



An Impact of Social Code of Conduct as a Determinant of Ethical Conduct on Human Resources Practices from the Aspect of Strategic Management

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Extensive Summary

1. Introduction

What holds the social life, work life, organizations and, as a whole, society together and makes them meaningful and valuable is human relations. Being successful in human relations is the basic condition for coexisting and succeeding together. Effectively fulfilling this condition depends upon being aware of and following the code of social conduct (etiquette, protocol), which changes and develops human and makes him/her respect himself/herself and others more.

Human beings are continuously in communication with the outer world since from birth to the end of their life. Yet more, they seek to be perpetual even after died, leave their name behind and be remembered with good feelings. Therefore, they try to create a positive image giving a message to the living by leaving a work named after them or charities behind or having magnificent burial places constructed.

In creating this image, there is no pressure, request or expectation by the society and other people. But one thinks that he/she would be perceived correctly if he/she acts so. The social conduct leading to this attitude, as the rules of respect and courtesy which are expected to be followed in human relations, is like the unwritten laws of human relations.

In their private and work lives, people endeavour to fit their conduct, speaking, manners and acts in these unwritten legal limitations. Crossing these limits does not result in any formal penalty except for being exposed to social reaction, more or less. If not crossed, one makes a difference in both personal and work life. He/she becomes a person loved, respected, cared for whose friendship is wanted (Jandt, 2002, p.102). This difference results in unexpected doors being opened automatically.

From the aspect of strategic management, code of social conduct is significantly concerned with the practices of human resources management due to its dimension of

business ethics and code of conduct. The target of the human resources management is all of the employees. From recruitment, training development and career management, performance management to orientation, compensation and promotion, discipline practices and to termination, a series of practice of human resources management also includes the dimension of social conduct. Hence, this study presents particularly management, strategic management and human resources, business ethics and human resources practices and the relationship between human resources management and social conduct in theoretical dimensions. The practical part of the study will analyze the effect of the social conduct on the human resources managers' decisions and acts.

2. Methodology

The hypothesis below will be developed and tested in the study model:

- H1: The candidates having advanced social conduct gets high interview scores.
- H2: The candidates having advanced social conduct are given precedence in recruitment even if the other conditions are not equal.
- H3: The candidates having advanced social conduct are considered to be successful at organizational socialization.
- H4: The personnel having advanced social conduct are considered not to need training.
- H5: The personnel having advanced social conduct are given precedence in participating in training.
- H6: The personnel having advanced social conduct are scored higher than their peers in performance valuation.
- H7: The personnel having advanced social conduct are given precedence in rewarding.
- H8: The personnel having advanced social conduct get higher rise in their salary than those who shows the same level of performance.
- H9: The personnel having advanced social conduct are given precedence in promotion over their peers.
- H10: Any and all kinds of incentive means are used to retain the personnel having advanced social conduct.

In this study, a highly plain scale was developed and the practitioners holding the position of a human resources manager are asked concrete questions to be responded according to Likert scale of 5. The responses given are expressed in the percentages of the respondents.

The percentages of the responses to the questions are tabulated and, for those hypotheses deemed important, tests were carried out for the significance between the percentages of those who agreed and not agreed. In the tests of significance, “test of difference between percentages” was used as well as the following formula:

$$Z = \frac{\frac{\bar{x}_1 - \bar{x}_2}{\frac{s_1}{n_1} - \frac{s_2}{n_2}}}{\sqrt{p(1-p)\left(\frac{1}{n_1} + \frac{1}{n_2}\right)}}$$

In the test of significance, the level of significance was considered as 0.05. $Z < 2.0$ and $P > 0.05$ means that there is no significant difference between two groups. $Z > 2.0$ and $P < 0.05$ indicates a significant difference between two groups.

3. Result

In our study hypothesis1, hypothesis2, hypothesis3, hypothesis4, hypothesis7, and hypothesis8, are found to be meaningless; hypothesis5, hypothesis9 and hypothesis10, are found meaningful. Thus the result as it follows: It can be suggested that human resources managers score the candidates having advanced social conduct significantly high at interviews, that, given the percentage of those who give precedence in recruitment, the candidates having advanced social conduct have a higher chance of getting the job compared to others; and that managers consider that the candidates having advanced social conduct would also succeed in organizational socialization and this may positively affect their decisions.

It can also be argued that human resources managers strongly tend to support the career policies of the candidates having advanced social conduct, give them precedence in participation in the trainings for career development purposes, and thus it might be easier and quicker for these employees to move up the upper levels of organization.

It can be asserted that the employees having advanced social conduct are deemed more valuable than the others with the understanding that they have the edge over their peers in performance valuation and rewarding and that managers are willing to use much more incentive means to retain them, thereby not hiding the fact that they want to work with them for long years.

Consequently, when we evaluate all these factors together, we can say that the precedence given to the candidates having advanced social conduct in recruitment process continues in the other practices related to the employees such as training and development, career planning and promotion, remuneration, rewarding and retention.