

## **SURVEYING THE RELATIONSHIP BETWEEN HUMAN RESOURCE STRATEGIES AND EMPLOYEES WORK ETHIC IN IRAN'S MEDIA**

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### **Abstract**

The aims of this study are recognition the relationship of human resource strategies components and employees work ethic in I.R. Iran media. The nature of this study is correlation. We determined the amount of the sample size with the used of Morgan table which the statistical sample is 285 of Islamic Republic of Iran's Media in north-west reign (Ardabil, Tabriz, Urumiyeh and Zanjon media employees) which have been selected through the simple random sampling method. To gathering of data, we used questionnaires. Questionnaires reliability was estimated by calculating Cronbach's Alpha that was 0.815. In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used, and to display some statistical data we used column diagram and in deductive level to test the hypothesis of the research we used correlation and multiple regression. Findings show that there is a relationship between human resource strategies and employee's work ethic in Iran's media and human resource strategies components with employee's work ethic. Also multiple regressions results shows that total of predictor variables explain and predict the criterion variable. And all the components of HR strategy are significant in explaining the work ethic.

**Keywords:** *HR Recruitment, Relations, Performance management, Development, Reward & Recognition, work ethic*

### **INTRODUCTION**

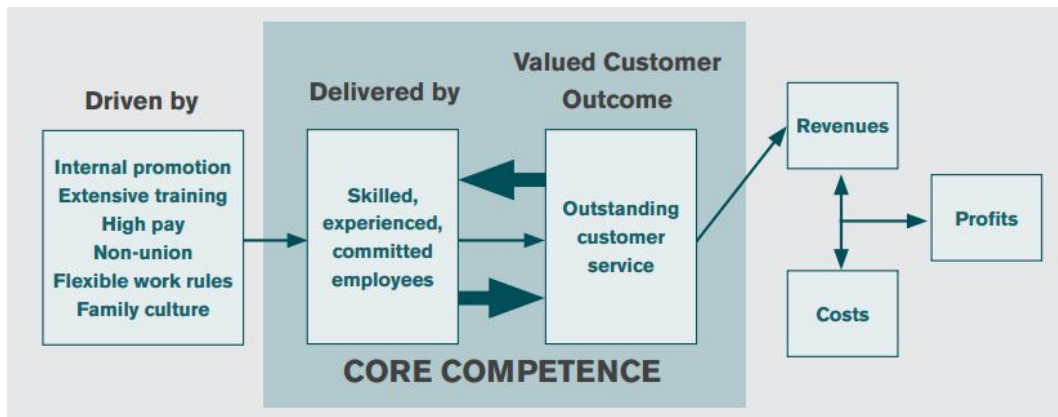
Globalization of individual companies and capital markets over the past two decades has changed the business landscape. Many firms have expanded operations overseas, and even strictly domestic businesses are facing competition from abroad. To respond to global competition, firms are using new technologies to provide better, lower-cost solutions for their customers, but these technological innovations have led to constant movement of customers and competitors. At the same time, global capital markets are pressuring firms to innovate and reduce costs—not an easy feat. All of these trends are pushing companies to manage their assets as effectively as possible—especially their human assets.

In the 1970s and 1980s, Delta Air Lines became the premier U.S. airline for customer service with a culture of “southern hospitality” and employees who went above and beyond the call of duty. The company's human resource strategy helped build the skills, motivation and opportunities for employees to deliver great customer service, and that allowed Delta to attract business travelers who paid premium prices for travel. Delta's success shows just how important HR strategy can be, especially in its impact on company performance (Wright, .2004.).

Figure 1: Delta Air Lines: Pre-1994 Business Model

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Global competitiveness forces organizations to continually re-engineer their global business delivery networks and processes. Utilizing and pooling international human resources to deliver product and services has become a critical success factor and business imperative. Strategic HR Services assist clients to strategically address the scarcity of experienced and skilled personnel. The company is a leading international placement and personnel sub-contracting company in mining, engineering, petrochemical, power generation, metals and construction projects. Research has long shown that accidents and poor service quality are rooted primarily in sociotechnical human factors, not technology per se. Sub-optimization, or poor quality with regard to management, decision-making, teamwork, employee motivation or communication, can translate into loss of customers, loss of market share, loss of organization assets and, above all, loss of life.

