

**T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ**

**KAMU YÖNETİMİ ANABİLİM DALI
HUMAN RESOURCES MANAGEMENT
AND DEVELOPMENT BİLİM DALI**

**PRACTICE OF EQUITY PRINCIPLE IN HUMAN
RESOURCE MANAGEMENT AND
A FIELD RESEARCH**

YÜKSEK LİSANS TEZİ

Şule TUNÇ GÜMÜŞ

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Danışman: PROF. DR. BESİM AKIN

İSTANBUL, 2006

Marmara Üniversitesi
Sosyal Bilimler Enstitüsü Müdürlüğü

Tez Onay Belgesi

KAMU YÖNETİMİ Anabilim Dalı HUMAN RESOURCES MAN.& DEV. Bilim Dalı Yüksek Lisans öğrencisi ŞULE TUNÇ GÜMÜŞ'ün PRACTICE OF EQUITY PRINCIPLE IN HUMAN RESOURCE MANAGEMENT AND A FIELD RESEARCH adlı tez çalışması ,Enstitümüz Yönetim Kurulunun 22.06.2006 tarih ve 2006/06-13 sayılı kararı ile oluşturulan jüri tarafından Yüksek Lisans Tezi olarak kabul edilmiştir.

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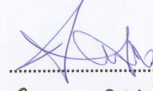
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ABSTRACT

The main purpose of this research is to measure the opinions of human resource professionals about "Practice of Equity Principle in Human Resource Management." and identifying whether they put equity principle into practice in the companies they work for. The hypothesis of this survey is: "Human resource professionals think that equity principle is not applied in human resource management field." The questionnaire which is composed to research the hypothesis consisting of 24 items is applied to 124 human resource professionals. According to the results of the survey that female participants who are included in protected group as discussed in thesis, think that "equity principle" is applied in the field of human resource insufficiently when compared to male participants'. And the survey brings up the result that human resource professionals whose companies and HRM departments have identified and announced Codes of Ethics believe in the practice of equity principle in human resource management. Total job experience and experience in human resource management field has a significant effect on the opinions. According to this effect, people who have 1-2 years, 6-10 years and more than 10 years of job experience think that equity principle is applied in human resource area, as opposed to those with 3-5 years of experience.

The results of the survey show that belief of female human resource professionals who are included in protected groups as discussed in the thesis and people who are in below or above a certain age is poor about practice of equity principle in the field; and also emphasize the positive effects of the companies' endeavors which clearly bring up ethical values and codes of ethics on the perception of equity,

ÖZET

Bu çalışmanın amacı insan kaynakları çalışanlarının eşitlik ilkesinin insan kaynakları yönetimi alanında uygulanışı üzerine görüşlerini değerlendirmek ve çalıştıkları firmalardaki uygulamalarda eşitlik ilkesini gözetip gözetmediklerini belirlemektir. Bu araştırmada genel olarak "İnsan kaynakları çalışanları, uygulamalarda eşitlik ilkesine riayet edilmediğini düşünürler." hipotez olarak belirlenmiştir. Bunu incelemek üzere 124 katılımcıya 24 sorudan oluşan bir anket uygulanmıştır. Anket değerlendirmeleri sonucunda -tezde de bahsedildiği gibi dezavantajlı grupta yer alan- bayan İnsan Kaynakları çalışanlarının erkek insan kaynakları çalışanlarıyla kıyaslandığında daha az oranda eşitlik ilkesinin insan kaynakları alanında uygulandığına inandıkları ispatlanmıştır. Araştırma aynı zamanda genel olarak şirketlerinin ve insan kaynakları departmanının etik değerler listesi olan insan kaynakları çalışanlarının, etik değerler listesi olmayan şirketlerde çalışan insan kaynakları profesyonelleriyle kıyaslandığında eşitlik ilkesinin uygulandığına inananların oranının daha fazla olduğunu ortaya koymuştur. Toplam iş tecrübesinin ve insan kaynakları alanındaki iş tecrübesinin de eşitlik ilkesinin insan kaynakları alanında uygulanıp uygulanmadığı hususundaki görüşlere tesir ettiği görülmüştür. Buna göre, 1-2 yıl ila 6-10 yıl ve üzeri iş tecrübesi olanlar, 3-5 yıl iş tecrübesi olanlara oranla eşitlik ilkesinin uygulandığına daha fazla oranda inanıyor görünmektedirler.

Bu durum, tezde dezavantajlı grupta yer aldığı belirtilen kadın ve belli bir yaş altında/üstündeki çalışanların eşitlik ilkesine olan inançlarının daha zayıf olduğunu ve etik değerleri açıkça ortaya koyan çalışmaların olumlu etkisini göstermektedir.

CONTENTS

	Page Number
ABSTRACT.....	i
ÖZET.....	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	viii
ABBREVIATIONS.....	ix
 INTRODUCTION	 1
 1. MAIN CONCEPTS OF HUMAN RESOURCE MANAGEMENT AND DEFINITIONS RELEVANT TO EQUITY PRINCIPLE.....	 3
1.1. Definition And Importance of Human Resource Management	3
1.2. Concepts Occur With Changing Role Of HRM	8
1.2.1. Strategic Human Resource Management.....	8
1.2.1.1. Efficiency Of The Organization.....	8
1.2.1.2. Competency Management.....	9
1.2.1.3. Talent Management	10
1.2.1.4. Women in Work Place	10
1.2.2. International Human Resource Management	11
1.2.2.1. Workforce Diversity	12
1.2.2.2. Cultural Awareness	13
1.2.2.3. National and International Legal Constraints	14
1.2.3. Impact of Contemporary Business Management	15
1.2.3.1. Employee Rights.....	16
1.2.3.2. Impact of Technology.....	17
1.2.3.3. Global Workforce Market	18
1.2.3.4. Competitive Advantage	18
1.2.3.5. Protected Groups.....	19
1.3. Concepts Relevant to Equity Principle In Human Resource Management.....	20
1.3.1. Definition And Importance Of Equity Principle	20
1.3.2. Ethical Aspect of Equal Treatment	21
1.3.2.1. Ethics.....	21
1.3.2.2. Business Ethics.....	22
1.3.2.3. Equity Against Discriminatory Applications.....	23
1.3.2.4. Codes of Ethics.....	24
1.3.2.5. Affirmative Action	25
1.3.2.6. Harassment in Workplace	26
1.3.2.7. Employment at Will.....	26
1.3.2.8. Adverse Impact and Treatment	27
1.3.3. Legal Aspect of Equal Treatment.....	27
1.3.3.1. Direct Discrimination or Disparate Treatment	27
1.3.3.2. Indirect Discrimination and Disparate Impact.....	28
1.3.3.3. Reverse Discrimination	28

2. MAIN FUNCTIONS AND PRINCIPLES OF HUMAN RESOURCE MANAGEMENT.....	30
2.1. Main Functions of Human Resource Management	30
2.1.1. Recruitment and Selection	31
2.1.2. Training and Development	33
2.1.3. Performance Management	34
2.1.4. Career Management.....	36
2.1.5. Compensation Management	37
2.2. Fundamental Principles of Human Resource Management	38
2.2.1. Essentials Concerning Human Resource Management Profession.....	38
2.2.1.1. Productivity	40
2.2.1.2. Managing Conflicts of Interest	40
2.2.1.3. Knowledge Based Management	40
2.2.1.4. Fairness and Equal Treatment	41
2.2.1.5. Merit Consciousness.....	42
2.2.1.6. Privacy	42
2.2.1.7. Openness	43
2.2.1.8. Training and Developing Successors.....	43
2.2.2. Essentials Concerning Human Resource Personnel	44
2.2.2.1. Professional Progress	44
2.2.2.2. Professional Accountability	44
2.2.2.3. Social Accountability	45
2.2.2.4. Individual Integrity and Consistency	45
2.2.2.5. Reliability	45
2.2.2.6. Humanism and Ethical Behaviour.....	46
2.2.2.7. Consciousness of Improvement	46
3. PRACTICE OF EQUITY PRINCIPLE TO HUMAN RESOURCE FUNCTIONS AND RESTRICTIVE LAWS ON DISCRIMINATION.....	48
3.1. Inequality Fields	48
3.1.1. Gender	49
3.1.2. Age	51
3.1.3. Culture	53
3.1.4. Prejudices and Favouritism	54
3.1.5. Marital Status and Sexual Orientation	55
3.1.6. Health Status.....	56
3.1.6.1. Continual Physical and Mental Disabilities	56
3.1.6.2. Temporary Handicaps	57
3.1.7. Reverse Discrimination	58
3.2. Practice of Equity Principle In Each Human Resource Management Functions	58
3.2.1. Recruitment and Selection	59
3.2.2. Training and Development	62
3.2.3. Performance Management	63
3.2.4. Career Management.....	64
3.2.5. Compensation Management	65
3.3. Restrictive Laws About Equity Principle.....	67
3.3.1. United States of America Laws	68
3.3.2. European Union Laws	73
3.3.3. Republic of Turkey Laws	80

3.3.3.1.	The Constitution of Turkish Republic	80
3.3.3.2.	Labour Act of Turkey Number 1475.....	81
3.3.3.3.	Labour Act of Turkey Number 4857.....	81
3.3.4.	International Labour Organization' s Approach	84
4.	TRENDS IN HUMAN RESOURCES MANAGEMENT RELEVANT TO DISCRIMINATION AND PREDICTIONS FRAMED WITH ETHICAL CONCERNS	86
4.1.	Scientific and Technological Innovation	86
4.2.	Concern of Competitive Advantage	89
4.3.	Work Force In the Future.....	90
5.	FIELD RESEARCH.....	94
5.1.	Purpose	94
5.2.	Methodology	94
5.3.	Limitations of the Research	96
5.4.	Findings	97
5.5.	Conclusions	153
APPENDIXES.....		156
Appendix 1	List of Turkish Laws Matching with EU Legislation.....	157
Appendix 2	Sizi İşe Alamayız Çünkü Bir İkizler Burcusunuz	160
Appendix 3	Workplace Getting To Know You	164
Appendix 4	PERYÖN Değerleri ve Üyelerin Gözetmekle Yükümlü Oldukları Etik İlkeler ve Kurallar.....	171
Appendix 5	Terfi ve İşten Çıkarmada Genetik Test	178
Appendix 6	HRM Accountability System Development Guide	180
Appendix 7	Questionnaire Form (Turkish)	183
Appendix 8	Questionnaire Form (English)	185
BIBLIOGRAPHY.....		187

LIST OF TABLES

	Page Number
Table 1 Major Diversity Categories and Associated Descriptions	13
Table 2 Alternative Methods for Reducing Job Discrimination and Promoting Greater Job Equality for Excluded Groups	25
Table 3 Result of Poll on Ethical Values	66
Table 4 Major Federal Equal Job Opportunity Laws and Executive Orders	70
Table 5 Family Workforce Survey	83
Table 6 Non-Discrimination Roadmap	93
Table 7 Options and Score of Interval	96
Table 8 Distribution List According to Gender of Participants	97
Table 9 Distribution List According to Education Level of Participants	97
Table 10 Distribution List According to Sector of Participants	98
Table 11 The Result of T Test Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	99
Table 12 The Result of T Test According To Educational Background, Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Management."	103
Table 13 The Result of T Test According To Gender, Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	107
Table 14 The Result of One Way Variation Analysis According To Age Groups, Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	112
Table 15 Homogeneity of Variations Test Relevant to Table 14	112
Table 16 Table of Anova Relevant to Table 14.....	113

Table 17	The Result of One Way Variation Analysis According To Total Working Experience , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	120
Table 18	Homogeneity of Variations Test Relevant to Table 17	120
Table 19	Table of ANOVA Relevant to Table17	121
Table 20	The Result of One Way Variation Analysis According To HR Field Experience, Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	129
Table 21	Homogeneity of Variations Test Relevant to Table 20	129
Table 22	Table of ANOVA Relevant to Table 20	130
Table 23	The Result of T Test According To The Sectors , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	138
Table 24	The Result of T Test According To Organization' s Codes of Ethics , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	143
Table 25	The Result of T Test According To HR Department' s Codes of Ethics , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."	148

LIST OF FIGURES

	Page Number
Figure 1 The Matrix Structure	12
Figure 2 A Human Resources Approach	31
Figure 3 An Overview of The Recruitment Process	32
Figure 4 Steps In the Selection Process	33
Figure 5 An Appraisal Process	35
Figure 6 A Career Planning and Development Framework	36
Figure 7 Factors Affecting the Wage Mix	38
Figure 8 Provisions of the Americans with Disabilities of 1990	57
Figure 9 The Stages In Effective Training Provision	63

ABBREVIATIONS

EEO	: Equal Employment Opportunity
EEOC	: Equal Employment Opportunity Commission
EU	: European Union
HR	: Human Resource
HRD	: Human Resource Development
HRM	: Human Resource Management
ILO	: International Labour Organization
OFCCP	: The Office of Federal Contract Compliance Programs
OPM	: The Office of Personnel Management (in United States)
PERYÖN	: Personel Yöneticileri Derneği
SHRM	: The Society for Human Resource Management
UK	: United Kingdom
USA	: United States of America

INTRODUCTION

Equity is clearly one of the fundamental principles of every modern society and democracy. "Equity" principle is included in nearly all countries' constitutions and laws. Although the principle seems having a growing importance, unfortunately missing points and wrong applications which may cause very dramatic results are met with in both social and business lives. Although the term discussed thousands of years in social, political and legal platforms, it has included in business agenda as a vital element, in parallel of improvements of economy and business life, just from the beginning of 1900s. The term has double face; social requirements and economic necessities. Basically equity principle is necessary for creating a "stable society" and "widely shared prosperity".

In the scope of this study, practice of equity principle which is one of the main tools used by human resource professionals, in order to maintain a powerful workforce which enables competitive advantage to the companies and makes a stable, peaceful work environment by prohibiting discrimination. Similar to United States and European Union countries, Turkey gives guarantee on "equity" by The Constitution and Laws. Turkish Labour Law discusses "equal treatment principle" under item five. Many surveys revealed in European Union countries and in the U.S.A indicate that the most serious ethical problems involve managerial decisions regarding employment, promotion, pay, and discipline that are based on favouritism, rather than ability or job performance. This result shows that, contrary to the common opinion "equity" and "equal treatment" principles are guaranteed by constitutions and other laws, there are many cases even brought up by lawsuits that exhibit violation of the principle.

Therefore, this thesis aims to understand HR employees' opinions on "The Practice of Equity Principle in Human Resource Functions". This study is important in that the results will show the opinions of Human Resources

practitioners who are in charge of building, modifying and structuring Human Resources philosophies and approaches of organizations.

To give a better understanding, first chapter summarizes the main concepts and definitions relevant to equity principle. Besides explaining the terms related to "human resource management field" and "equity principle", the concepts occur with changing role of human resource management are discussed in this chapter.

The second chapter focuses on human resource management field, its functions and principles which affect the decisions of human resource professionals. This chapter explains the rationale behind human resource practices and how these are related to creating professional standards considering ethics.

The third chapter exhibits the inequality fields and relevant to this issue, practice of equity principle into each human resource management functions which is the core of this thesis. This chapter provides a broader overview of human resource functions, which may create discrimination potentially and restrictive laws of European Union, United States, Turkey and regulations of International Labour Organization.

The fourth chapter makes an overview to the future trends of human resources management -relevant to terms discrimination and predictions framed with ethical concerns-. This chapter also explains the profile of future workforce in order to make a projection to the risks and opportunities concerning methodology of practices and treatments in human resource management field.

The fifth chapter is allocated for the field research, in which the purpose, research methodology, limitations of the research, findings and conclusion are maintained.

1. MAIN CONCEPTS OF HUMAN RESOURCE MANAGEMENT AND DEFINITIONS RELEVANT TO EQUITY PRINCIPLE

1.1. Definition and Importance of Human Resource Management

Management concept and its requirements are studied in this chapter in order to stress the importance of Human Resources Management field (HRM) within management science. Balancing equity and efficiency, which are critical concepts of HRM is a rigid challenge because both are required for an effective organization.¹ Target of effectiveness exhibits the importance of HRM as a critical point of management which is presumed company performance. The most prevalent definition of Management is; "The process of achieving the objectives of the organization with and through people." To achieve its objective, management typically requires the coordination of several vital components that it is called functions. The primary functions of management that are required are planning, organizing, leading, and controlling. When these four functions of operate in a coordinated fashion, it is said that the organization is directed correctly in the aim of achieving its objectives. Achieving the objectives is required efforts commonly which have three elements: goals, limited resources, and **people**.² Managers are those who work with and through other people, allocating resources, in the effort to achieve goals. They perform their tasks through these critical activities.³ In the early times of management, scientists focused on limited resoucrs –mostly production materials- and production methods. From the beginning of 20th Century, especially by the "Scientific Management Approach", "human" factor has begun to discuss and study.

¹ George T. Milkowich and John W. Boudreau, **Human Resources Management**, 8th ed., USA: Times Mirror Higher Education Group, 1997, p. 5.

² David A. De Cenzo and Stephen P. Robbins, **Human Resource Management**, 5th ed., John Wiley&Sons Inc., 1996, p. 4.

³ De Cenzo and Robbins, p. 5.

