.org/10.1108/14637150410559225>
- Mendoza, M., Molina, L. M., & Ortega-Egea, M. T. (2025). Effect of different types of knowledge intensive business services on innovation and performance. *Technological Forecasting & Social Change*, 210, 123886. <https://doi.org/10.1016/j.techfore.2024.123886>
- Mikuła, B. (2010). Human resources management in knowledge-based organizations. *Journal of Intercultural Management*, 2(2), 21–32.
- Miles I, Kastrinos N, Flanagan K, Bilderbeek R, Den Hertog P, Huntink, W., & Bouman, M. (1995). *Knowledge-intensive business services: users, carriers and sources of innovation* (EIMS Publication No. 15). European Innovation Monitoring System (EIMS), Luxembourg.
- Miles, I. (2005). Knowledge intensive business services: Prospects and policies. *Foresight*, 7(6), 39-63. <https://doi.org/10.1108/14636680510630939>
- Miles, I. D., Belousova, V., & Chichkanov, N. (2018). Knowledge intensive business services: Ambiguities and continuities. *Foresight*, 20(1), 1–26. <https://doi.org/10.1108/FS-10-2017-0058>.
- Mohammadi, N., & Mohammadian, B. (2025). Employee value proposition mining: A novel approach to employer brand development based on social media data using aspect-based sentiment analysis. *Results in Engineering*, 28, 107973. <https://doi.org/10.1016/j.rineng.2025.107973>

- Morales, D. A. C., Dube, J., & Shearmur, R. (2025). Does taken-for-granted technology challenge firm location theories? A micro-spatial analysis of knowledge-intensive business services (KIBS). *Cities*, 166, 106204. <https://doi.org/10.1016/j.cities.2025.106204>
- Morawski, M. (2009). *The management of professionals in knowledge-based organizations*. Difi.
- Morris, T., & Empson, L. (1998). Organisation and expertise: An exploration of knowledge bases and the management of accounting and consulting firms. *Accounting, Organizations and Society*, 23(5–6), 609–624. [https://doi.org/10.1016/S0361-3682\(97\)00026-4](https://doi.org/10.1016/S0361-3682(97)00026-4)
- Muller, E., & Zenker, A. (2001). Business services as actors of knowledge transformation: The role of KIBS in regional and national innovation systems. *Research Policy*, 30(9), 1501–1516. [https://doi.org/10.1016/S0048-7333\(01\)00164-0](https://doi.org/10.1016/S0048-7333(01)00164-0)
- Mutlu, M. D. (2021). Human Resource Management in Knowledge-intensive Firms, In M. A. Turkmenoğlu and B.Çiçek (Eds.), *Contemporary Global Issues in Human Resource Management* (pp.101-120). Emerald Publishing.
- Nikolaou, I. (2014). Social networking Web sites in job search and employee recruitment. *International Journal of Selection and Assessment*, 22(2), 179–189. <https://doi.org/10.1111/ijsa.12067>
- Nordenflycht, A. (2010). What is a professional service firm? Toward a theory and taxonomy of knowledge-intensive firms. *The Academy of Management Review*, 35(1), 155–174. <https://doi.org/10.5465/AMR.2010.45577926>
- Öğüt, A., Akgemci, T., & Demirsel, M. T. (2004). The employee motivation process in organizations within the context of strategic human resources management. *Selçuk University Journal of Social Sciences Institute*, 12, 277-290
- Paiola, M., Grandinetti, R., Kowalkowsk, C., & Rapaccini, M. (2024). Digital servitization strategies and business model innovation: The role of knowledge-intensive business services. *Journal of Engineering and Technology Management*, 74, 101846. <https://doi.org/10.1016/j.jengtecman.2024.101846>
- Poba-Nzaou, P., & Raymond, L. (2011). Determinants of information technology adoption: A study in the context of electronic business. *Information & Management*, 48(5), 218–230. <https://doi.org/10.1016/j.im.2011.04.002>
- Poba-Nzaou, P., Lemieux, N., Beaupré, D., & Uwizeyemungu, S. (2016). Critical challenges associated with the adoption of social media: A Delphi of a panel of Canadian human resources managers. *Journal of Business Research*, 69(10), 4011–4019. <https://doi.org/10.1016/j.jbusres.2016.06.006>
- Pohler, D., Willness, C. 2014. Balancing interests in the search for occupational legitimacy: The HR professionalization project in Canada. *Human Resource Management*, 53(3), 467–488. <https://doi.org/10.1002/hrm.21579>
- Ruparel, N., Dhir, A., Tandon, A., Kaur, P., & Islam, J. U. (2020). The influence of online professional social media in human resource management: A systematic literature review. *Technology in Society*, 63, 101335. <https://doi.org/10.1016/j.techsoc.2020.101335>
- Renuka, D. B., & Vijaya, B. P. (2014). Introduction to Recruitment. *SSRG International Journal of Economics and Management Studies (SSRG-IJEMS)*, 1(2) September, 5-8.
- Sabuncuoğlu, Z. (2000). *Human Resource Management*. Ezgi Publishing
- Schiama, G., Marr, B., & Neely, A. (2007). Managing knowledge-based resources: An intellectual capital perspective. *Journal of Knowledge Management*, 11(5), 33–49. <https://doi.org/10.1108/13673270710819724>