The survey results translate the trend that in recent years, it has become commonplace for institutions to advocate that human resources are their most important asset. Thus, it involves developing a rational HR approach with full support of the management and with a strong link between HR and government policies. A study shown that favoring mobility of civil servants is one of the main HR strategies with 63%, followed by enhancing flexibility of civil servants with 58%, improving work quality with 54% and leadership development with 50%. On the top of the HR agenda, there is an emphasis on “people issues” that is favoring mobility, flexibility and efficiency of civil servants. HR actors have realized that direct organizational pay-offs are possible if specific configurations of “people policies” are adopted. These HR policies mainly aim to: - Secure the commitment of the workforce, - Ensure highly flexible and innovative working practices, - Establish a high quality of work by developing a skilled workforce (European Union, 2005).

Media has emerged as a powerful business and HR tool. This discipline deals with selecting appropriate Media sites and formats from the myriad options available and leveraging the same to create value for the organization. This requires an in-depth understanding of the key benefits and pitfalls of Media and managing these effectively in the organization’s context. This discipline emphasizes harnessing social media for effective Human Resource Management, which includes recruitment, collaboration and engagement. It also explores the non-financial impact as well as the approaches for measuring the return on investment in Media. In addition, it outlines the future trends and implications of Media for HR professionals.

One of the biggest challenge facing professionals in human resource management today is the development of an effective HR strategy that aligns with and supports your organization’s short- and long-term business goals. But even as high unemployment persists, employers are still facing

a shortage of candidates with the right skills and experience to fill critical jobs in (Rahimi et al, 2011).

The Strategic human resource management literature is rooted in ‘manpower’ (sic) planning, but it was the work of influential management gurus (for example Ouchi, 1981; Peters & Waterman, 1982), affirming the importance of the effective management of people as a source of competitive advantage, that encouraged academics to develop frameworks emphasizing the strategic role of the HR function (for example Beer et al., 1985; Fombrun et al., 1984) and attaching the prefix ‘strategic’ to the term ‘human resource management’. Interest among academics and practitioners in linking the strategy concept to HRM can be explained from both the ‘rational choice’ and the ‘constituency-based’ perspective (Brewster, 2001). There is a managerial logic in focusing attention on people’s skills and intellectual assets to provide a major competitive advantage when technological superiority, even once achieved, will quickly erode. From a ‘constituency-based’ perspective, it is argued that HR academics and HR practitioners have embraced SHRM as a means of securing greater respect for HRM as a field of study and, in the case of HR managers, of appearing more ‘strategic’, thereby enhancing their status within organizations (Bamberger & Meshoulam, 2000).

There are five themes of the strategy in Iran’s media which are:

- *HR Recruitment Strategy* - Determine the quantity and quality of available human resources; identify future needs for human resources, supplying planning for human resources (internal or external).
- *HR Development Strategy* - Comprehensive plan of human resources, training programs, training needs analysis, equality ensuring of opportunity in education, developing and implementing career development plan
- *Performance management Strategy of staffs* - Setting goals and standards, and participation of employees and managers in this field, using innovative methods and comprehensive review and improve performance...
- *HR Reward & Recognition Strategy* - goals, strategies and plans, policy developing for welfare and payments, employees and managers participate in setting goals, innovative methods establishment
- *Staff Relations Strategy* - Internal communications strategy designing; identify the information needs of managers and employees at different levels, designing an effective procedure for employee’s complaints and their root causes and prevention (Rahimi et al, 2011).

The concept of work ethic has evolved from the writings of the early 20th century scholar, Max Weber (1904-1905), who has been frequently credited with contributing to the success of capitalism in western society with what became known as the Protestant work ethic (PWE) (Hirschfeld and Field, 2000; Hill and Petty, 1995; Kalberg, 1996). Weber highlighted the value of work commitment and raised questions as to why some people place a greater importance on work and appear more conscientious than others. For many years, this remained one of the most dominant themes in the psychological investigation of occupational behavior (Pryor and Davies, 1989).