Human Resource Management (HRM), in the sense of getting things done through people, is an essential part of every manager's responsibilities; because organizations gain competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. Competitive advantage lies in management's ability to consolidate corporate technologies and production skills into competencies that empower individual businesses to adapt quickly to changing opportunities. In a growing number of organizations human resources are to be a source of competitive advantage.⁴ For this purpose, HRM is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies. In the scope of this view, the core aim of HRM is to use human resources in the most efficient and productive way.

To ensure employee relations, satisfaction, and performance, human resource departments focus on employee relations, usually by establishing policies, systems and assisting managers. When employees are dissatisfied, human resource personnel comes together and takes collective action. By the changing requirements of work life, management is then confronted with union management relations. To respond to collective demands by employees, human resource specialists may have to negotiate labour agreement and administer it. The responsibility for HRM activities is shared by all managers. When managers throughout the organization do not accept their responsibility, human resource activities are performed only partially or not at all.⁵

Every organization is composed of people and utilizing their services, developing their skills, motivating them to enhance their levels of performance and ensuring that they remain committed to the organization are essential for the accomplishment of organizational objectives. Human resource management (HRM), or human resource development, entails

⁴ Siddhart Chaturvedi, "Strategic Human Resource Management", HumanLinks, <http://www.humanlinks.com/manres/articles/shrm.htm>, (17.11.2005).

⁵ William B. Werther and Keith Davis, **Human Resources and Personnel Management**, 4th ed., McGraw Hill International Editions, 1994, p. 13-14.

planning, implementing, and managing recruitment, as well as selection, training, career, and organizational development initiatives within an organization. The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable resources. Consequently, HRM encompasses effort to promote personal development, employee satisfaction, and compliance with employment-related laws.

Other HRM factors that shape corporate culture—whether by encouraging integration and cooperation across the company, instituting quantitative performance measurements, or taking some other action—are also commonly cited as key components in business success. HRM, summarized by Armstrong is; “A strategic approach to the acquisition, motivation, development and management of the organization's human resources.”⁶

All the definitions and current status of HRM indicates that, the field did not suddenly appear. It evolved into its present complex form. A review of this revolution shows how the efforts of early pioneers led to today's more sophisticated and more proactive methods. By tracing this evolution, it can be also sensed the newness and growing importance of the human resource management field. The historical view also demonstrates how the practice of human resource management has been influenced by the changing environment in which it continues to develop. Many of the historical factors that affected human resource management resulted from external environmental changes. And although these historical events have formed the contexts of human resource departments, current challenges from external, organizational, and professional environments indicates that more changes in human resource management are expected.⁷

⁶ Reference for Business, “Human Resource Management”,
<http://www.referenceforbusiness.com/small/Eq-Inc/Human-Resource-Management.html>, (01.01.2006).

⁷ Werther and Davis, p. 38-41.

In The United States Of America, by the Law, government intervened to give workers unemployment compensation, social security, minimum wages, and the federally protected right to join unions. Legislation in the 1930s shaped the modern role of “personnel departments” by assigning to management the responsibility for legal compliance. Organizations now had to consider societal objectives and legal obligations, which elevated the role of personnel departments.⁸ Personnel Management –which took place in management’s functions as one of the major one- as a very narrow definition of HRM was evolved from 1980s to human resource management. HRM has been defined as an extended part of personnel management.⁹

In Turkey, companies started to apply ISO 9000 standards, and had to change the process of HRM after 1990s. “Personnel” departments left their place to Human Resource Departments. Professionals of HRM field came together and started to constitute unions. The oldest and the most effective HRM union is PERYÖN (Society of Personnel Management) founded in 1971.¹⁰

Today, HRM is getting more and more important and it gets place in centre of contemporary business management. The main reason of this is the importance of “human factor” was considered by many of the companies. The idea shows that the relationship between individual’s satisfaction and productivity has comprehended.¹¹

As it is defined in the beginning of this chapter, human resources management is the part of the organization that is concerned with the “people” dimension.¹² Today, professionals in human resources area are

⁸ United States Office of Personnel Management, **HRM Accountability System Development Guide**, 1998, <http://www.opm.gov/account/sdg.pdf>, (09.12.2005), p. i ; Werther and Davis, p. 40.

⁹ Zeyyat Sabuncuoğlu, **İnsan Kaynakları Yönetimi**, 1th ed., Bursa: Ezgi Kitabevi, 2000, p. 7-8.

¹⁰ Seçkin Polat, “Türk Holdinglerinde İnsan Kaynakları Bölümlerinin Yapısı ve İK’ nın Önemi: İlk Bulgular”, PERYÖN, 18.08.2004, <http://www.peryon.org.tr/turkholdingler.doc>, (17.03.2006).

¹¹ Sabuncuoğlu, p. 7-8.

¹² De Cenzo and Robbins, p. 8.

vital elements in the success of any organization.¹³ HRM's framework is consisting on two main philosophies:

- a. Productivity of workers towards achieving the targets of the company.
- b. Providing needs and requirements of employees and maintain personal and vocational improvement.

External environmental influences such as new production methods, Labour Unions and governmental legislations should be taken into account in today's global business market. Due to the added values to the company by HRM, it can be summarised with the concepts of productivity, profitability, and continuous improvement, and positive work environment, satisfaction of both employees and employers.¹⁴

In the sum up, human resource management is a fascinating and important contemporary management subject. It is fascinating because it involves people at work. It is important because today, organization means people and technology. People make the decisions; set the objectives; and design, assemble, and sell the products. Managing such a dynamic process is what makes HRM so important and challenging.¹⁵ Due to the importance and changing role, HRM must consider the merit of the profession in a wide perspective and participancy. Especially in extraordinary situations human resource personnel has to lead management of the company in a wide perspective which covers rationalistic and humanistic approaches, which will show its critical role in management. For example during an economic crisis, HRM has a responsibility of forming and following a fair process about the people who will be quitted.¹⁶ Such a depressed situation, HRM professionals are to face both ethical and legal aspects of the decisions and also these decisions will directly effect employee motivation, loyalty, and

¹³ De Cenzo and Robbins, p. 5.

¹⁴ Sabuncuoğlu, p. 5.

¹⁵ Milkowich and Boudreau, p. 20-21.

¹⁶ Canan Ergin, **İnsan Kaynakları Yönetimi "Psikolojik Bir Yaklaşım"**, İş ve Yönetim Serisi: 11, 3rd. ed., Ankara: Academyplus Yayınevi, 2002, p. 200.

performance and depict the future credibility of organization in point of employees.

1.2. Concepts Occur with Changing Role of Human Resource Management

1.2.1. Strategic Human Resource Management

Managers have mostly seen HRM as a necessary expense, rather than a source of value to the organization as a business unit. Supporting the organization's strategy, human resource departments identify "manpower planning" the numbers and types of employees the organization will require in order to meet its objectives. HRM is critical to the success of organizations because human capital has certain qualities that make it valuable. In terms of business strategy, an organization can succeed if it has a sustainable competitive advantage. By influencing who works for the organization and how those individuals work, HRM contributes to such basic measures of an organization's success as quality, profitability, and customer satisfaction. All these critical issues enable HRM being a strategic unit of the organization.

1.2.1.1. Efficiency of the Organization

Management is the process of efficiently achieving the objectives of the organization with and through people. HR decisions help an organization manage its employees efficiently. And because those employees make the decisions on managing all the other resources. HR efficiency is an important determinant of organizational effectiveness.¹⁷ Effectiveness is compulsory for all size companies in order to have competitive advantage. Successful organizations which are called as high performance teams, have multi-preferences. The organizations which are not multi-preference and invariably they run into difficulties.¹⁸

¹⁷ Milkowich and Boudreau, p. 4.

¹⁸ Keith Sisson, **Personnel Management : A Comprehensive Guide To Theory and Practice In Britain**, 2nd ed, Oxford: Blackwell Publishers, 1994, p. 388.

1.2.1.2. Competency Management

There are bewildering numbers of definitions of “competency”. Whereas, competency frameworks based upon two main aims:

- Describing work tasks or job outputs,
- Describing behaviours of employees.

Most competency frameworks are now based on the second item; behavioural statements.¹⁹ Competence is a wide concept which embodies the ability to transfer skills and knowledge to new situations within the occupational area.²⁰ Person specification seeks to provide an answer is therefore “What qualities and qualifications ought a person to have, if he is to do this particular job to the level of adequacy which is implicit in the criterion”.²¹

Competency frameworks are being adopted by a growing number of organisations. They are now being integrated into a wider range of personnel activities, including training and development, selection, performance appraisal, career planning and pay systems. Furthermore, these frameworks are being extended to encompass a diverse range of employees from senior management to manual workers.²² Competency frameworks provide a common structure and reasonably **fair** statements, because it enables to agree a common language for describing effectiveness in an organization, and also it gives opportunity to achieve a high level of consistency when assessing performance within an objective and standard view of professionals.²³

¹⁹ Steve Whiddett and Sarah Hollyforde, **The Competencies Handbook**, 2nd ed., London: Cornwell Pres, 2000, p. 22.

²⁰ Trevor Bolton, **Human Resource Management**, 1st ed., Oxford: Blackwell Publishers Inc., 1997, p. 109.

²¹ George F. Thomason, **A Textbook of Personnel Management**, 4th ed., Wiltshire: Redwood Burn Limited, 1981, p. 200.

²² IDS Study, **Developing Competency Frameworks**, Study Number: 639, London: Incomes Data Services Ltd., 1997, p. 1.

²³ Whiddett and Hollyforde, p. 22.

1.2.1.3. Talent Management

Human resource management is the part of the organization that is concerned with the most important dimension in today's competitive business life: "people dimension".²⁴ In the competitive business life of complex economy, companies search for sophisticated talent people across the board, whether it becomes a need for executives with technological literacy and entrepreneurial skills or blue collar roles requiring increasing levels of comfort with information technology systems.²⁵ The workforce is becoming more mobile and global; companies that invest in talent management solutions and examine it from a worldwide perspective reap tremendous benefits for their business organization and operations.²⁶ President of the Recruitment & Consulting Services Association (RCSA) defines talent management: "Applying best practices in the identification, cultivation, recruitment and retainment of a qualified, effective workforce within an organisation."²⁷ Business professionals discuss that effective Talent Management sets leaders apart from their competitors. So causing a paradox, nearly each company wants to hire talent people which may mean ignoring diversity.²⁸

1.2.1.4. Women In Work Place

Today, mostly in developed countries such as USA and European Countries, there is a great interest to the problems of women -such as sexual harassment, unequal promotions, unequal payment and etc-, representing approximately half of the total work force. There are many ways in which discrimination on the grounds of gender may occur.²⁹ Interestingly, evidence of women's advancement —women are allowed to vote, and run for office, can have graduating from universities in equal numbers as men. In spite of this growing equality, it is a fact that there is a notable inequality

²⁴ De Cenzo and Robbins, p. 8.

²⁵ Creative Talent Management, <http://creative-talent-management.com/main.phtml>, (15.01.2006).

²⁶ Jason Corsello, "Catch The Wave", Success Factors, <http://blogs.successfactors.com>, (26.11.2005).

²⁷ Creative Talent Management, <http://creative-talent-management.com/main.phtml>, (15.01.2006).

²⁸ Jason Corsello, "Catch The Wave", Success Factors, <http://blogs.successfactors.com>, (26.11.2005).

²⁹ Gerald R. Ferris and M. Ronald Buckles. **Human Resources Management: Perspectives, Context, Functions and Outcomes**, 3rd ed., New Jersey:Prentice Hall Inc.,1998, p. 88-89.

between the sexes in the workforce both in terms of earnings, and in terms of their experiences.³⁰ One of the well known terms used, defining discrimination relevant to women in work life is "glass ceiling". De Cenzo and Robbins explain the term as: "The invisible barrier that blocks females and minorities from ascending into upper levels of an organization."³¹ Turkish workforce has not had a balance in terms of gender. Women still work in agriculture or housework unpaid and without social security. This issue will be discussed in further chapters.

1.2.2. International Human Resource Management

The business world is rapidly changing. As part of an organization, HRM is to be prepared to deal with the effects of the changing requirements of business world. A large proportion of the workforce in an increasing number of companies is located in other countries and the trends are likely to continue throughout the future years. Because of the complexity of operating in different countries and employing a diverse population, are the major factors that make international human resource management different, rather than a domestic HRM functions.³² The two main challenges arise in international human resource management: Due to the structure and due to the approach. The first challenge makes organizations have to use organizational structures and management methods which will support huge and complex organizational structures. For example matrix structure is a kind of organizational structure which the international or geographical division and the product division share joint authority shown in **Figure 1**.

³⁰ Sharmila Rudrappa, "Women In A Global Workforce", The University of Texas at Austin, Center of Women's and Gender Studies White Paper, <http://www.dell.com>, (09.10.2006), p. 2.

³¹ De Cenzo and Robbins, p. 87.

³² Peter J. Dowling, Randal S. Schuler and Denice E. Welch. **Human Resource Management**. 2nd ed., California: Wadsworth Publishing Company, 1994, p. 5-6.

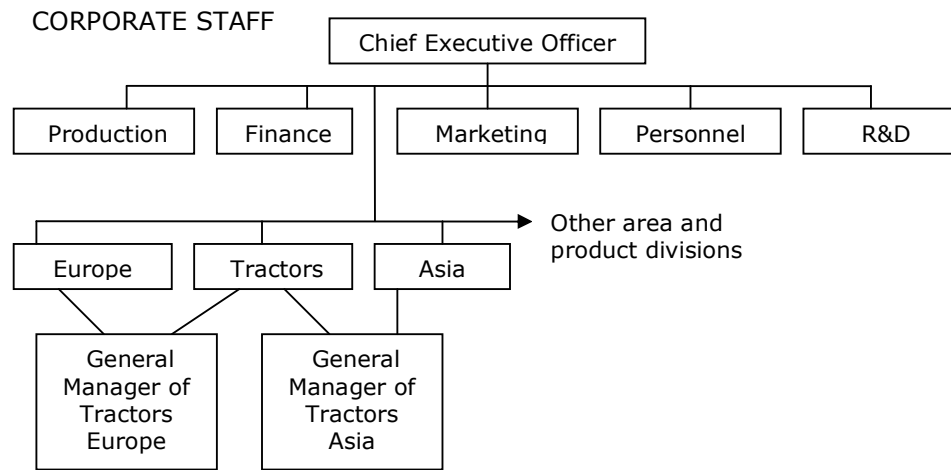


Figure 1: The Matrix Structure

Source: Peter J. Dowling, Randal S. Schuler and Denice E. Welch. **Human Resource Management**. 2nd ed. California: Wadsworth Publishing Company, 1994, p. 31.

The second challenge brings international human rights and legitimates, cultural awareness, social responsibility and some other terms into international organization management's agenda. One of the important part of training programs is "cultural awareness" for the expatriate personnel who are promoted to a job in other country.

1.2.2.1. Work Force Diversity

Business success depends on finding and keeping talented people with the right knowledge and skills, irrelevant to their race, colour, nationality, ethnic or national origins, sex, sexual orientation, age, disability, religion or belief.³³ This idea brings up the working diversity concept into relevant studies. Current business trends and competitive environment of business life indicates that labour market will be more diverse by the time.³⁴ Diversity creates new challenges for HRM professionals and their organizations. The increased diversity in the labour force affects all human resource decisions. People who feel isolated because

³³ European Commission, "Racial Equality and The Smaller Business", London: EU Commission for Racial Equality, 2004, www.eu-int (01.12.2005), p. 7.

³⁴ PY Popüler Yönetim Dergisi, "Küresel İstihdam Piyasası", Vol. 6, October 2005, p. 52-53.

of their race or ethnicity, and how to provide more flexibility to make the organization attractive to employees with a wider range of expectations, needs, and perspectives are some of these challenging issues come up with diversity.³⁵ Major diversity categories and associated descriptions are depicted in **Table1** below:

Table 1
Major Diversity Categories and Associated Description

Category	Descriptions
Geography	Geographic diversity refers to an individual' s affinity to or identification with a particular geographic location which may include, but is not limited to, the following: country, region, state, country, vicinity, rural, urban, suburban.
Culture	Cultural diversity refers to an individual' s affinity to or identification with a particular cultural dimension which may include, but is not limited to, the following: race, ethnicity, nationality, colour.
Gender	Gender diversity is usually limited to male and female.
Spirituality	Spiritual diversity refers to an individual' s religious or spiritual affiliation which may include, but is not limited to, the following: ;Christians, Muslim, Jewish, agnostic, atheist, denominational, non-denominational.
Language	Language diversity refers to an individual' s linguistic identity which may include, but is not limited to, the following: monolingual, bilingual, multilingual, dialectical.
Disability	Disability diversity refers to an individual' s identification with some type of visible and/or invisible impairment which may include, but is not limited to, the following: physical, mental, visual, hearing.
Sexuality	Sexual diversity refers to an individual' s sexual orientation which may include, but is not limited to, the following: heterosexual homosexual, lesbian, bisexual, transsexual, transvestism.
Age	Age diversity refers to an individual' s identification with a particular age category or generational nomenclature which may include, but is not limited to, the following: "twenty-somethings," "thirty-somethings," etc., "baby-boomers," "baby-busters," "generation X."

Source: Willie E. Hopkins, **Ethical Dimensions of Diversity**, Sage Series On Business Ethics, 1997, p. 5.

1.2.2.2. Cultural Awareness

There is a wide measure of agreement among specialists that the "climate" or "culture" of an organization is a vital factor in successful management development activity taking root.³⁶ In all size and kind of organizations, managers and employees must be aware of these differences and how they can influence their decisions about company plans and operations.³⁷ Organizational culture helps to create certain homogeneity of behaviour within an organization. Although organizational culture will reflect

³⁵ Milkowich and Boudreau, p. 37.