- Schuler, R., & Jackson, S. (1987) Linking Competitive Strategies with Human Resource Management Practices. *Academy of Management Executive*, 1, 207-219. <https://doi.org/10.5465/AME.1987.4275740>
- Shepherd, I. D. H. (2005). From cattle and coke to Charlie: Meeting the challenge of self marketing and personal branding. *Journal of Marketing Management*, 21(5-6), 589-606. <https://doi.org/10.1362/0267257054307381>
- Sierra-Cedar (2014). *2014-2015 HR systems survey HR technologies, deployment approaches, integration, metrics, and value*. Healthcare edition. Sierra-Cedar. Retrieved March, 23, 2026 from: <http://www.sierra-cedar.com>.
- Sinha, V., & Thaly, P. (2013). A review on changing trend of recruitment practice to enhance the quality of hiring in global organization. *Management Journal of Contemporary Management Issues*, 18, 141-156.
- Starbuck, W. H. (1992). Learning by knowledge-intensive firms. *Journal of Management Studies*, 29(6), 713-740. <https://doi.org/10.1111/j.1467-6486.1992.tb00686.x>
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216-231. <https://doi.org/10.1016/j.hrmr.2015.01.002>
- Swart, J., & Kinnie, N. (2003). Sharing knowledge in knowledge-intensive firms. *Human Resource Management Journal*, 13(2), 60-75. <https://doi.org/10.1111/j.1748-8583.2003.tb00091.x>
- Şahin, M. T. (2018). *Location Preferences and Innovation Dynamics of Knowledge -Intensive Business Services: The Case of Ankara Metropolitan City*. [Unpublished Doctoral dissertation]. Ankara University
- Şeker M. (2014). *A Study on the Use of Social Media in Human Resources*. [Unpublished master dissertation]. Sakarya University
- Tether, B. S., & Hipp, C. (2002). Knowledge Intensive, Technical and Other Services: Patterns of Competitiveness and Innovation Compared. *Technology Analysis & Strategic Management*, 14(2), 163-182, <https://doi.org/10.1080/09537320220133848>
- Tomatzky, L. G., & Fleischer, M. (1990). *The processes of technological innovation*. Lexington Books.
- Trullen, J., Bos-Nehles, A. C., & Valverde, M. (2018). *Conceptualizing and Measuring HRM implementation, Towards a Research Agenda* [Conference presentation]. 78th Academy of Management Annual Meeting, Chicago IL.
- Tunçer, P. (2013). Performance appraisal and motivation in organizations. *Journal of the Court of Accounts*, 88, 87-108.
- Tüfekçi, Ö. F. (2015). *The use of social media in human resources recruitment and a related research study*. [Unpublished master dissertation]. Istanbul University.
- Tyson, S., & Fell, A. (1986). *Evaluating the Personnel Function*, Hutchinson.
- Ulrich, D. (1998). *A New Mandate for Human Resources*. Harvard Business Review.
- Valverde, M., Ryan, G., & Soler, C. (2006). Distributing HRM responsibilities: a classification of organizations. *Personnel Review*, 35 (6), 618-636. <https://doi.org/10.1108/00483480610702692>
- Vardarlier, P. (2014). The impact of social media on human resources management practices in businesses. *Istanbul University Faculty of Business Administration Journal*. 43(1), 135-150.

- Visnjic, I., Wiengarten, F., & Neely, A. (2016). Only the brave: Product innovation, service business model innovation, and their impact on performance. *Journal of Product Innovation Management*, 33, 36-52. <https://doi.org/10.1111/jpim.12254>
- Venkatesh, V., & Bala, H. (2012). Technology acceptance model 3 and a research agenda on interventions. *Decision Sciences*, 39(2), 273–315. <https://doi.org/10.1111/j.1540-5915.2008.00192>
- Wenzel, M., Stanske, S., & Lieberman, M. (2021). Strategic responses to crisis. *Strategic Management Journal*, 41(7/8), V7–V18. <https://doi.org/10.1002/smj.3161>
- Winch, G. M., & Schneider, E. (1993). Managing the knowledge-based organization: The case of architectural practice. *Journal of Management Studies*, 30(6), 923–937. <https://doi.org/10.1111/j.1467-6486.1993.tb00472.x>
- Wiśniewska, M., & Wiśniewski, M. (2012). Human resource management in knowledge-based organizations. *Management*, 16(1), 66–76.
- Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource based view of the firm. *Journal of Management*, 27(6), 701–721. <https://doi.org/10.1177/014920630102700607>
- Zhang, C. (2016). Agglomeration of knowledge intensive business services and urban productivity. *Papers in Regional Science*, 95(4), 801-819. <https://doi.org/10.1111/pirs.12204>