Work ethic is a set of values based on hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. An example would be the Protestant work ethic. A work ethic may include being reliable, having initiative, or pursuing new skills. Workers exhibiting a good work ethic in theory should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as

failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of greater responsibility. Challenging as it may be, more empirical research and scientific theory of work ethic is needed. Greater understanding of the desires, requirements, and work-related values of the newest generation of employees may provide a win-win opportunity where both employers and employees benefit. Conversely, the adverse consequences of a knowledge shortfall are enormous. Mismatches between job design and employees will negatively affect job attitudes (Porter, 1969), which in turn may affect a firm's ability to compete. Understanding the values of employees is a requirement for any company that wishes to operate with vigor and vitality (Ralston et al., 1997) and it offers potential benefits to an entire society (Hansen, 1963) as healthy organizations can translate into economically prosperous cultures (Hofstede, 1984). Key to the future success of any company is its ability to manage, train, develop, and reward a satisfied (Herzberg, 1968) and motivated workforce (Lawler, 1968) at all levels of its organization. This cannot be accomplished unless changes in work-related values are understood. Interestingly, while most organizations have human resource management policies and procedures that mirror the company's culture (Jain, 1990) and are influenced by the root national culture (Hofstede, 1983), they are not always attuned to the values of the changing workforce (Smola and Sutton, 2002).

In order to study work ethic within the context of Max Weber's original ideas, it must be disentangled from other work-related concepts. To accomplish this objective we adopted a measure introduced by Miller, et al., 2002. The measure, Multidimensional Work Ethic Profile (MWEP), has seven Weber-associated dimensions: Leisure, Wasted Time, Self-Reliance, Work Centrality, Delay of Gratification, Belief in Hard Work, and Morality/Ethics (Miller et al., 2002). The aims of this study is recognition the relationship of human resource strategies components and employees work ethic in I.R. Iran media. For this aims, we have five secondary objectives:

- Recognition the relationship of human resource *Recruitment* strategy and employee's work ethic
- Recognition the relationship of human resource *Relations* strategy and employee's work ethic
- Recognition the relationship of Performance management Strategy of staffs and employees work ethic
- Recognition the relationship of human resource Development strategy and employee's work ethic
- Recognition the relationship of human resource Reward & Recognition strategy and employee's work ethic

## **METHODOLOGY**

The nature of this study is correlation. We determined the amount of the sample size with the used of Morgan table which the statistical sample is 285 of Islamic Republic of Iran's Media in north-west reign (Ardabil, Tabriz, Urumiyeh and Zanzon media employees) which have been selected through the simple random sampling method. To gathering of data, we used questionnaires. Human resource strategy research-made Questionnaire, a 31 item scale according to human resource strategy theories and theorists, and work ethic questionnaire with 28 items, all the reliability and validity of measures has examined. Questionnaires reliability was estimated by calculating Cronbach's Alpha via SPSS software that is shown in the table 1.

Table1. Results of questionnaires reliability from SPSS software

Variables	Cronbach's Alpha
HR Recruitment Strategy	0.842
HR Development Strategy	0.712
Performance management Strategy of staffs	0.763
HR Reward & Recognition Strategy	0.836
Staff Relations Strategy	0.803
Work ethic	0.761
All	0.815

In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used, and to display some statistical data we used column diagram and in deductive level to test the hypothesis of the research we used correlation and multiple regression.

## ANALYSIS AND RESULTS

### 1- Descriptive Analysis

A majority (81%) of the 285 respondents is males, and the 18% are female. The highest Works Experience of respondents (46%) includes those between 6-10 years and the smallest one those between 16-20 years (4%). Also, The highest Respondents Degree Reserved to BA.