³⁶ Sisson, p. 383.

³⁷ Werther and Davis, p. 79.

national culture to some degree, there is a great deal of variation within a national culture.³⁸ Due to the increasing number of global organizations, “cultural awareness” term came to rest in business literature. Also in local companies, ethnicity comes as a sensitive matter to human resource management. The underlying belief is that the organization’s diversity will become a competitive advantage.³⁹ Due to this idea, cultural awareness training programs play a critical role in organizational integrity.

1.2.2.3. National and International Legal Constraints

The field of human resource management is greatly influenced and shaped by national employment laws and international agreements, most of which is designed to protect workers from unfavourable and unfair treatment of the employers. Indeed, one of the most important responsibilities of HRM professionals lies in compliance with regulations aimed at HRM departments.⁴⁰

There are a number of international instruments related to discrimination in the workplace which are established very detailed. Some have been in existence for over fifty years, while others have evolved more recently in response to new and emerging issue. Most important conventions are come from International Labour Organization and United Nations. ILO Equal Remuneration Convention 1951 implies that rates of remuneration must be determined without reference to gender. ILO Maternity Protection Convention, 2000 requires ratifying member States to adopt measures to protect the health of pregnant and breastfeeding women at work. Workers with Family Responsibility Convention 1981 aims to promote equality of opportunity and treatment between men and women workers with family. United Nations International Convention on the Elimination of All Forms of Racial Discrimination 1965 gives a detailed definition of racial

³⁸ Stephen J. Carrol and Martin J. Gannon, **Ethical Dimensions of International Management**, California: Sage Publications Inc., 1997, p. 95.

³⁹ Milkowich and Boudreau, p. 48.

⁴⁰ Reference for Business, “Human Resource Management”, <http://www.referenceforbusiness.com/small/Eq-Inc/Human-Resource-Management.html>, (01.01.2006).

discrimination. United Nations Convention on the Elimination of Discrimination Against Women (1979), prevent discrimination against women on the grounds of marriage or maternity and to ensure their effective right to work. The Universal Declaration of Human Rights and International Covenant on Economic, Social and Cultural Rights provide general protection against discrimination. United Nations General Recommendation 19 to The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) defines sexual harassment. Protection of the Rights of All Migrant Workers and Their Families was adopted by the UN in 1990 and came into effect in 2003. By the convention, many of the traditional civil and political rights found in the more general human rights instruments apply to all persons, including migrant workers and their families.⁴¹

Labour unions have a specified role in both national and international regulations by the aim of assisting workers in dealing with the management of an organization. As the certified third party representative, the union acts on behalf of its members to secure wages, hours, and other terms and conditions of employment.⁴² Laws expressed "Employment Legislation" directly affect most of the processes of HRM –like recruitment and placement, termination etc.-.

1.2.3. Impact of Contemporary Business Management

There are several issues emerging in 21st century's business life in terms of changing workforce profile and way of working. Globalization makes decision makers more sensitive about cultural differences, minorities, women in workforce, disabled people and such diversities due to the competitive advantage requirements and also international laws. Ethics and social responsibility is to be increasing values of the organizations. Computer technology creates virtual organizations, and teamwork is more

⁴¹ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 7-9.

⁴² De Cenzo and Robbins, p. 14.

valuable than individual performance.⁴³ Each changes and challenges emerge in global economy and business indicates several risks for human life. The major risk area is destruction of moral principles against to society. Several contemporary management issues are made clearer by examining moral end ethic terms in the light of the principle of respect and autonomy that Kant espouses. Emmanuel Kant argues that the proper approach to the study of ethics is, first, to understand the fundamental principles of morals.⁴⁴

Among the concerns expressed most often by contemporary managers is the term, total quality management. Total quality management and quality standards forced the companies review and change their system in the view of their customers, shareholders and also employees. These views caused a new approach in the name of employees such as equal treatment, diversity in the workplace, harassment free workplaces and such others.

1.2.3.1. Employee Rights

De Cenzo and Robbins explain employee rights as: "A collective term dealing with varied employee protection practices in an organization."⁴⁵ Varied of protection had given to employees in USA in the name of "employee rights" and these regulations intensified after the act of 1974. Privacy Act, Drug Free Workplace Act, Fair Labour Standards Act, Occupational Health and Safety Act, Employee Polygraph Protection Act, Worker Adjustment and Retraining Notification Act are some examples of these regulations.⁴⁶ Likely European Union discusses employee rights issue under "Employment and Social Affairs Policy".⁴⁷ This term has treated mostly under the issue "Employee Health and Safety" more detailed in Turkish laws

⁴³ Steven L. McShane and Mary Ann Von Glinow, **Organizational Behavior**, 1st ed., U.S.: McGraw-Hill, 2000, p. 25.

⁴⁴ Gordon H. Brunner, "Business and Employees", David Stewart (Editor), **Business Ethics**, Singapore: McGraw Hill Inc., 1996, p. 160.

⁴⁵ De Cenzo and Robbins, p. 95.

⁴⁶ Reference for Business, "Human Resource Management", <http://www.referenceforbusiness.com/small/Eq-Inc/Human-Resource-Management.html>, (01.01.2006).

⁴⁷ European Union Web Site, http://europa.eu/index_en.htm, (11.02.2006).

and has not discussed widely as discussed in EU and USA laws. But, by the process of adaptation period to EU membership, Turkish laws included The Constitution reviewed and renewed according to EU laws as shown in Appendix 1. *

Although employee rights are unique to each country, similarities exist. Members of common trading blocks, such as the European Economic Community and North America for example, gives the right of participating in board-level decisions to the employees and their unions. Beginning with the Work Council Act of 1920, Germany has had a long tradition of worker participation in major decisions. Since World War II., codetermination has spread across Europe. Likewise, laws about worker safety and health are common in all industrial nations. Laws and court rulings against wrongful discharge limit employers' abilities to fire or layoff workers in most developed countries. In Europe, termination and layoff laws are far more restrictive than in North America. It has been a post-World-War II tradition in Japan to consider that male workers of large companies typically have "lifetime" employment until they reach retirement age.⁴⁸ All these regulations help changing approaches and applications in favour of employee rights by widening all over the world.

1.2.3.2. Impact of Technology

The development of information technology –computers and electronic communication devices- is one of the major factor currently influencing organizational structures. Technology impacts HRM by changing jobs and skills. One of the greatest potential impact to jobs since the beginning of the industrial revolution may be artificial intelligence. At present, the biggest impact of technology on human resource management derives from how technology alters industries and lifestyles. Automation is another way that technology affects the field of HRM.⁴⁹ Unemployment is still one of the major problems of both developed and developing countries

* Please refer to Appendix 1 on page 157.

⁴⁸ Werther and Davis, p. 69-70.

⁴⁹ Werther and Davis, p. 47-48.

due to the changes in direction of using the robots in production. These changes brings new terms like "outplacement" into human resource management field.

1.2.3.3. Global Work Force Market

The last two decades, in particular, dramatic changes have seen in international trade and business. It is, therefore, not surprising to find that a large proportion of the workforce in an increasing number of firms, regardless of their national origin, is located in other countries.⁵⁰ According to some estimates; within 50 years, one in four Americans will be Hispanic, 14 percent will be African American, and 8 percent will be Asian American.⁵¹ Globalization emphasizes the necessity of life long learning and continuous improvement for all work force in order to have competitive advantage in global work force market. People have to increase physical and mental competence level continuously. During this period, the most vulnerable part of HRM is lack of organizational behaviour instruments. The changing work force profile requires very sensitive practices for other diversities such as women, younger people too.

1.2.3.4. Competitive Advantage

From the second half of 20th century firms are aggressively fighting for their market share against domestic and foreign competitors. The global competition force companies locate anywhere they can make more market share and profit with lower costs. So, organizational performance which is composed by strengthness, become more critical for assertiveness of the companies. Differences in the workforce are increasingly being seen as powerful opportunities for strengthening organizational performance. Effective competition will increasingly depend on the creativity and innovation of diverse employees: their skills and competencies, adaptability

⁵⁰ Dowling, Schuler and Welch, p. 1.

⁵¹ McShane and Von Glinow, p. 9.

and responsiveness, new and expanded styles of thinking, and broader perspectives.⁵²

1.2.3.5. Protected Groups

Some of the disadvantages groups are protected by law, to be served equal opportunities, to be treated fairly and to get benefits equally. Women, people over the age 40, minorities, some ethnic groups, disabled people are main protected groups covered by laws in USA, EU countries and some other developing countries. Especially in USA, many companies were ruled by court to pay high amounts of compensation to the people from these protected groups and to make reverse decisions as mentioned below:

"The Duke Power Company had a long-standing policy of requiring a high school degree for all jobs except those in the labor pool. As a result, the labor pool consisted mostly of black men who were denied an opportunity for better jobs at the utility because they did not have a high school degree. The requirements of a high school diploma and general intelligence test were challenged in court. Duke Power Company could not show that a high school diploma was necessary to perform many jobs or that the test bore any relationship to on-the-job performance."⁵³

Regardless of the company's intent, the result of its action was ruled as discriminatory because the degree requirement and tests tended to have an unequal impact on one protected class: black people. The test and degree requirements were disallowed even though they were applied equally to black and white workers. When a disparate impact results-even when business reasons justify the result- the human resource department should find other methods that do not have a disparate impact. The implication for human resource specialists is that all actions must be related to a business purpose and not be discriminatory in intent or result. If job related actions discriminate against a protected class, those actions should be discontinued in favor of nondiscriminatory approaches. Even if the

⁵² Robert Lattimer, "The New Age of Competitiveness" **Competitiveness Review**, Vol. 13, No. 2, 2003, p. 1-15.

⁵³ Milkowich and Boudreau, p. 38.

overall impact on a protected class is nondiscriminatory, this standard may not be an effective defense against charges of discrimination.

1.3. Concepts Relevant to Equity Principle In Human Resource Management

1.3.1. Definition and Importance of Equity Principle

Personnel management has always had a strong ethical dimension, although personnel managers and the practice of human resource management are regularly criticised for failure in social responsibility. The institute of Personnel and Development (IPD) has a code for its members setting standards of conduct in accuracy, confidentiality, counselling, developing others, equal opportunities, fair treatment and self-development.⁵⁴ Equal opportunities and equal treatment principle is very critical for both employees and employers due to the effects on employee dissatisfaction and personnel turnover rates, resulted high amounts of compensations, negative corporate image in workforce market and others. So the terms are getting more important in business life.

Equal treatment principle is a HRM practice which supplies fair and equal standards to each employee; for example male and female employees who are doing the same job must have same salary -excluding payments due to the performances. Personnel practices that have a differential effect on certain groups are illegal, unless the differences can be justified as:

- Necessary to the safe and efficient operation of the business.
- Related to job requirements.⁵⁵

⁵⁴ Derek Torrington and Laura Hall, **Human Resource Management**, 4th ed., Hertfordshire: Prentice Hall Europe, 1998, p. 696-697.

⁵⁵ Milkowich and Boudreau, p. 38.

1.3.2. Ethical Aspect of Equal Treatment

In the business context, ethics are part of the corporate culture that sets norms of behaviour which people exhibit in the business, because they have some moral authority as well as being convenient.⁵⁶ In nearly every organization, a few core values or beliefs shape its culture. The ethical character of organization tend to reflect the local ethical character of the society.⁵⁷

1.3.2.1. Ethics

Ethics can be defined as guiding principles which help us decide between what is right and what is wrong and has a critical role on the integrity of the organizations.⁵⁸ Unfortunately, these guiding principles are not specific rules; rather, they establish acceptable parameters in which we are to operate.⁵⁹ An ethical principle may not be valid for all societies or individuals. But although the cultural differences and some other influences on societies, there are universal ethical values valid in all around the world.⁶⁰ Self interest may cause people not to behave in the right way even though they know what is right and the wrong.⁶¹ All managers and employees must consider the ethical dimensions of their decisions, including those in the human resource management area.

The development and application of ethical values depend on the individual's level of *moral development*. Throughout childhood and later years, people develop a maturity regarding ethical decision making. Ethical sensitivity is a personal characteristic that enables people to recognize the presence and determine the relative importance of an ethical issue. Ethical

⁵⁶ Torrington and Hall, p. 696.

⁵⁷ Wille E. Hopkins, **Ethical Dimensions of Diversity**, Robert A. Giacalone (Editor), Sage Publications Inc., 1997, p. 3.

⁵⁸ Gordon Pearson, **Integrity in Organizations: An Alternative Business Ethics**, Berkshire: McGraw-Hill Book Company, 1995, p. 39.

⁵⁹ De Cenzo and Robbins, p. 119.

⁶⁰ Hamit Serbest, "İnsan ve Etik", The Light Millennium E-bulletin, Vol. 7, 2001, http://www.lightmillennium.org/summer_fall_01/turkce_sonbahar_01/hserbest_insan_etik.html, (27.12.2005).

⁶¹ Rita Atkinson, Richard Atkinson and Ernest Hilgard, **Psikolojiye Giriş I**, Translated by Kemal Atakay, Mustafa Atakay and Aysun Yavuz, İstanbul: Sosyal Yayınlar, 1995, p. 107.

values, cultural values, and workplace emotions have a powerful effect on individual behaviour in the workplace.⁶²

In today business world, the concept of social responsibility has been frequently discussed as a counterpart to ethics.⁶³ This obligation consists of economic responsibility, legal responsibility and the concepts such as charity, includes the term ethic. The term, "business ethics" entered into the business world's agenda after 1960s in USA. And in 1980s Codes of Ethics, Commissions of Ethics and On the Job Training and Consultancy Units within the companies were constituted in all big sized companies in USA. In Turkey, TEDMER (Centre of Ethical Values) were founded in 2001 and Ethical Research Centre started to make surveys on the issue.⁶⁴ Ethics is not a major guide in making and evaluating business decisions only in the USA, but also it has place in different cultures and different countries' business agenda in all over the world.

Many firms and professional organizations have introduced codes of ethics outlining principles and standards or personal conduct for their employees in USA. In Turkey, large and international companies started declaring that they care about ethics. Because people's expectations on which their employers will behave ethically are increasing.

1.3.2.2. Business Ethics

Samuel C. Certo identifies business ethics term that: " Business ethics involves the capacity to reflect on values in the corporate decision-making process, to determine how these values and decisions affect various stakeholder groups, and to establish how managers can use these observations in day-to-day company management."⁶⁵ The business ethics is a cultural norm that advocates being personally accountable and responsible for the work that one does and is based on a belief that work

⁶² Mcshane and Von Glinow, p. 218-222.

⁶³ Özgür Nazım Ünsal, "The Changing Role Of HRM in Strategy Formulation", Yeditepe University Institute of Social Sciences (Unpublished Master Thesis), İstanbul 2001, p. 64.

⁶⁴ İnsankaynaklari.com, "Ahlak ve İş Etiği", 05.07.2002, www.insankaynaklari.com, (15.01.2006).

⁶⁵ Samuel C. Certo, **Modern Management**, 7th ed., New Jersey: Prentice Hall Inc., 1997, p. 68.

has intrinsic value. The term is often applied to characteristics of people, both at work and at play. In sports, for example, work ethic is frequently mentioned as a characteristic of good players. Regardless of the context, work ethic is usually associated with people who work hard and do a good job.⁶⁶ Philosophers and other scholars have identified several general ethical principles; with a few variations, which should guide our ethical conduct. It can be summarised basically that most of these principles and variations down to there basic values-utilitarianism, individual rights, and distributive justice.⁶⁷

Work ethic is becoming stronger by economic individualism, which by shaping some groups of people who are own-skilled and job-skilled. Examining targeted occupational groups very similar; some surveys show that the work ethic and Economic Individualism are combined in characteristics way.⁶⁸ And legal aspect of business ethics term entered into business life first in USA by Sarbanes-Oxley Laws in 2002 in order to forbid enlargement of unethical behaviour into business life.⁶⁹

1.3.2.3. Equity Against Discriminatory Applications

Under Labour Laws, discrimination based on language, race, sex, political view, philosophical belief, religion and similar reasons are forbidden. Moreover, according to national and international laws employers are prohibited from directly or indirectly making any discrimination, for example paying lower salary based on sex, except for the biological or other obligatory reasons relating to the nature of work. In addition, the employers are prohibited from applying different conditions to employees working with

⁶⁶ The University of Georgia, "What is Work Ethic?", The Work Ethic Site, <http://www.coe.uga.edu/workethic/less2.htm> ,(08.09.2005).

⁶⁷ Mcshane and Von Glinow, p. 218.

⁶⁸ Roger Penn, Michael Rose and Jill Rubery, **Skill and Occupational Change**, 1th ed., Oxford University Pres, 1994, p. 29.

⁶⁹ Ebru Demirel Doğruer, "Sarbanes Oxley Şirketlerin Çalışma Şeklini Değiştirdi, Ücret Politikalarını Da", **HR Dergi Human Resources Management**, November 2005, p. 18-19; Ethics Resource Center, Business Ethics Timeline Table, http://www.ethics.org/resources/pf_betimeline.html, (29.12.2005).

definite or indefinite term contracts, except for the existence of material reasons. In Turkish Labour Law Number 4857, any employer who breaches the principle of equal treatment shall be required to pay compensation in an amount corresponding to the employer's four months salary.⁷⁰

1.3.2.4. Codes of Ethics

Defining and applying the codes of ethics which covers codes of ideal behaviours and approach guides professional while they make their decisions. Codes of ethics enable human resource management practices - as a result oriented and strategic management approach- more efficient and sensitive against varied challenges.⁷¹ Unfortunately, this item may not meet employees' expectations of ethical behaviour. The result of the poll which shows Harvard Business Review readers' opinions, half of the respondents indicated their belief that managers do not consistently make ethical decisions. Most of the codes of ethics are left to the managers' discretion.⁷²

Employee rights issues often surround very specific behaviours exhibited by those in the company. It is how these behaviours are seen, and their implications that indicate what individuals will do. For example, if employees expect personal information to be confidential, but it leaks out, that says something about the organization and its environment.⁷³ According to an actual research applied to companies exist in Fortune 500 list, companies are on the studies of making their codes of ethics lists, but stil they prefer to content with declaring that they have social responsibility.⁷⁴

⁷⁰ T.C. Çalışma ve Sosyal Güvenlik Bakanlığı, Çalışma Hayatı İle İlgili Mevzuat, "İş Kanunu", www.calisma.gov.tr, (15.08.2005).

⁷¹ Handan Dedehayır, "Kültür, Etik ve İş Hayatı", Kaynak Dergisi, October-December 2003, Vol. 16, <http://www.baltas-baltas.com/kaynakdergiyazi.asp?PRI=277&SAYI=16>, (08.09.2005).

⁷² Ünsal, p. 64.

⁷³ De Cenzo and Robbins, p. 119.

⁷⁴ Howard M. Pardue, "Etik Değerler: İnsan Kaynaklarına Farklı Bir Bakış", **Human Resources İnsan Kaynakları ve Yönetim Dergisi**, Year 6, Vol. 9., September 2002, p. 37.

1.3.2.5. Affirmative Action

Affirmative action can be defined in different ways and it can mean different things to different people, but mainly expressed not to treat employees by the irrelevant criterias and additionally compensate for the past wrongs by making a special effort to treat people from the groups discriminated.⁷⁵ David De Cenzo and Stephen Robbins describe the concept briefly: "A practice in organizations that goes beyond discontinuance of discriminatory practices, including actively seeking, hiring, and promoting minority group members and women."⁷⁶ Qualifications of a position are not irrelevant criteria, and it is hard to argue against the view that the best qualified person should receive the position regardless of race, gender, or national origin.⁷⁷ Businesses have developed approaches to prevent discrimination and equalize employment opportunities shown in **Table 2** and one of the most successful approaches is becoming affirmative action programs.

Table 2
Alternative Methods for Reducing Job Discrimination and Promoting Greater Job Equality for Excluded Groups

Passive Nondiscrimination: all company hiring and promotion decisions are made without regard to race, sex, age, color, religion, national origin, or handicap
Affirmative Action: Company efforts to ensure employment opportunities are highly visible and firms seeks minorities, women, and other excluded groups for employment
Preferential Hiring: company gives preference to minorities, women, and other excluded groups in hiring and promotion decisions
Employment Quotas: company establishes specific numbers or proportions as goals for minorities, women, and other excluded groups to be hired or promoted

Source: William C. Frederick, Anne T. Lawrence and James Weber, **Business and Society: Corporate Strategy, Public Policy, Ethics**, 8th ed., McGraw Hill Inc., 1996, p. 412.

⁷⁵ W. Michael Hoffman and Robert E. Frederick, **Business Ethics: Readings and Cases in Corporate Morality**, 3rd. Ed., McGraw Hill Inc., 1995, p. 341.

⁷⁶ De Cenzo and Robbins, p. 66.

⁷⁷ Brunner, p. 157.

1.3.2.6. Harassment in Workplace

Harassment is defined by Eşber Çekiç in 8. HRM Conference as to be disturbed by other employees, managers or by the system itself.⁷⁸ The most common harassment type, sexual harassment is defined as the situation "in which hurting somebody's honor or causing this effect by every kind of verbal, nonverbal or physical undesired sexual action by creating an especially humiliating, hostile, distressing environment promoting enmity".⁷⁹ In 1977, the courts included sexual harassment as a violation of workers' rights under USA legislation Title VII. This decision brought about increased protection to those being harassed and also led to wider discussion of the issue of harassment.⁸⁰ And The European Council and the European Parliament have reached an agreement on a directive regarding equal treatment of women and men. The equal treatment is the basic principle of the directive based also on the European Social Agenda. This directive was based on the opinions conceptualized by the International Court of Justice during last 25 years. The sexual harassment has been defined for the first time in this directive by European Union institutions.

1.3.2.7. Employment at Will

According to the idea called "employment at will", workers may be fired for any reason, or for no reason at all, at the pleasure of the employer. Likewise, employees can quit for any reason at all. This view regards that employees are just another variable in the production process. Twenty states in USA continue to recognize the employment at will doctrine, although they recognize exceptions to extreme forms of the doctrine.⁸¹

⁷⁸ Eşber Çekiç, "İnsan Kaynaklarında Etik Değerler", **8. Human Resource Conference**, March 2003, Published in Insankaynaklari.com on 21.09.2005, <http://www.insankaynaklari.com/CN/ContentBody.asp?BodyID=1064>, (08.05.2006).

⁷⁹ European Commission Directorate General for Employment, **Social Affairs and Equal Opportunities**, "Mission Statement", http://europa.eu.int/comm/dgs/employment_social/index_en.htm, (20.03.2006).

⁸⁰ Brunner, p. 162.

⁸¹ Brunner, p. 154-155.

1.3.2.8. Adverse Impact and Treatment

Adverse impact and treatment occur when the behaviour or system is equal, but the result is unequal. So the protected group members or a minority group members reject the application stricter than major group members. For example some job requirements –especially the requirements which are not really necessary for the job- like education level or physical specifications seem applicable for all people equally may result discrimination for certain group of people who do not have these qualifications.

1.3.3. Legal Aspect of Equal Treatment

Most of the countries, especially in all developed countries, all types of discrimination is forbidden by Constitutions, Labour Laws and other legislations. And also companies are forced to have written affirmative action plans detailing how they are working positively to overcome past and present effects of discrimination in their workforce.⁸² In spite of legal requirements, discrimination may occur in different ways explained in further items.

1.3.3.1. Direct Discrimination or Disparate Treatment

The most common formulation of equality at both domestic and international level is that of formal equality or equality as consistency. The principle that “likes should be treated alike” is translated in legal terms into the requirement that no-one be treated less favourably on grounds of his or her race, age, nationality or sex than a person of the opposite groups. Such provisions have played an important role, both educative and in respect of individuals.

* Please refer to Appendix 2 on page 160 and Appendix 3 on page 164.

⁸² James E Post, William C. Frederick and Anne T. Lawrence. **Business and Society: Corporate Strategy, Public Policy, Ethics**, 8th ed., Mc. Graw Hill Inc., 1996, p. 410.

1.3.3.2. Indirect Discrimination and Disparate Impact

Equality as consistency, while able to redress the first of the three aims of equality, namely racial prejudice and stereotyping, does little to address the redistributive and restructuring goals of equality. The most important attempt to address these concerns was the development of the concept of indirect discrimination. This principle was first developed by the US courts, to give legal recognition to the realization that apparently equal treatment could result disadvantage.⁸³

Lack of professional competence, may cause indirect discrimination, because if there is no systematic decision making process which has reliability and validity, the result of the decisions may cause any kind of discrimination without wrong intention. Methods and techniques used by HRM professionals which have not reliability and validity such as given in Appendix 2 and Appendix 3 * and do not accepted as a scientific methods by management scientists is a critical point as a handicap in the presence of HRM progress and equality statement activities. These methods and techniques are accepted and supported by some of HRM professionals, but the number of HRM personnel is not very little who refuses to call and use these methods –alternative methods- .

1.3.3.3. Reverse Discrimination

Reverse discrimination describes the unintended negative impact suffered by an individual or group as a result of legal efforts to overcome discrimination against another individual or group. For example, reverse discrimination occurs if granting job rights to an individual who is a member of a religious or racial group that is legally protected against discrimination directly causes others to be denied such rights and privileges. Reverse discrimination can occur regarding preferential treatment in hiring, training,

⁸³ Sandra Fredman (editor), Academy of European Law European University Institute Press, **Discrimination and Human Rights: The Case of Racism**. Volume XI/1, NewYork: Oxford University Pres., 2001, p. 23.

layoffs, promotions, and other job opportunities.⁸⁴ The issue makes human resource departments face to face with a paradox in terms of discrimination. On one hand, HRM personnel is responsible for eliminating discrimination, on the other hand, giving preference to protected group members cause discrimination and questions marks on fairness of the department. ⁸⁵ On the decisive point, preferential treatment –called reverse discrimination- to protected group members is advisable and permissible. US Title VII. supports preferential treatment.⁸⁶ Even though, reverse discrimination does not exist in Turkish laws, it is advised by politicians and government offices due to the EU membership adaptation activities.

Discrimination among workers because of their effort, performance, or other work-related criteria remains both permissible and advisable. Equal Employment Opportunity (EEO) laws do permit employers to reward outstanding performers and penalize unacceptable productivity. These laws only require that the basis for rewards and punishment be work-related – not based on unrelated issues such as a person’ s sex, race, or religion. Not only do these laws prohibit intentional discrimination, arising from evil intent or motive, but they also prohibit disparate treatment and disparate impact even when such discrimination is unintentional.⁸⁷

⁸⁴ William C. Frederick, Anne T. Lawrence and James Weber, **Business and Society: Corporate Strategy, Public Policy, Ethics**, 8th ed., Mc Graw Hill Inc., 1996, p. 413-414.

⁸⁵ Werther and Davis, p. 107.

⁸⁶ De Cenzo and Robbins, p. 80.

⁸⁷ Werther and Davis, p. 91.

2. MAIN FUNCTIONS AND PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

2.1. Main Functions of Human Resource Management

Human resources activities are those actions taken to provide and maintain an appropriate work force for the organization. Not every human resource department undertakes every activity as discussed in different books. Small companies often lack large enough budgets or staffs to do so. They simply focus upon the activities that are most important and critical to their organization. Large departments are usually “full-service”; they do all the activities shown in Figure 2 and described in the following paragraphs. HRM functions and methods are nourished from different disciplines and fields. It is very difficult to make concrete borderlines between these functions and different disciplinarians so main functions of HRM are applied connected within varied disciplines and understandings.⁸⁸ When being focused on HRM activities, the four main groups of functions arise as seen in **Figure 2**.⁸⁹

⁸⁸ Sabuncuoğlu, sf. 5.

⁸⁹ De Cenzo and Robbins, p. 11-12.

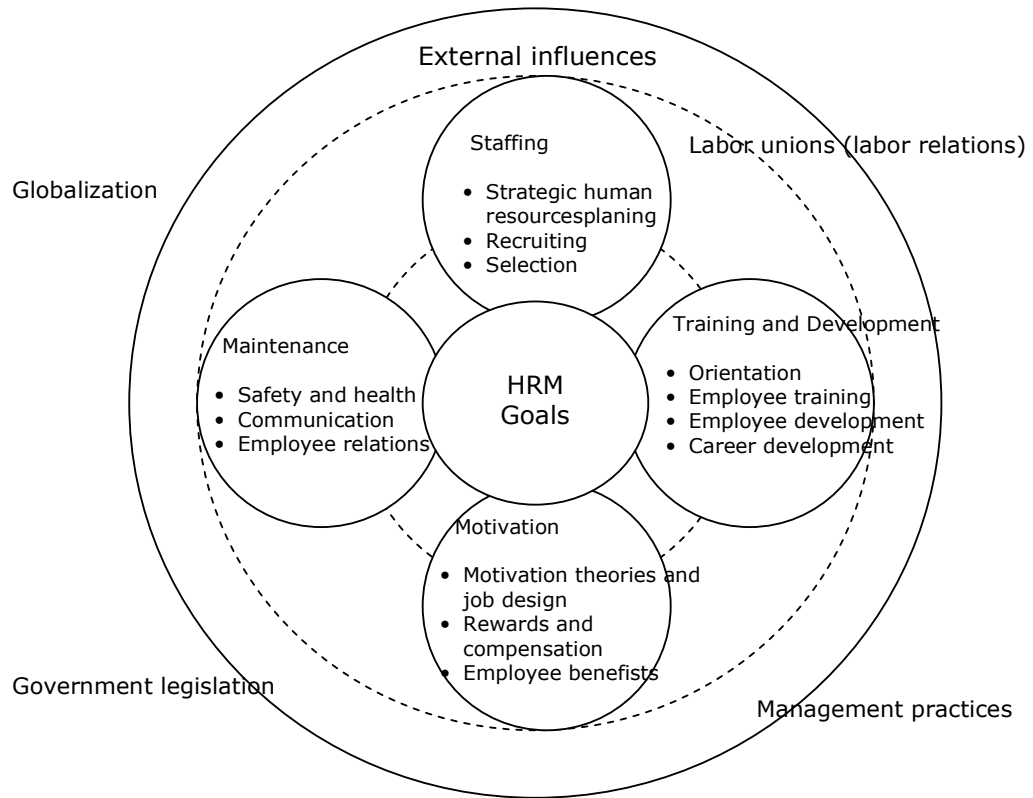


Figure 2: A Human Resources Approach

Source: David A. De Cenzo and Stephen P. Robbins, **Human Resource Management**, 5th ed., John Wiley & Sons Inc., 1996, p. 12.

2.1.1. Recruitment and Selection

Recruitment is the process of finding and attracting capable applicants for employment.⁹⁰ The process begins with attracting potential applicants and gathering applications, ends when the right candidate or candidates are offered for employment. Human resource professionals perform to attract a pool of applicants in "recruitment process" and choose some of them for the employment offer in the "selection processes". In one hand, internal staffing focuses on moving employees between positions within the organisations, on the other hand, external staffing focuses on moving employees into the organization from outside and on the pattern of

⁹⁰ Werther and Davis, p. 195.

employee separations from the organization.⁹¹ For an ideal and scientific approach, qualifications of the job are required filling it and the selection methods must be defined before these processes have been held on. Success of the organization depends on employing qualified workers, so recruitment and selection process is one of the critical processes of HRM. Once an organization grows beyond a few employees, attempts are made to estimate the organization's future human resource needs through an activity called human resource planning. With an idea of future needs, recruitment seeks to secure job applicants to fill those needs. The result is a pool of applicants who are screened through a selection process. This process chooses those people by using **objective methods** which enables to match the needs determined by human resource planning.⁹² Recruitment and selection processes have several steps shown in **Figure 3 and Figure 4.**⁹³

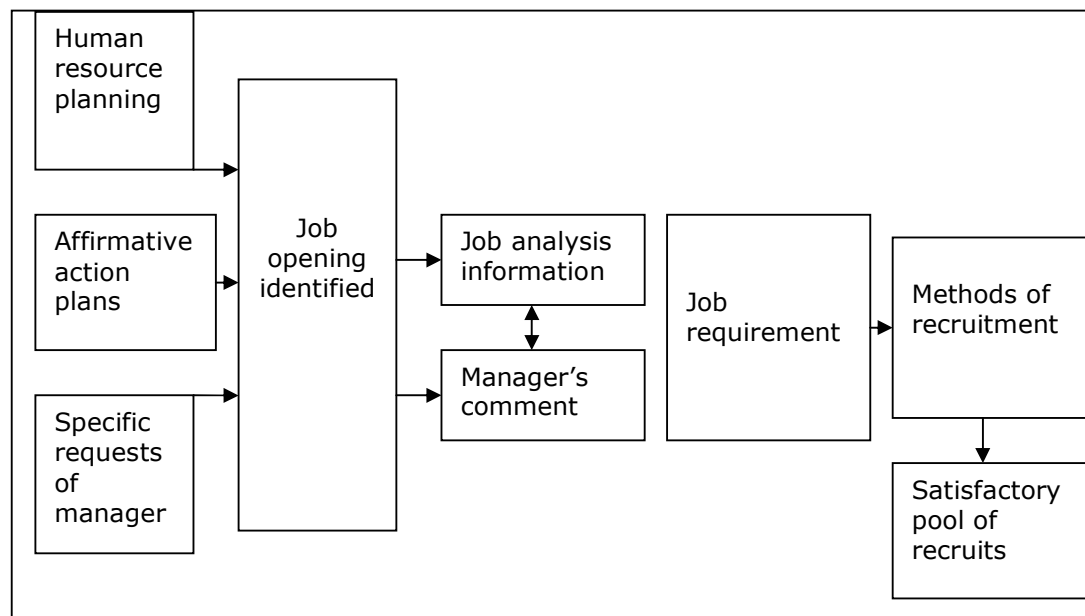


Figure 3: An Overview Of The Recruitment Process

Source: Werther and Davis, **Human Resource Management: An Experiential Approach**, New Jersey: Prentice Hall, Inc., 1996, p.7.

⁹¹ Milkovich and Boudreau, p. 175.

⁹² Werther and Davis, 13-14.

⁹³ Werther and Davis, p. 196.