Table 2: Profile of the Respondents

		<i>f</i>	<i>%</i>
Gender	Married	276	96.8
	Single	9	3.2
	Total	285	100
Age	25-35	36	12.6
	36-45	202	70.9
	46-55	44	15.4
	< 56	3	1.1
	Total	285	100
Degree	Under Diploma	2	0.7
	Diploma	24	8.4
	Associate Degree	16	5.6
	BA	206	72.3
	MA or upper	37	13
	Total	285	100

### 2- Hypotheses Analysis

H1. There is a significant relationship between HR Recruitment and work ethic

Table 3. The results of a correlation coefficient between HR Recruitment and employee's work ethic

Spearman's Correlations		
HR Recruitment And	Correlation Coefficient	.501**
	Sig. (2-tailed)	.001

work ethic	N	285
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According to Table 3, p- value is 0.001 so, the correlation coefficient between HR Recruitment and personnel’s work ethic in the  $p \leq 0.01$  has been significant, and we can say that there is a correlation coefficient between HR Recruitment and work ethic. The coefficient of determination of 25.10% of the variance in HR Recruitment is employee’s work ethic.

*H2. There is a significant relationship between HR Development and work ethic*

Table 4. The results of a correlation coefficient between HR Development and work ethic

Spearman's Correlations		
HR Development and Work Ethic	Correlation Coefficient	.485**
	Sig. (2-tailed)	.001
	N	285

According to Table 4, p- value is 0.001 so, the correlation coefficient between HR Development and work ethic in the  $p \leq 0.01$  has been significant, and we can say that there is a correlation coefficient between HR Development and work ethic. The coefficient of determination of 23.52% of the variance in HR Development is employee’s work ethic

*H3. There is a significant relationship between performance management of staff and work ethic*

Table5. The results of a correlation coefficient between performance management of staffs and work ethic

Spearman's Correlations		
Performance Management of Staff And Work Ethic	Correlation Coefficient	.576**
	Sig. (2-tailed)	.001
	N	285

According to Table 5, p- value is 0.001 so, the correlation coefficient between performance management of staffs and work ethic in the  $p \leq 0.01$  has been significant, and we can say that there is a correlation coefficient between performance management of staff and work ethic. The coefficient of determination of 33.18% of the variance in performance management of staff is work ethic.

*H4. There is a significant relationship between HR reward & recognition and work ethic*

Table 6. The results of a correlation coefficient between HR reward & recognition and employee’s work ethic

Spearman's Correlations		
Reward & Recognition And Work Ethic	Correlation Coefficient	.548**
	Sig. (2-tailed)	.000
	N	285

According to Table 6, p- value is 0.000 so, the correlation coefficient between HR reward & recognition and personnel’s work ethic in the  $p \leq 0.01$  has been significant, and we can say that there is a correlation coefficient between HR reward & recognition and work ethic. The coefficient of determination of 30.03% of the variance in HR reward & recognition is employee’s work ethic.

*H5. There is a significant relationship between staff relations strategy and work ethic*

Table 7. The results of a correlation coefficient between staff relations strategy and work ethic

Spearman's Correlations		
Staff Relations Strategy and Work Ethic	Correlation Coefficient	.369**
	Sig. (2-tailed)	.001
	N	285

According to Table 7, p- value is 0.001 so, the correlation coefficient between staff relations strategy and work ethic in the  $p \leq 0.01$  has been significant, and we can say that there is a correlation coefficient between staff relations strategy and work ethic. The coefficient of determination of 13.61% of the variance in staff relations strategy is work ethic.

After wards, multivariable regression analysis has also been used to analyze the relationship between the dependent variables and independent variables (table8).

Table 8 shows the Summary data variance analysis of relationship between relationship HR strategy as independent variables and work ethic as dependent variable.