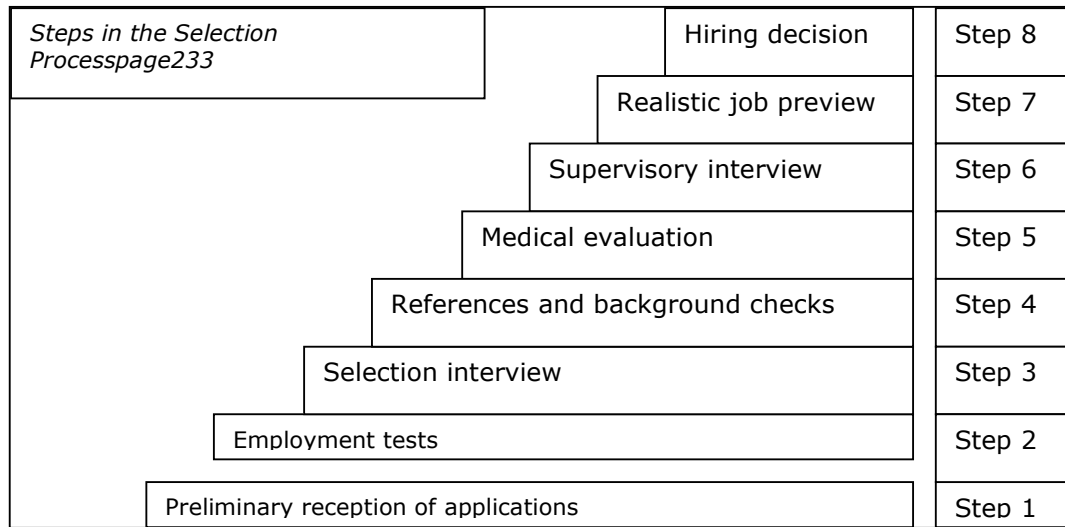


Figure 4: Steps In The Selection Process

Source: Werthe and, **Human Resource Management: An Experiential Approach**, New Jersey: Prentice Hall, Inc., 1996, p.7.

Recruitment and selection process ends with placement including legitimate operations like fulfilling some documents and forms, informing certain governmental offices about the hiring decision. New workers seldom fit the organization's needs and position's requirements exactly, so making the new hires oriented and trained to perform effectively is included in this process. Subsequent human resource activities also reveal new staffing needs.

2.1.2. Training and Development

Employee training and development is another vital responsibility of human resource personnel. HRM staff is responsible for analyzing an organization's training needs, and for initiating and evaluating employee development programs designed to address those needs. These training programs can range from orientation programs, which are designed to adapt new employees to the company, to ambitious education programs intended to familiarize workers with a new software system. Development gives employees new knowledge, skills, and abilities to ensure their

continued usefulness to the organization and to meet their personal desires for advancement.

Responsibilities associated with training and development activities, also, include the determination, design, execution, and analysis of educational programs. The most important aspect of the identification stage is organization analysis, which starts with an assessment of the corporate plan.⁹⁴ As Philip Moon explained in "Appraising Your Staff"; when training needs are analysed, the starting point should be the job itself as outlined in the job description. HRM professionals must not allow any inequality in planning, doing and evaluation of training and development opportunities. And also the HRM professionals should be aware of the fundamentals of learning and motivation, and must carefully design and monitor training and development programs that benefit the overall organization as well as the individual. The quality of employees and their development through training and education are major factors in determining long-term profitability of all businesses.⁹⁵ By forming competency based training method, it is aimed to develop human potential to assist organizations and individuals to achieve their goals in an objective way.⁹⁶

2.1.3. Performance Management

De Cenzo and Robbins describes the performance appraisal process as: "Which are designed to provide feedback on an employee's past performance, to assist in the development of future plans, and to provide supportive documentation for personnel decisions." and shown in **Figure 5** in a flow chart.⁹⁷ During the process is held on, many problems may occur which are arised from both individual and the process of appraisal itself.

⁹⁴ Christopher Molander and Jonathan Winterton, **Managing Human Resources**, David Weir (Editor), 1st ed., Elements of Business Series, London: Routhledge, 1994, page 78.

⁹⁵ <http://www.referenceforbusiness.com/encyclopedia/Gov-Inc/Human-Resource-Management-HRM.html>

⁹⁶ Leslie Rae, **Techniques of Training**, 3rd ed., Hampshire/England: Gower Publishing Ltd., 1995, p. 17.

⁹⁷ De Cenzo and Robbins, p. 321.

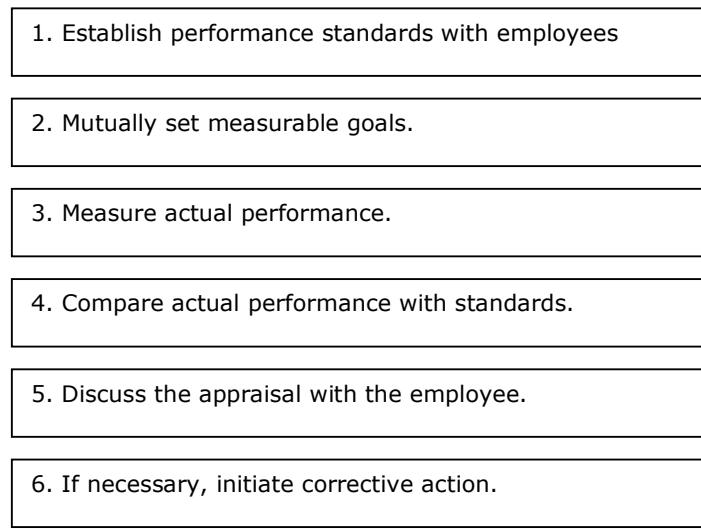


Figure 5: An Appraisal Process

Source: David De Cenzo and Stephen Robbins **Human Resource Management**. Fifth Edition. Canada: John Wiley and Sons Inc., 1996, p. 327.

Performance appraisal is the practice of assessing employee job performance and providing feedback to those employees about both positive and negative aspects of their performance. Performance measurements are very important both for the organization and the individual, for they are the primary data used in determining salary increases, promotions, and in the case of workers who perform unsatisfactorily. Poor performance might mean that there could be problem with selection, training, or developmental activities or with employee relations, which require a revision.

Not only does this activity evaluate how well people perform, but it also indicates how well human resource activities have been done. The system must have a balance between company targets, productivity and personnel's interests, needs; by using both absolute and relative standards with a professional perspective and approach.

2.1.4. Career Management

A career is traditionally seen as a course of successive situations that make up a person's worklife, exhibited in **Figure 6**.⁹⁸ For a human resource management department, career management is one of the way that organization' s future needs can be fulfilled with internal candidates. And also the company ensures that needed talent people will be available, minorities and disadvantages groups will get development opportunities and culturel diversity will be enhanced, employee motivation and organizational goodwill will be increased by career management.⁹⁹ The primary risk for the departmend and company is the of career expectations of personnel that cannot be met by the company. Because, employees depending on their age and occupation, have different levels of career satisfaction. In employee's perspective, the other important issue concerned with career management is that employees want equality in the promotion system with respect to career advancement opportunities.¹⁰⁰

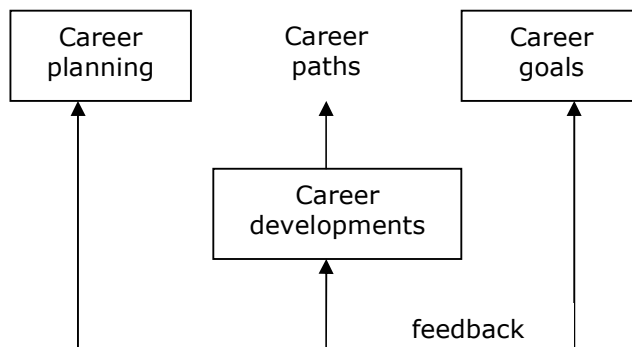


Figure6: A Career Planning and Development Framework

Source: William B. Werther and Keith Davis, **Human Resources and Personnel Management**, Management and Organization Series, 4th. Ed., McGraw-Hill Int. Editions, İstanbul:Literatür Yayıncılık, 1994 p. 400.

⁹⁸ Free Encyclopedia of Wikipedia, Career, <http://en.wikipedia.org/wiki/Career> , (08.05.2006).

⁹⁹ De Cenzo and Robbins, p. 267-268.

¹⁰⁰ Werther and Davis, p. 381-382.

As seen in Figure 6, career is a whole process which includes planning, development sub processes and ends with reaching the goal. During all these processes, giving feedback and making revisions has a flexibility both to the organization and the person.

2.1.5. Compensation Management

Compensation management, one other major HRM function, refers to HRM duties related to paying salary and providing incentives to employees. HRM professionals are typically charged with developing wage and salary systems that accomplish specific organizational objectives. Ultimately, their aim is to establish wage and salary levels that maximize the company's investment relevant to its goals. This is often successfully accomplished with performance based incentives.

Reward systems are typically managed by HRM areas as well. This aspect of human resource management is very important, for it is the mechanism by which organizations provide their workers with rewards for past achievements and incentives for high performance in the future. When employees perform, they receive compensation in the form of wages, salaries, or incentives, along with a wide variety of employee benefits such as insurance and vacations. Some rewards are required services dictated by legal compliance, such as social security contributions, safe working conditions, and overtime pay. A combination of external and internal factors can influence, directly or indirectly, the rates at which employees are paid, called "wage mix." **Figure 7** shows the factors affecting wage mix.

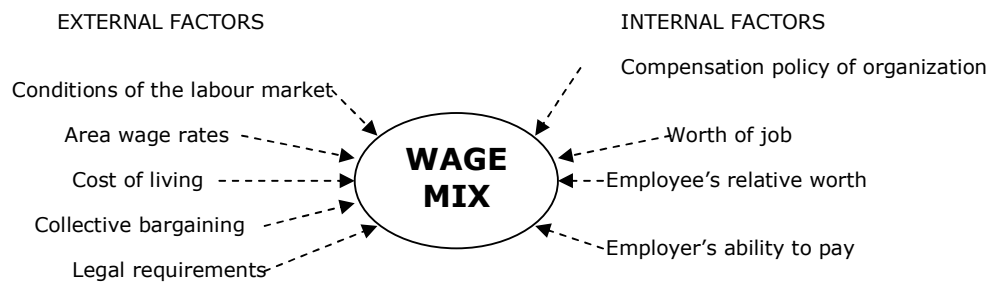


Figure 7: Factors Affecting The Wage Mix

Source: Arthur Sherman, George Bohlander and Scott Snell, **Managing Human Resource**, 10th ed., South Western College Publishing, 1996, p. 349.

2.2. Fundamental Principles of Human Resource Management

Principles are the rules adopted by the time defined as a result of experiences. Each policy has property to its own principles. Principles define the boundaries of the policies which are planned to apply. Any of the principle is absolutely right or valid, out of the time and place, and also can be said that they limit the ideas, useful applications. Meanwhile, principles constitute a common understanding as an indispensable of being society. HRM business field should constitute its own basics and principles which guide HRM professionals in a constructive and innovative way.¹⁰¹

2.2.1. Essentials Concerning Human Resource Management Profession

HRM is ever manager's business. The business world is evolving from an industrial-based to a knowledge-based enterprise, and this is requiring a new way to look at business strategies and HRM. As one of the respected HRM expert Dave Ulrich states in his article, *A New Mandate for Human Resources*, "The competitive forces that managers face today and will continue to confront in the future demand organizational excellence. The efforts to achieve such excellence - through a focus on learning, quality, teamwork, and reengineering - are driven by the way organizations

¹⁰¹ Sabuncuoğlu, p. 16-17.

get things done and how they treat their people. Those are fundamental HR issues."¹⁰² It is agreed on that HRM's role has changed. The focus is no longer on serving the individual employee and paperwork processing, but on the effective use of human resources -people - in achieving the organization's strategic objectives. It's about achieving organizational excellence, a flexible workforce with the competencies to do the job well, and return on investment. It's too big to be the responsibility of the Personnel or Human Resources professionals alone. HRM accountability is about the responsibility shared by top management, line managers, and the human resource staff for ensuring that people are used effectively, and in accordance with legal requirements. So the essentials and principles of HRM profession is and must be defined and taken to application by HRM personnel together with all level of managers.

Modern human resource management is guided by several fundamentals. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization; a business cannot be successful without effectively managing this resource. Another important essential, articulated by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success "is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans." The third guiding principle holds that it is HRM's responsibility to find, secure, guide, and develop employees whose talents and desires are compatible with the operating needs and future goals of the company."¹⁰³ As a role model of future HRM personnel, ethical standards of the profession will be formed by today's HRM professionals.

¹⁰² United States Office of Personnel Management, **HRM Accountability System Development Guide**, 1998, <http://www.opm.gov/account/sdq.pdf>, (09.12.2005).

¹⁰³ Reference for Business, "Human Resource Management", <http://www.referenceforbusiness.com/small/eq-inc/Human-Resource-Management.html>, (01.01.2006).

2.2.1.1. Productivity

"HRM departments contribute to improved productivity directly by finding better and more efficient ways to meet their objectives and indirectly by improving the quality of work life for employees." ¹⁰⁴

The principle obtains to get benefit from employees' physical and mental power in maximum continuously. For this reason, from the beginning of recruitment process up to the termination, HRM activities plays an important role. Managers must focus on some of the factors which are necessary for organization' s efficiency. One of these factors is to obtain a work force productive and committed to the company goals, which indicates the importance of HRM. ¹⁰⁵

2.2.1.2. Managing Conflicts of Interest

HRM departments have a very critical role to balance both employees' expectations, interest and employers' expectations, interest. These expectations and interest may not be parallel each time, so the conflict occurred between these parties are to be managed in a rationale and by the guidance of values by HRM professionals. ¹⁰⁶

2.2.1.3. Knowledge Based Management

Companies must now operate in a rapidly changing business environment. These changes have important implications for HRM practices. To ensure that management practices support business needs, organizations must continually monitor changing environmental conditions and devise HRM strategies for dealing with them. The procedure used to tie human resource issues to the organization's business needs is called human resource planning. Critical HR issues such like planning, demand forecasting, supply forecasting is very practically done by HRM information systems. It allows companies to cut costs and offer more information to employees in a faster and more efficient way. Especially in difficult

¹⁰⁴ Werther and Davis, p. 10.

¹⁰⁵ Sabuncuoğlu, p. 17.

¹⁰⁶ PERYÖN, Peryön Değerleri ve Üyelerin Gözetmekle Yükümlü Oldukları Etik İlkeler ve Kurallar, www.peryon.org.tr, (01.11.2005).

economic times, it is critical for companies to become more efficient in every sector of their business; which human resources is no exception.¹⁰⁷ Via information systems or not, HR departments must keep the control in hand by using necessary information, must guarantee an effective information flow about personnel issues both within the company and outside the company and must have reliability of privacy and secrecy of information about employees.

2.2.1.4. Fairness and Equal Treatment

One of the fundamental principles of HRM is "equal treatment".¹⁰⁸ Equality and equal treatment principle also form the main frame of modern democracies and constitutions, in relation with one of the most important issue based on human rights and freedom of individuals.¹⁰⁹

Equal opportunity practices include an organizations' implementation of personnel practices to ensure equality in the employment process. Disparate treatment occurs when members of a protected class receive unequal treatment. It also occurs when different standards are applied to different groups. For example, an employer who refuses to hire women with small children hires men with young children, is applying a different standard. Disparate impact occurs when the result of an employer's actions has a different impact on one or more protected classes. Even when an employer develops a uniform standard and applies it equally to all classes, the result may be discriminatory.¹¹⁰

HRM departments must develop egalitarian systems which do not discriminate people because of their religion, language, race, gender, opinions etc. Especially in employment opportunities and promotions, people must be treated equally and objective criterias must be defined to

¹⁰⁷ Reference for Business, Human Resource Information System, <http://www.referenceforbusiness.com/management/Gr-Int/Human-Resource-Information-Systems.html>, (11.02.2006).

¹⁰⁸ Sabuncuoğlu, p. 16.

¹⁰⁹ Halil Can, Ahmet Akgün and Şahin Kavuncubaşı, **Kamu ve Özel Kesimde Personel Yönetimi**, 2nd ed., Ankara: Siyasal Kitabevi, 1995, p. 17.

¹¹⁰ Werther and Davis, p. 91-92.

measure skills, abilities, knowledge and personality. Although the pressures in different ways, HRM professionals must consider hiring right people for the right position, paying equal for the same jobs, applying the discipline rules fair for all employees, making fair decision on promotions, even though when the company is downsized, identify the employees whom will be quitted, in fair.¹¹¹

In sum, fair within the company and competitive outside the company, matching the jobs with reasonable salary, not allowing the pressures in direction of hiring the candidates who has influence, forming objective performance appraisal criterias and making decisions based on professional criterias while making an agreement with purveyors and some alikes are the main issues must be held by HRM professionals in terms of fairness and equal treatment.

2.2.1.5. Merit Consciousness

The term merit is explained in several dictionaries as: "Being suitable, convenience, competence" and described widely as "Setting an effective and productive personnel system by placing the right person to the job." by Halil Can, Ahmet Akgün and Şahin Kavuncubaşı¹¹² Human resource management field is a very dynamic discipline which its methods and techniques are developed and founded new application fields by the time, so as one of the future' s strategic management tool, outputs of HRM will be more reliable on the parallel of increasing number of studies, researches about it's functions.

2.2.1.6. Privacy

Although it looks like a paradox, both the terms openness and privacy are discussed in contemporary business management. However, privacy principle should be adopted in defined circumstances in HRM

¹¹¹ Sabuncuoğlu, p. 16-19; Eşber Çekiç, "İnsan Kaynaklarında Etik Değerler", **8. Human Resource Conference**, March 2003, Published in Insankaynaklari.com on 21.09.2005, <http://www.insankaynaklari.com/CN/ContentBody.asp?BodyID=1064>, (08.05.2006).

¹¹² Can, Akgün and Kavuncubaşı, page 16.

business. Each personnel has a private file which is opened when the selection process ended with placement. This file consist of the information about the empoloyee' s identity, payroll, educational and social status, the records of performance appraisals and some other information like this. These informations must be kept secret and employees must believe that the personal file will be kept strictly confidential.¹¹³ And also HRM professionals must have consciousness about integrity of individual and constitute objective measurement methods which will be applied in psychometric tests and job interviews.¹¹⁴

2.2.1.7. Openness

The success of the HRM policies depends on openness policy. If openness policy applied as it should be, the policies can be supported by the employees both in constitution and implementation processes. Not only HRM departments, but also the managers in all levels must give information about the company policies and targets to the employees. Company periodic, posters, announcement notice boards, bulletins, handbooks, info meetings are the tools of setting internal communication system. When organizations foster shared visions, they draw forth this broader commitment and concern. Together vision and openness are the antidotes to internal politics and game playing which damage the idea of "corporate vision".¹¹⁵

2.2.1.8. Training and Developing Successors

According to the principle of training successors, each manager must train and develop a successor who will fit the position temporarily or continually. This principle is not only the principle of management, but also one of the critical process of HRM, -making succession planning.¹¹⁶

¹¹³ Sabuncuoğlu, p. 19-20.

¹¹⁴ Acar Baltas, "İnsan Kaynakları Etiği", **Kaynak Dergisi**, October-December 2003, Vol. 16, <http://www.baltas-baltas.com/kaynakdergiyazi.asp?PRI=269&SAYI=16>, (08.09.2005).

¹¹⁵ Peter M. Senge, **The Fifth Discipline: The Art And Practice Of The Learning Organization**, 1st ed., New York: Doubleday, 1994, p. 274-275.

¹¹⁶ Can, Akgün and Kavuncubaşı, p. 20.

2.2.2. Essentials Concerning Human Resource Personnel

2.2.2.1. Professional Progress

Nadler and Nadler explains the principle: "Professional development is a process of keeping current in the state of the art, keeping competent in the state of practice, and keeping open to new theories, techniques, and values. It is related to present and near future positions and usually is based on work objectives."¹¹⁷ Maintaining the highest standards of professional and personal conduct is a requirement for HRM professionals due to the internal and external challenges. Human resource management skills can not be ignored because of it's importance to the organizations and society. So professionalism in HRM today has a great importance. The Society of Human Resource Management (SHRM) prepared a certification in order to determine the standards and credentials of the profession.¹¹⁸ In Turkey, PERYÖN has an actual study about certification of HRM profession which is conducted by volunteer working groups.¹¹⁹ In fact, HRM is a variety of disciplines and is not clearly separated into one discipline, and there is no minimum requirements for a licence. Because of these handicaps of the profession, HRM personnel are to plan their professional progress individually and without under any direction.

2.2.2.2. Professional Accountability

HRM personnel focus on the economic or bottom-line contributions they make in ways that are ethically and socially responsible. The arguments about the issue intensified on that human resource management professionals' advocacy for fairness extends beyond employees to shareholders outside the organization. Ideally, HRM specialists and all line managers complement each other rather than compete. ¹²⁰

¹¹⁷ Leonard and Zeace Nadler, **The Handbook Of Human Resource Development**, 2nd ed., John Wiley&Sons Inc., 1990, p. 3.

¹¹⁸ Werther and Davis, p. 53-55.

¹¹⁹ PERYÖN, Çalışma Grupları, www.peryon.org.tr, (14.03.2006).

¹²⁰ Werther and Davis, p. 7-12.

2.2.2.3. Social Accountability

In today's business world, one of the talking points is the term of "social responsibility". The companies which consider social responsibility, has to balance its commitments not only to its investors, but also to its employees, customers and to the communities in which it operates.¹²¹ HRM departments have an important role in social responsibility policies and activities, for example even only by supporting foundations and associations.

2.2.2.4. Individual Integrity and Consistency

Individual integrity and consistency is required human resource professionals as much as other professions. The principle includes being an ideal model in society by being sensitive to ethical principles and codes. This principle enables to increase reliability and respectfulness of HRM professionals and supports development of profession.¹²²

2.2.2.5. Reliability

Developing reliable human resource policies affects company performance and productivity. A policy which is relied on by employees affects the employees' attitudes, behaviours, cooperation, loyalty and creativeness positively and these effects direct and utilize the production factors of the company properly, effectively. As a result of this event high productivity is materialized.¹²³ Continuity of employment guarantee is important and very natural for all employees. If a person gets anxious to loose his/her job, he/she can not work productive. Preparing information handbooks which includes the rights and the responsibilities of employees will ensure reliability for each party.¹²⁴

* Please refer to Appendix 4 on page 171.

¹²¹ Ünsal, p. 64.

¹²² PERYÖN, Peryön Değerleri ve Üyelerin Gözetmekle Yükümlü Oldukları Etik İlkeler ve Kurallar, www.peryon.org.tr, (01.11.2005).

¹²³ Mehmet Nail Berzek, **Human Resource Management**, Marmara University Management Sciences Research and Application Center, İstanbul: Mega Basım Yayın,1993.

¹²⁴ Sabuncuoğlu, p 19.

2.2.2.6. Humanism and Ethical Behaviour

The notion of equality as consistency is to require the consistent application of fundamental human rights.¹²⁵ The policy of HRM department mainly aims at realizing the organization's financial profitability by the principles of productivity and efficiency. But this aim solely can not bring success without considering social and humanistic aspects of business. Financial efficiency is unavoidable for all kinds of organizations. Meanwhile; efficiency is dependend upon human factor' s knowledge, ability and demand. Human must not be seen as a simple tool of production as it is called "at-will doctrin" explained in Chapter One. Human being is over this understanding. So increasing life quality, maintaining the security, developing interpersonal relations and increasing commitment to the organization, helping everyone to know themselves better and lastly providing a free working environment are the main motivation factors which are basics of humanistic personnel management.

Association of Personnel Management of Turkey (PERYÖN) pressed the book "Codes of Ethics" which reflects the behaviours expected by employees, managers and also the society from HR personnel. The book includes the values of PERYÖN and also basics and principles of ethics. "Fairness and Justice" item is one of the major item of this declaration which reflects the humanistic overview to HR profession attached in Appendix 4. *

2.2.2.7. Consciousness of Improvement

This principle is included in both SHRM and PERYÖN Codes of Ethics. HRM professionals are required striving to meet the highest standards of competence and commit to strengthen competencies on a continuous basis. Pursuing formal and informal learning opportunities and committing to continuous learning, skills development and application of new knowledge

¹²⁵ Fredman, p. 22.

related to both human resource management and the organizations which are served are the main indicators of improvement consciousness.¹²⁶

¹²⁶ PERYÖN, Peryön Değerleri ve Üyelerin Gözetmekle Yükümlü Oldukları Etik İlkeler ve Kurallar, www.peryon.org.tr, (01.11.2005); Society of Human Resource Management, Code of Ethical and Professional Standards in Human Resource Management, <http://www.shrm.org/ethics/code-of-ethics.asp>, (10.11.2005).

3. PRACTICE OF EQUITY PRINCIPLE TO HUMAN RESOURCE FUNCTIONS AND RESTRICTIVE LAWS ON DISCRIMINATION

3.1. Inequality Fields

Inequality differs from one country to another according to their development level, culture of society, culture of politics, history of democracy and some other reasons. The increased diversity in the labour force affects all HR decisions. It has increased interest in how to make access to a wide variety of jobs open and fair to more people, how to support people in organizations who may feel isolated because of their race or ethnicity, and how to provide more flexibility to make the organization attractive to employees with a wider range of expectations, needs, and perspectives.¹²⁷ There is a number of discrimination types as previously mentioned that are considered in the presence of international legislation unacceptable.¹²⁸ Although a discussion of all the work place laws and court rulings in every country will meet with needs, it is important for human resource specialists to understand the rights of employees in each nation where the company does business.¹²⁹

Cross-cultural differences create challenges in managing diversity. Japanese managers, for example, are advised not to ask personal questions when interviewing U.S. citizens. This practice is common in Japan. Being asked personal questions in the U.S. may lead applicants, who are not hired, to consider such questions as the basis for a discrimination suit. As a result, many Japanese firms provide handbooks, videotapes, and seminars to their managers who are transferred to the U.S. Likewise, mixing different casters of Hindus or Moslems in India may be disruptive to the firm's bottom-line results. To guard against violating local laws, companies may

¹²⁷ Milkowich and Boudreau, p. 36-37.

¹²⁸ Free Encyclopedia of Wikipedia, Career, <http://en.wikipedia.org/wiki/Career> , (08.05.2006).

¹²⁹ Werther and Davis, p. 69-70.

find it advantageous to rely on foreign nationals to staff human resource positions.

Diversity which disappear inequalities as a new rhetoric of contemporary business has given rise to ethnographic, demographic and sexual orientation descriptions. The new rhetoric also includes the terms like disability, maturity, family care responsibility as the inevitable result and necessity of industrialized business life.¹³⁰ This challenge is often met by hiring local professionals and seeking the advice of international law firms that specialize in work-related laws and employee rights, even though the top positions are often reserved for those from the home country.¹³¹

3.1.1. Gender

Gender discrimination is any action that grants or denies opportunities, privileges, or rewards to a person just on the basis of their sex.¹³² The most significant change in the look of the U.S.A. labour force in the past 50 years is the dramatic increase in women's participation rates. Some countries, most notably those formerly communist countries in transition to free-market economies, have higher female participation rates than the United States. Because under communism, everyone was expected to hold a job, and child care services were readily available. With the change in government, women have frequently born a pain of transition, as both jobs and government-funded child care services have been cut. Other countries are struggling with how to capitalize on their underused human capital.¹³³

The glass ceiling refers to invisible, artificial barriers that prevent qualified individuals from advancing within their organization and reaching full potential as a result of gender discrimination. The term originally described the point beyond which women managers and executives,

¹³⁰ Hopkins, p. 5.

¹³¹ Werther and Davis, p. 69-70.

¹³² Free Encyclopedia of Wikipedia, Discrimination, <http://en.wikipedia.org/wiki/Discrimination>, (08.05.2006).

¹³³ Milkowich and Boudreau, page 36.

particularly white women originated in United States of America, were not promoted. Today it is evident that ceilings and walls exist throughout most workplaces for both minorities and women. These barriers result from institutional and psychological practices, and limit the advancement and mobility opportunities of men and women of diverse racial and ethnic backgrounds.¹³⁴ In multinational companies, differences in cultural expectations can be particularly frustrating because of “glass ceiling” for especially women who may not be considered appropriate hold senior or professional-level positions by some host-country employers.¹³⁵ Lack of access to the very top positions has given rise to the term glass ceiling— invisible yet unbreachable barriers that prevent women and minorities from moving into the highest executive jobs in organizations or trap people in low-paying, dead-end jobs. Minorities and women are consistently underrepresented at the highest levels of the corporation. For example, 97 percent of the senior managers of Fortune 1000 industrial and Fortune 500 companies are white, and 95 to 97 percent are men.¹³⁶

According to a comparative study of Britain and West Germany, done by a group of researchers, traditional cultural and social roles and images are applied to the job structure and used to legitimise the company’s hierarchy. For example, in a textile company, the personnel managers drew a clear distinction between “jobs for men” and “jobs for women”. They themselves anticipated the role expectations, ideas on hierarchy and conflicts which were likely to develop among the workers and made them components of their recruitment strategy. The personnel manager explains that perception of the roles and the function of the culture on preferences are the determinants of their recruitment strategy. The detailed reason of sexual discrimination which is typical of a company’s acceptance and use of social expectations in its recruitment strategy is explained as in the book “Recruitment and Selection in the Labour Market”:

¹³⁴ Milkowich and Boudreau, p. 392.

¹³⁵ Werther and Davis, p. 72.

¹³⁶ Milkowich and Boudreau, p. 46-47.

It does happen that young men are employed on the spooling machines but we soon move them to another department, generally weaving. As long as they are still teenagers, it's all right. But when they get older they want to be able to earn more. Moving from spooling to weaving is in itself a step up the ladder, and they move into a high wage group. It also carries more prestige. A 23 year old doesn't want to stay in a department full of women. It's all right for a time, but if you don't offer them anything else they start to look for another job, a real man's job. Actually, women could do the weaving just as well, and I know other companies where they do. But we have to think of the general work organization. Young men want to feel they are doing a man's job, even if a woman could do it. If we advertise a job internally, the man will always have the better chance.¹³⁷

Companies must always look to eliminate both direct and indirect discrimination on the grounds of gender, whether this is in the form of recruitment, payment and promotions systems which unduly favor men.¹³⁸ American women, who are included in % 40 of the total labour force; have been historically underpaid, overworked and therefore discriminated against men.¹³⁹

3.1.2. Age

Age discrimination is identified in different sources as: "Unfair impact and treatment against a person or group on the grounds of age." Although theoretically the word refers to the discrimination against any age group, age discrimination usually comes in one of two forms: discrimination against youth, and elder people.

In many countries, companies more or less openly refuse to hire people above a certain age despite the increasing lifespans and average age of the population. The reasons for this feelings that younger people are

¹³⁷ Paul Windolf and others, **Recruitment and Selection in the Labour Market**, 1th ed., USA: Gower Publishing Company, 1988, p. 88-89.

¹³⁸ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 11.

¹³⁹ Türkaya Ataöv (Ed.), **Discrimination and Conflict**, Published by Netherlands and Geneva/Switzerland Elimination of All Forms of Racial Discrimination (EAFORD), 1th ed., 2000, p. 143.

more "dynamic" and create a positive image for the company, to more concrete concerns about regulations granting older employees higher salaries or other benefits without these expenses being fully justified by an older employees' greater experience. The surveys on teenage problems indicates that some underage teenagers consider they are not treated respectfully by adults and they are treated as second-class citizens. Incorrect stereotypes which generalize the group identify people under certain age called "adolescents" are immature, violent or rebellious, listen to rock or rap music and do drugs. Some have organized groups against age discrimination.¹⁴⁰

The disadvantages which people above certain age (commonly above age 40) receive many discriminatory applications arises from benefits such as retirement pensions and the like should be removed, but rather that individuals who are otherwise obviously suited for a job should not be discounted merely because of either their age or unfounded perceptions related to their age.¹⁴¹

Especially in developed countries like United States of Amerika, countries of European Union, there is a great resistance against discriminatory legislations and trends as experienced recently in France. The renovation of Labours Law in France caused a big depression within society, and people protested the Law very strictly both by media and demonstration marches. The renovation was projecting that young people under a certain age would be terminated without any reason in first 2 years after they started to work. After continuign a high tension for couples of weeks, Government of France had to drew back the Law text.¹⁴²

¹⁴⁰ Free Encyclopedia of Wikipedia, Discrimination, <http://en.wikipedia.org/wiki/Discrimination>, (08.05.2006).

¹⁴¹ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 11.

¹⁴² Sabetay Varol, Milliyet, "Fransa' da Gençler Kazandı", <http://www.milliyet.com/2006/04/11/dunya/axdun01.html> , (11.04.2006).

3.1.3. Culture

The issues unequal impact and unequal treatment will be studied under this item by using different terms relevant to culture such as minorities, national origin, race, religion, geography, language. Religious discrimination is the act of not associating with a group of people belonging to a particular faith or giving them special treatment. This is different with racial discrimination which is based on racial categories. Researches show that non-religious people are subject to the most widespread religious discrimination all around the world.¹⁴³ Discrimination in workplace based on religion generally occurs indirectly. Particular requirements placed on workers which have a disproportionate effect on account of their religion. So for example, if a company has a policy that employees can not wear a beard or headress, this may affect certain religious groups. Some employers choose to allow employees a particular religion time off on important religious holidays, while others provide for prayer facilities within the workplace.¹⁴⁴ As mentioned about religious discrimination, people are sometimes subjected to different treatment because their preferred language is associated with a particular group, class or category. Commonly, the preferred language is just another attribute of separate racial or ethnic groups. In Finland and portions of Sweden, language is the essential criteria for discrimination.¹⁴⁵

Minorities who are exclusive of domestic inhabitants and composed a few proportion of total work force are protected by constitutions and laws in many countries. When Title VII of USA was originally passed 30 years ago, minority workers comprised only 11 percent of the workforce, compared with 23 percent today. Today's minorities also represent a greater variety of ethnicities and cultures in USA. Asians-Americans have increased from 1 million to 8.5 million, and Hispanics from 3.5 million to 23

¹⁴³ Free Encyclopedia of Wikipedia, Discrimination, <http://en.wikipedia.org/wiki/Discrimination>, (08.05.2006).

¹⁴⁴ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 10.