Table 8, Summary data variance analysis

Model		Sum of Chi	df	Mean	F	Sig.
All	Regression	5905.84	5	5905.85	94.77	.001
	Remaining	17635.82	280	62.31		
	Total	23541.66	285			

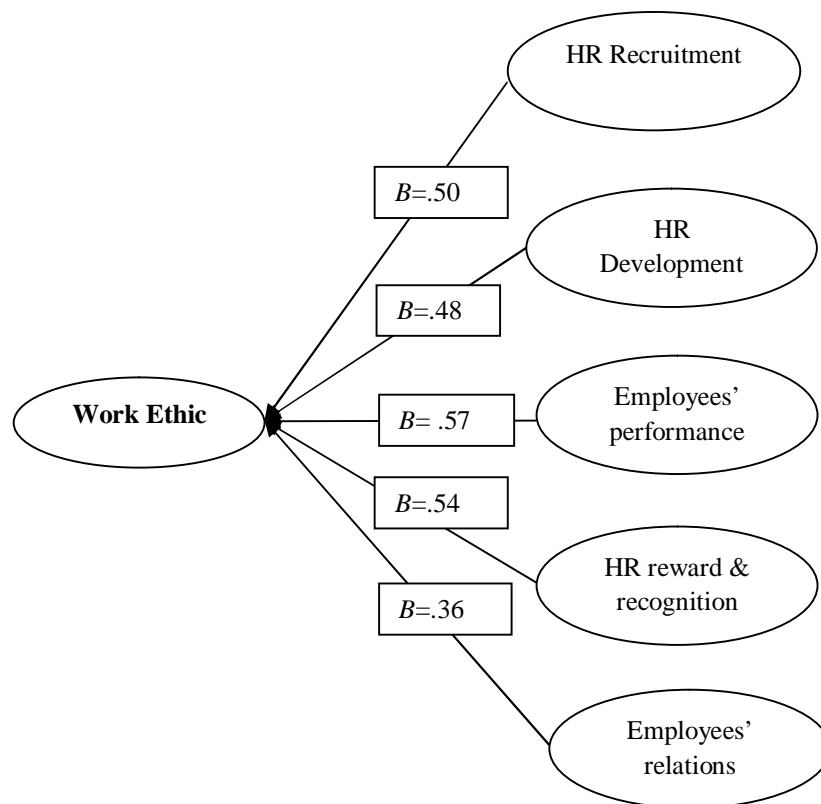
According to table 8, Total regression model is significant (Sig 0.001). It means that total of predictor variables explain and predict the criterion variable. In the next table kind of predictor variables are determined in explaining of work ethic.

Table 9, predicting of work ethic according to HR strategy dimensions

Model	Non- Standardized coefficients		Standardized coefficients	t	sig
	B	Standard error	Beta		
constant	66.58	2.20	-	30.18	0.001
HR Recruitment Strategy	1.02	0.106	0.501	9.73	0.001
HR Development Strategy	1.09	0.118	0.485	9.31	0.001
Performance Management Strategy of Staffs	1.36	0.115	0.576	11.86	0.001
HR reward & recognition	0.955	0.087	0.548	11.02	0.001
Staff Relations Strategy	0.755	0.113	0.369	6.67	0.001

The results of table 9 show all the components of HR strategy are significant in explaining the work ethic.

Fig. 2, Results of structural equation modeling



## CONCLUSION

There is no doubt that the HR strategy organization adopt should help organization's employees contribute at the highest level possible and improve the bottom line. In helping employees improve their skills, attitudes and behavior and decrease turnover, you help your company meet its ultimate goals, including productivity, quality and customer satisfaction. The various HR strategies from which organization can choose also are thought of as principles for managing the workforce. As an HR professional, organization can translate these principles into specific policies and practices for building the right skills, eliciting the right behaviors and achieving the right outcomes for your firm's own particular business strategy.

Findings show that there is a relationship between human resource strategies and employee's work ethic in Iran's media and human resource strategies components with employee's work ethic. Also multiple regressions results shows that total of predictor variables explain and predict the criterion variable. And all the components of HR strategy are significant in explaining the work ethic.

Of course, what is right for one company may not be right for another. But certainly, if I.R.I Media can create a coherent HR strategy, they are likely to be able to demonstrate how HR can add value to them organization in this transforming, globalizing marketplace.

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