¹⁴⁵ Free Encyclopedia of Wikipedia, Language Discrimination, <http://en.wikipedia.org/wiki/LanguageDiscrimination>, (08.05.2006).

million. In 1964, women made up 34 percent of the workforce. Today they account for 46 percent of the workforce, including 42 percent of all managers and professionals.¹⁴⁶ Only 0,4 percent of managers are of Hispanic descent, although that group makes up 8 percent of the nation's workforce. Americans of Asian and Pacific Island origin earn less than whites in comparable positions and receive fewer promotions, despite more formal education than other groups. The point of all these metaphors is to force organizations to look at the assumptions and attitudes underlying HR decisions against minorities. The issue is not discussed just an employment barrier. In a broader view, the issue is the cultural and organizational obstacles that prevent full recognition and utilization of the diverse talent inside the organizations. ¹⁴⁷

3.1.4. Prejudices and Favouritism

Many of the prejudices and assumptions are originated with culture. Individualism itself, for example, is more highly valued by the culture of the United States than by Japanese culture, which stresses the harmony of the people. Line managers and human resource professionals may find that their nationality, training, and experience have led them to assumptions and prejudices that must be reexamined in an international context. For example, in many Moslem cultures, developing nations, and even Japan, it is culturally and legally acceptable to discriminate in employment based on a person's sex which is non-performance-related criteria; however, it is illegal in the United States and European Union countries to discriminate in employment on the basis of race, sex, age, religion, and national origin. Human resource professionals and operating managers must guard against assuming their attitudes and values apply universally. ¹⁴⁸

Rankism is a form of negative discrimination predicated on rank difference between individuals. It also describes the abuse of the power inherent in superior rank. Rank-based abuse underlies many other forms of

¹⁴⁶ Werther and Davis, p. 93.

¹⁴⁷ Milkowich and Boudreau, p. 46-47.

¹⁴⁸ Werther and Davis, p. 68.

discrimination, such as racism, sexism, and phobias based on assumptions. The opponents of rankism believe that position and power should be used to serve the group over which one holds authority.¹⁴⁹ Similar to rankism, favoritism causes discrimination like nepotism, kronism, clubmate and other individual trends based on assumption, favouritism and personal interest.

3.1.5. Marital Status and Sexual Orientation

Marital status, basically being married for a woman, may be a disadvantage in employment and following steps relevant to career. Employers may avoid hiring married women because of the understanding that family and child take care responsibility is belonging to women. When these responsibilities do not shared by men, women will be considered as a temporary work force and they will be paid lower than man, they will not be promoted higher positions and they will not given training and development opportunities. Similarly, single man are thought that they are more mobile and flexible than married men. So being not married will create an advantage in favour of men opposite to women and in favor of single man opposite to married men. Each kind of discrimination is forbidden by USA laws, EU laws, by ILO in detail, but still most of the countries, especially in Moslem countries have not –even- discussed the issue and included in their laws yet.

Sexual orientation discrimination is discrimination against individuals, couples or groups based on sexual orientation or perceived sexual orientation. Predominantly, this involves the discrimination of a person whether or not they identified as gay, lesbian or bisexual. Sexual minorities are often seen as undesirable or immoral by one or more social groups and, thus, discrimination against them is frequently codified into law. As acceptability of sexual orientation varies greatly from society to society, the degree to which discrimination is exposed to by society also varies. Discrimination based on sexual orientation cause frustration or anger brought about societal changes that seem threatening to some members of

¹⁴⁹ Free Encyclopedia of Wikipedia, Rankism, <http://en.wikipedia.org/wiki/Rankism>, (08.05.2006).

society. In particular, changing gender roles and the increased equality afforded women in most societies is perceived as a threat to traditional patriarchal roles. Similarly, sexual minorities can also be viewed as a threat to gender roles that favor male power in a traditional social structure.¹⁵⁰

3.1.6. Health Status

3.1.6.1. Continual Physical and Mental Disabilities

“While certain jobs will have requirements which would make it difficult or impossible for an individual with a particular disability or defined health problem to do them, there may often be ways in which the job can be adjusted to facilitate that individual. Employers should look carefully at any such preconceptions and seek to make accommodations where appropriate.”¹⁵¹ Disabilities Acts and relevant items of Labour Laws prohibit employers from discriminating people due to disability. Providing reasonable accommodations for disabled people, discriminatory hiring practices or the harassment of disabled workers are the main complaints and improvement areas relevant to the issue.¹⁵² The American Disabilities Act of 1990 defines “discrimination against disabled people” and clarify a do list for employers as shown in **Figure 8**.

¹⁵⁰ Free Encyclopedia of Wikipedia, Sexual Orientation Discrimination, <http://en.wikipedia.org/wiki/SexualOrientationDiscrimination>, (08.05.2006).

¹⁵¹ International Finance Corporation, “Non-Discrimination And Equal Opportunity”, Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 10-11.

¹⁵² Frederick, Lawrence and Weber, p. 413.

Prohibits employers when hiring from inquiring about: • Medical history • Prior insurance claims • Work absenteeism due to illness • Past treatment for alcoholism • Mental illness Defines a "qualified disabled worker" as: • One who can perform the "essential functions" of a job, with or without reasonable accommodations. Requires employers to make "reasonable accommodations" to disabled workers by: • Modifying work equipment • Providing readers or interpreters • Adjusting work schedules • Making existing facilities accessible
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Figure 8: Provisions of the Americans with Disabilities of 1990

Source: James E. Post, William C. Frederick, Anne T. Lawrence and James Weber, **Business and Society: Corporate Strategy, Public Policy, Ethics**, 8th ed., Mc. Graw Hill Inc., 1996, p. 413.

3.1.6.2. Temporary Handicaps

Illnesses, temporary but repeated injuries, pregnancy may cause discriminatory applications in terms of termination, promotion, including incentives. The most problematic issue discussed under this item is pregnancy. In order to participate effectively in the workforce and not suffer discrimination, it is essential for women to receive particular protections in relation to maternity, childbirth, and breastfeeding.¹⁵³

Dismissal of workers because they are pregnant is, likewise, internationally recognized to be an inappropriate course of action. Wherever possible, provision should be made to enable women who work to continue breastfeeding their children. So A guideline for Pregnancy Leave amended in United States by The Act of 1978. This Act includes the limitations, prohibitions and penalties of pregnancy related leaves.¹⁵⁴ And employers should allow sufficient time for employees to make alternative arrangements for care, such as emergency issues related to children or

¹⁵³ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 5.

¹⁵⁴ Werther and Davis, p. 94.

elderly relatives. One other main issue is the pregnancy tests –mostly occur in USA- which the employers require from female employees before and during employment. These kind of requirements are discriminatory and questionable issues from a legal standpoint.¹⁵⁵

3.1.7. Reverse Discrimination

Reverse discrimination which is described as “preferential treatment to disadvantages or protected groups” is supported by EEO laws. Organizations may write to their personnel policy the reverse discrimination in order to correct their past abuses. But these kinds of corrections called “affirmative action” may cause less commitment and loyalty to the organization in terms of unprotected groups.¹⁵⁶ This time reverse discrimination will occur against people who do not exist in one of the protected groups.

3.2. Practice of Equity Principle In Each HRM Functions

Decisions on how much individuals are paid and who should be promoted can often be subjective and open to influence by discriminatory criterias.¹⁵⁷ Hiring person who comes from the same geography as employers or managers is still preference keeps validity today. Or even the qualifications of a men is lower then a woman candidate, employer may choose the male candidate or a woman is paid lower than a man. Some people may loose their jobs or may meet difficulty in finding job because of his or her gender, race or other specifications not relevant to the job requirements. In response to these kind of applications, laws are considering discrimination as the result not as treatment or tendency. In most circumstances it is very difficult to prove discrimination. Because indirect behaviours such as hints are not accepted discrimination. And by the improvement of human resource management field, some of the trends

¹⁵⁵ International Finance Corporation, “Non-Discrimination And Equal Opportunity”, Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 12-15.

¹⁵⁶ De Cenzo and Robbins, p. 80.

¹⁵⁷ International Finance Corporation, “Non-Discrimination And Equal Opportunity”, Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 5.

are occurred or some tools are used as “new” HRM methods and techniques which are not accepted as scientific, reliable and valid methods. And these kind of applications are served as “contemporary” methods or tools even in HRM business publications.¹⁵⁸ In sum, it is behaved that discrimination is non existing but at backward discrimination and unequal treatments are continued.¹⁵⁹ The main functions of HRM explained in chapter two are potentially discrimination areas so must be discussed seperately in each function.

3.2.1. Recruitment and Selection

The Survey “2000’ e Doğru İnsan Kaynakları Araştırması”, hold by Arthur Andersen depicts the rate of recruitment and selection process as % 95 –the widest part of the whole process- of HRM functions.¹⁶⁰ Recruitment and selection process has a major share into HRM field in other countries too. Identifying, attracting and hiring a pool of candidates who are qualified and motivated –in a variety of working conditions such as full time, part time, freelance- is one of the strategic services of HRM units. This relatively simple-sounding activity requires a keen awareness of external and internal organizational conditions. Positions’ requirement may change rapidly or insufficiency of qualified candidates may cause a handicap of gathering applications. And also one other handicap occurs due to the legitimate limitations, in terms of “equal employment opportunity”.

According to Sandra Fredman equal employment opportunity approach recognizes that “Discrimination itself can make it inordinately difficult for members of particular groups to fulfil the threshold condition of similarity required to trigger the right to like treatment.” This approach indicates that aim must be to equalize the starting point, especially for the

¹⁵⁸ Güneş Ulukuş, “Koçlar Ateş Gibi İlerliyor, Balık ve İkizler Satışta Başarılı Oluyor”, Conversation with Astrologist Aslı Nasuhbeyoğlu, **Human Resources İnsan Kaynakları ve Yönetim Dergisi**, June 2005, p. 60-64.

¹⁵⁹ Gülçin Birben, “Ayrımcılık Nereye Kadar?”, **Human Resources İnsan Kaynakları ve Yönetim Dergisi**, Year 8, Vol. 11, September 2004, p. 36.

¹⁶⁰ Arthur Andersen, **2000’ e Doğru İnsan Kaynakları Araştırması**, İstanbul: Doğan Ofset Yayıncılık, 1999.

disadvantages groups.¹⁶¹ In order to regulate equal employment opportunity, human resource departments must contribute to the organization's bottom line in ways that are ethically and socially responsible.¹⁶² Equal employment opportunity laws create an extensive legal challenge for human resource departments to provide equal employment opportunity without regarding race, religion, sex, disability, pregnancy, national origin, or age. Equal employment term affects nearly every human resource function, including human resource planning, recruiting, selection, placement, training, compensation, and employee relations. Perhaps no other single development rivals the impact of equal employment laws on the management of human resources.¹⁶³ Preparation, selection, development, evaluation, and compensation must all be done without discrimination. If past actions have had a discriminatory result, the government can require that corrective action be taken, including affirmative actions by the employer to quit past discrimination.

As David Goss discussed in *Principles of Human Resource Management*, recruitment and selection actions are mainly the process of assessment. Goss thinks that: "Assesment in recruitment process deals with a series of choices, choices which are made both by organizations and (potential) employees: organizations need to choose people to perform particular jobs; job-seekers need to choose employees."¹⁶⁴ In selection process not only the objectively measurable criterias like work experience, education; but also the criterias which may cause subjective assesment and elimination like age, sex, leisure activities, marital status and social contact are taken into account by recruitment and selection personnel. However, these selection practices are usually regarded as "discrimination" behind the scene.¹⁶⁵ Recruitment and selection activities are one of the most visible signals about the fairness and legal compliance on commitment of the

¹⁶¹ Fredman, p. 20.

¹⁶² Werther and Davis, p.3.

¹⁶³ Werther and Davis, p. 87.

¹⁶⁴ David Goss, **Principles of Human Resource Management**, Joseph G. Nellis (Editor), 1st ed., New York: Routhledge, 1994, p. 40.

¹⁶⁵ Windolf and others, p. 83.

organizations.¹⁶⁶ Especially the selection techniques used by HRM personnel are indicators of ethical consideration. There are several tools used by HRM personnel in order to hold the process. Objective criterias relevant to the job requirements and specifications cause discrimination less. Those at higher levels of the organization, or special groups such as engineers, recruited from a distance can not called discrimination.¹⁶⁷

Organizations try to predict how applicants will behave or perform if they are hired. The most valuable way which is very expensive and requires time, is to observe the candidates on the job. So organizations apply some indirect predictors such as interviews, personality tests, business simulations and some other methods. Especially when personality tests are used, the fact that some tests give fair prediction but some others rather have poor fair prediction. So there is no reason to suppose that a normal battery of tests will produce results which remove the need to exercise human judgement in the selection process.¹⁶⁸ David Goss explains the same issue that; "Nevertheless, the role of psychometric testing in selections remains controversial, a situation which shows little sign of change in the future." One other method used in selection process is graphology, which involves the examination of handwriting characteristics. Graphology can play a useful role in selection decisions, but as with psychometric tests, it is not as a stand-alone technique.¹⁶⁹

Equality of opportunity requires the removal of obstacles to the advancement of women, minorities or other disadvantages groups, but it does not guarantee the result of greater substantive fairness.¹⁷⁰

¹⁶⁶ Milkovich and Boudreau, p. 240.

¹⁶⁷ Leonard Nadler and Zeace Nadler, **Every Manager's Guide To Human Resource Development**, 1st ed., San Fransisco: Jossey-Bass Publishers, 1992, p. 125.

¹⁶⁸ Thomason, p. 204.

¹⁶⁹ Goss, p. 48-50.

¹⁷⁰ Fredman, p. 21.

3.2.2. Training and Development

The development of usable skills of employees is one of the most important tasks in which a work organization can engage. The competitive advantage will be maintained by those organizations which use their work force most efficiently. This point of view brings the idea which advocates that effective training is paramount in the fight for survival and growth. It is important to ensure, however, that a distinction is made between the quantity and the quality of the training effort.¹⁷¹

Just as preferences may occur during all human resource processes like hiring and promotion, the similar faults will appear in training and development process too. It is important to bear this in mind, because an employee may later be denied promotion on the apparently non-discriminatory ground that he or she had less training and qualifications.¹⁷² Training and development practices effect the perception of fairness within the company. To have training and development opportunities means “reward for good performance” in perception of employees and the opposite situation means “punishment”. So, as a key tool being part of EEO, training activities are to be planned and implemented according to the objective criterias like job requirements, company targets, employee’s objectives and career progression in a fair statement.¹⁷³ And also there must be designed training procedure which is known by employees and announced through the company.

An example of training process flow is shown in Figure 9 indicates that identification of training and development activities should be constituted by participation of line managers, employees and training specialist of human resource department.

¹⁷¹ Molander Winterton, p. 78.

¹⁷² International Finance Corporation, “Non-Discrimination And Equal Opportunity”, Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 5.

¹⁷³ Milkowich and Boudreau, p. 444.

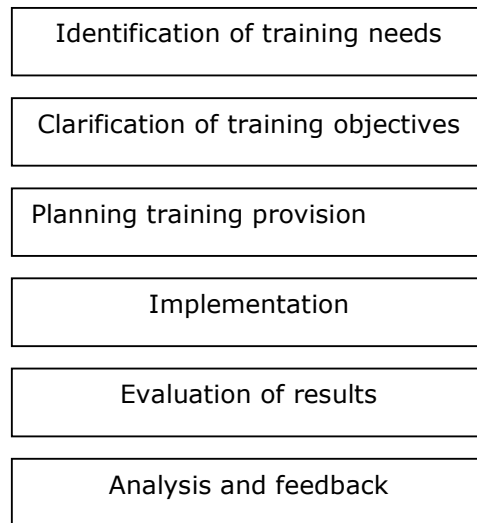


Figure 9: The Stages in Effective Training Provision

Source: Christopher Molander and Jonathan Winterton, **Managing Human Resources**, Elements of Business Series. first edition. Editor: David Weir. London: Routhledge, 1994, p. 80.

3.2.3. Performance Management

If the performance appraisal system can not be planned good enough, the result will not meet objectives.¹⁷⁴ Personal preferences, assumptions, feelings of the appraiser or the criterias such as race, age, gender of the employee may cause assesment faults.¹⁷⁵ Also the factors such as appearance, style of dressing, social status may have an effect on the assesment result in positive or negative way.

Performance appraisal process provides insight into the effectiveness of the human resource function. Personnel specialists need to monitor carefully the result of the organization's performance appraisal process. Appraisal system itself may be faulty because of different reasons such as incorrect performance standards or enabling subjective evaluation. So the process must be set out very carefully aiming to measure the performance true by an objective system. The result of the evaluation will

¹⁷⁴ İsmet Barutçugil, **Performans Yönetimi**, 2nd ed., Kariyer Yayınları: 23, Yönetim Dizisi: 6, İstanbul: Kariyer Yayıncılık İletişim Ltd. Şti., 2002. p. 230-231.

¹⁷⁵ Milkowich and Bourdreau, p. 102.

contain critical information which shall be used in other human resource functions like planning training needs and making succession plan. Due to the importance of the process in scope of its effects through the organization in short and long term, subjectivity must be eliminated as much as it can be done. And human resource specialists must be aware that poor performance, especially when it is widespread, may reflect problems with previous human resource management activities.¹⁷⁶

Discipline policy which indirectly has effect on performance and in relation with other human resource policies, also should be set out considering efficiency and fairness. In one hand wrong application of the discipline rules may effect employees' performance negatively as a result of demotivation, on the other hand it causes discrimination. The disciplinary policy of the organization must be fair and justice.¹⁷⁷

3.2.4. Career Management

Career choices affect which work roles are assigned to what employees. Similar to recruitment and selection process, while career process has a selection process for internal and external candidates. Career management applications are indicators for current employees about the employer and HRM's approach to state fair systems and fair treatment. Employees regard career decisions with the same equity concerns as they have for their pay and benefits.¹⁷⁸

As discussed in previous chapters, equal employment opportunity laws and affirmative action programs enables minority groups and women get opportunities for growth and development which will prepare them for higher positions and greater responsibility. So career developments programs must include minorities and women fairly.¹⁷⁹ Internal staffing has a direct effect on equal employment opportunity and affirmative action.

¹⁷⁶ Werther and Davis, p. 366-367.

¹⁷⁷ Erol Eren, **Örgütsel Davranış ve Yönetim Psikolojisi**, 8th ed., İstanbul: Beta Yayınları, 2004. p. 520.

¹⁷⁸ Milkovich and Boudreau, p. 355.

¹⁷⁹ De Cenzo and Robbins, p. 268.

Especially women and minorities are to have equal opportunities of career statement process. American women have made progress toward economic equality, but they are still more restricted in their occupations than males. Well over a quarter of all women in the labor force work in administrative and clerical jobs ; only 6 percent of working men hold such jobs. Twenty percent of all men in the workforce are operatives (e.g., skilled machinists or assemblers) while only 8 percent of women hold such jobs. ¹⁸⁰

3.2.5. Compensation Management

Decisions on how much individuals are paid and who should be promoted can often be subjective and open to influence by discriminatory criteria. Assessment by managers may be subjective, or the rewarding of some characteristics such as dexterity can generate disadvantage for women.¹⁸¹ Equality is defined relevant to compensation management as “anything of value earned through the investment something of value.” by Sherman, Bohlander and Snell.¹⁸²

The recent reports indicates that women are paid lower than men who are doing similar jobs. The unique solution to end these kind of unfair statements and applications, competences relevant to job requirements are identified and evaluated. Many improvements has occurred in this direction in last decates.¹⁸³ Competencies can enhance the effectiveness of people management activities in an organisation but they cannot, in themselves, guarantee it. If each of the quality standards are met, then a competency framework should be fair to all who will be affected by it.¹⁸⁴ To ensure that competencies are relevant across an organisation it is essential that job information is collected about jobs which represent the range of work in the organisation. Behaviours described in competencies must be relevant to all people irrespective of sex, age, or race. For example, many management

¹⁸⁰ Milkowich and Boudreau, p. 44-45.

¹⁸¹ International Finance Corporation, “Non-Discrimination And Equal Opportunity”, Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 6.

¹⁸² Arthur Sherman, George Bohlander and Scott Snell, **Managing Human Resources**, 10th ed., South Western College Publishing, 1996, p. 346.

¹⁸³ Richard M. Hodgetts, , **Yönetim Teori, Süreç ve Uygulama**, Trans. Canan Çetin and Esin Can Mutlu 5th ed., İstanbul: Der Yayınları, 1997, p. 400-401.

¹⁸⁴ Whiddett and Hollyforde, p. 22.

competency frameworks are based on male perceptions of the manager' s role and may also have been developed using all-male teams of jobs analysts. There are many examples where male stereotyping in the descriptions of behaviour make the competencies less relevant to a more diverse population of males and females.¹⁸⁵ The results of the survey shown in **Table 3**, which has done by Eşber Çekiç in 8. Human Resource Conference in March 2003, depict that most of the participants believe in payment policy is nat fair and discrimination may occur on attainments and promotions. Twenty nine participants fulfilled the questionnaire form.

Table 3
Result of Poll on Ethical Values

	Never	Sometimes	Frequently	Often	No answer
Discrimination on recruitment and selection	38%	45%	7%	3%	7%
Discrimination on promotions	14%	55%	21%	0%	10%
There is no a fair payment system	48%	31%	14%	7%	0%
There is not a healty and secure work environment	62%	24%	0%	3%	10%
Discrimination on redundancy	55%	34%	3%	0%	7%
Lack of right complaining mechanism	17%	59%	14%	3%	7%
Privacy of employees	72%	21%	0%	3%	3%
Harrashment	41%	55%	0%	0%	3%
Whistle blowing	52%	38%	7%	0%	3%

Source: Eşber Çekiç, 8. Human Resource Conference (March 2003). "İnsan Kaynaklarında Etik Değerler". Published in insankaynaklari.com on 21.09.2005, <http://www.insankaynaklari.com>,(08.05.2006).

Paying according to job, not according to person is fair as much as rational. In particular, HRM managers must learn how to create compensation equality within the organization that doesn't decrease morale and that provides sufficient financial motivation. Besides financial compensation and fringe benefits, effective HRM managers also design

¹⁸⁵ Whiddett and Hollyforde, p. 28.

programs that reward employees by meeting their emotional needs, such as recognition for good work.¹⁸⁶

By generalising the competency based HRM systems, unequal payment applications will come to the end. Increasing number of lawsuits sued by women depict the trend.¹⁸⁷ Fair Labour Standards Act (FLSA) of USA forbids "institutionalized sex discrimination", causing women to receive less pay for jobs that may be different from but comparable in worth to those performed by men. The issue of comparable worth goes beyond providing equal pay for jobs that involve the same duties for women as for men. It is not concerned with whether a female secretary should receive the same pay as a male secretary.¹⁸⁸

3.3. Restrictive Laws About Equity Principle

Most of the countries have some form of non-discrimination legislation. Constitutions and the laws can range from simple one-sentence constitutional provisions prohibiting discrimination at large, to detailed labor-specific legislation on various discriminatory practices. Where rules against discrimination exist as part of national law, organizations and institution are obliged to obey.¹⁸⁹ The rules, obligations against discrimination are not hard and fast, it is important to be aware of potential areas of discrimination in employment related functions. And the law does not prevent companies to conduct the business necessities, if they do not make these decisions in a discriminatory manner. There is no law which bars an employer from hiring, promoting, disciplining, transferring or even terminating any employee. Employers are forbidden from making decisions about employment issued based upon race, color, sex, national origin or ancestry, religion, veteran status, age (over 40), race, sexual orientation,

¹⁸⁶ Reference for Business, "Human Resource Management", <http://www.referenceforbusiness.com/small/eq-inc/Human-Resource-Management.html>, (01.01.2006).

¹⁸⁷ Hodgetts, p. 401.

¹⁸⁸ Sherman, Bohlander and Snell, p. 375.

¹⁸⁹ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 7-9.

pregnancy, handicap or disability.¹⁹⁰ These criterias are counted very detailed within laws in USA, but in some other countries like Turkey, some major criterias such as sex, national origin and religion are included into the texts as a simple one sentence. Under this chapter how the issue is held in United States, European Union and Turkish Laws will be explained by comparison of each. Although ethical managers and socially responsible employers may wish to apply nondiscrimination standards internationally, local customs or laws may render such standards impractical, even illegal.

3.3.1. United States of America Laws

First step of regulations appeared with governmental attention to human resource issues 150 years ago by reflection of social changes in USA. Equal treatment laws are intended at the beginning of 1960s. due to increase of complexity of the employmentship relations.¹⁹¹ Equal Employment Opportunity Commission (EEOC) was founded in 1964 and enforced in 1972 and in 1990 charged with enforcing federal equal employment opportunity laws and executive orders together with the Federal Contract Compliance Programs (OFCCP).¹⁹² The most important change of HRM legislation, which affects all of the functional areas, is Title VII of the Civil Rights Act of 1964 and subsequent amendments were realized at Civil Rights Act of 1991. These acts made illegal the discrimination against employees or potential hirings based on race, color, religion, sex, and national origin. It forces employers to achieve, and document fairness related to hiring, training, pay, benefits, and virtually all other activities and responsibilities related to human resource management practices. The 1964 act established the Equal Employment Opportunity Commission (EEOC) to enforce the act, and provides for civil penalties in the event of discrimination. Possible penalties include forcing an organization to implement an affirmative action program to actively recruit and promote minorities that are underrepresented in a company's workforce

¹⁹⁰ Richard P. Dacri, "Discrimination What Is It And How Do I Prevent It?", www.dacri.com/art_discrimination, (05.12.2005).

¹⁹¹ Werther and Boudreau, p. 87.

¹⁹² Frederick, Lawrence and Weber, p. 411.

or management. The result of the all encompassing civil rights acts is that human resource departments must carefully design and document numerous procedures to ensure compliance, or face potentially significant penalties.¹⁹³

The laws enacted by the USA Congress are applied to many business fields in the following ways is summarized by William Frederick, Ann Lawrence and James Weber in "Business and Society":

- All kind of discrimination including hiring, promotion, job classification, and assignment, compensation, and other conditions of work is forbidden based on race, color, religion, sex, national origin, physical or mental handicap, or age.
- Government contractors must have a written affirmative action plans, in order to show the positive working which effects past and present applications of discrimination in the workforce.
- Equal payment for equal work is forced for women and men.¹⁹⁴

In United States; the discussions about diversity and ethical treatment to the employees are formed mainly in the frame of sexual orientation, race and minorities. The decisions of the courts and the articles about the issue intensify around these subjects.¹⁹⁵ The most important laws are shown in **Table 4**:

¹⁹³ Werther and Davis, p. 42-43.

¹⁹⁴ Frederick, Lawrence and Weber, p. 410.

¹⁹⁵ Hopkins, p. 7.

Table 4
Major Federal Equal Job Opportunity Laws and
Executive Orders

LAWS	
Equal Pay Act: Requires equal pay for equal work.	1963
Civil Rights Act: Created EEOC. Forbids job discrimination by race, color, religion, and national origin.	1964
Age Discrimination in Employment Act: Forbids job discrimination against persons forty to sixty-five years of age.	1967
Equal Employment Opportunity Act: Strengthened enforcement powers and expanded jurisdiction of EEOC. Forbids sex discrimination.	1972
Vocational Rehabilitation Act: Requires affirmative action for handicapped persons by government contractors and other companies.	1973
Americans with Disabilities Act: Bans discrimination against disabled people in employment, public accommodations, transportation, and telecommunications. Provides protection for AIDS-infected workers.	1990
Civil Rights Act: Extends punitive liability to employers who discriminate based on sex or disability. Makes it easier for workers to sue employers over alleged job discrimination.	1991
EXECUTIVE ORDERS AND GUIDELINES	
Executive Order 10925, President Kennedy: Prohibits job discrimination by government contractors.	1961
Executive Order 11246 and 11375, President Johnson: Requires written affirmative action programs by most government contractors.	1965, 1967
Revised Order No. 4, OFCCP, Department of Labor: Requires results-oriented affirmative action, with goals, timetables, and statistical analysis.	1970

Source: William C. Frederick, Anne T. Lawrence and James Weber, **Business and Society: Corporate Strategy, Public Policy, Ethics**, 8th ed., McGraw Hill Inc., 1996, p. 411.

Since regulation of the employment relationship concerns human resource practitioners, they have three responsibilities. First, they must stay parallel to new laws, agency decisions, and court rulings. Otherwise, these experts soon find their knowledge outdated and useless to the organization. Second, they must develop and administer programs that ensure their organization's compliance with the laws. Failure to do so may lead to discrimination, loss of government contracts, poor public relations, and suits by government agencies or affected individuals. Third, they must pursue their traditional roles of obtaining, maintaining, and retaining an optimal work force. No organization benefits from compliance with EEO laws at the expense of poorly qualified workers. EEO laws have the common objective of outlawing discrimination in employment based on race, color, religion, sex, disability, pregnancy, national origin, or age (over 40). To a

human resource specialist, the federal equal employment acts are an important group of laws. They form the basis for nearly all attempts to provide equal employment opportunity.¹⁹⁶

In United States, The Federal Government, local governments and various states sometimes institute affirmative action in terms of hiring and government contracting with the attempt to overcome alleged historical discrimination against protected groups. There are three different forms of affirmative action:

- 1) in education;
- 2) in government contracting
- 3) in personnel practices.

In the employment context, not all employers are required to implement an affirmative action program, generally government entities and federal contractors. Where the employer is required to have an affirmative action program in employment, the organization must compare the incumbency of females and minorities performing specific jobs to the availability of those groups in the recruitment area where the employer finds its employees. Where the employment obligation in that job group is less than 80% of the availability of that group, the organization must establish an affirmative action goal. Thereafter, when there is a job opening for that particular job group, the organization must take "Good Faith Efforts" to recruit qualified minorities and females or whatever group is protected. The organization accomplishes this by advertising the job with organizations who might be able to refer qualified minorities and or females applicants. However, once the applicants apply, in theory the organization is required to select the most qualified candidate and cannot make employment decisions based on race or sex even where there is an affirmative action goal. Critics argue that it can be difficult to determine if in

¹⁹⁶ Werther and Davis, p. 88-90.

the end race or gender was used as a final consideration for employment to fill a quota, resulting again in qualified applicants potentially being discriminated against solely because of their race or gender.¹⁹⁷ These methods of providing equal opportunity are often a subject of conflict, as is the means by which to measure the success or failure of equal opportunity policies. Opportunity itself is often difficult - if not impossible - to accurately measure. Equal opportunity is measured by the degree of equality of outcome that it generates.

In addition to the civil rights acts, a law affecting acquisition, or resource planning and selection, is the Equal Pay Act of 1963. This act forbids wage or salary discrimination based on sex, and mandates equal pay for equal work with some exceptions. Subsequent court rulings augmented the act by promoting the concept of comparable worth, or equal pay for unequal jobs of equal value or worth. The important Age Discrimination in Employment Act of 1967, which was strengthened by amendments in the early 1990s, essentially protects workers 40 years of age and older from discrimination. The Fair Credit Reporting Act also affects acquisition activities, as employers who turn down applicants for credit reasons must provide the sources of the information that shaped their decision. Similarly, the Buckley Amendment of 1974 requires certain institutions to make records available to individuals and to receive permission before releasing those records to third parties.¹⁹⁸

The major laws affecting HRM development, or appraisal, training, and development, are the civil rights act, the equal pay act, and the age discrimination in employment act. All of those laws also affected other HRM activities; rewards, or salary administration and incentive systems. In addition, however, HRM reward programs must comply with a huge amount of detailed legislation. The Davis-Bacon Act of 1931, for instance, requires the payment of minimum wages to nonfederal employees. The Walsh Healy

¹⁹⁷ Turkish-US Business Council, Doing Business in Turkey, <http://www.turkey-now.org/db/docs/Investment%20in%20Turkey%20Paksoy.pdf>, (23.03.2006).

¹⁹⁸ Werther and Davis, p. 42.

Public Contracts Act of 1936 ensures that employees working as contractors for the federal government will be compensated fairly. The Wagner Act of 1935 is the main piece of legislation governing union/management relations, and is a chief source of regulation for HRM departments. Other important laws related to HRM maintenance include: the Norris-Laguardia Act of 1932, the Social Security Act of 1935, the Taft-Hartley Act of 1947, and the Landrum-Griffin Act of 1959.¹⁹⁹

Perhaps the most regulated functions of the HRM field is maintenance, safety and health, and employee/management relations. Chief among regulations in this arena is the Occupational Safety and Health Act of 1970, which established the Occupational Safety and Health Administration. That act was designed to force employers to provide safe and healthy work environments and to make organizations liable for workers' safety. Also state workers' compensation laws, which require employers to make provisions to pay for work-related injuries, and forces HRM managers to create and document safety procedures and programs reduce a company's liability. New legislations and regulations are continued in United States of America in paralel of progress about social affairs and pressure of awaked work force.

3.3.2. European Union Laws

More and better jobs and equal opportunities are the watchwards of European "employment and social policy". This requires a large investment in human resources in order to increase the number of people with the skills necessary by economy needs, to improve quality skills and people' s ability to deal with change. A well educated, skilled and adaptable labour force plays an important role in economic growth and at the same time addresses three of the European Union' s (EU) greatest challenges: unemployment, poverty, and social exclusion. Equality principle is discussed and regulated within this context by European Union and its Commission. The Amsterdam

¹⁹⁹ Reference for Business, "Human Resource Management", <http://www.referenceforbusiness.com/small/Eq-Inc/Human-Resource-Management.html>, (01.01.2006).

Treaty, which created the basics of social policy, the European Union is empowered to take appropriate action to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation (Article 13 of the EC Treaty).²⁰⁰

Each year, the European Council agrees on common priorities and individual objectives for member states' employment policies. These agreements address strategy for job creation, job quality, a better balance between the demands of work and personal life, active ageing and ensuring that race, gender or disability do not limit opportunities for employment.²⁰¹ The EU does not deal with European employment and social policy on its own, nor does it bear sole responsibility for it. Social policy is a core responsibility of the Member States. In accordance with the principle of subsidiarity, Europe deals only with matters where an EU solution makes more sense. So far, the EU laid down only minimum standards and minimum rights. Member States can therefore adopt rules and regulations which go further than European social provisions. The purpose of European integration according to the Treaties:

"The Community shall have as its task to promote throughout the Community a harmonious, balanced and sustainable development of economic activities, a high level of employment and of social protection, equality between men and women, sustainable and non-inflationary growth, a high degree of competitiveness and convergence of economic performance, a high level of protection and improvement of the quality of the environment, the raising of the standard of living and quality of life, and economic and social cohesion and solidarity among Member States".²⁰²

European equal opportunities rights in brief:

²⁰⁰ European Union Web Site, Action Programme to Combat Discrimination (2001-2006), <http://www.europa.eu/scadplus/leg/en/lvb/l33113.htm>, (17.04.2006).

²⁰¹ European Union, Overviews of the European Union Activities: Employment and Social Affairs, http://europa.eu.int/pol/socio/overview_en.htm, (20.10.2004).

²⁰² European Employment and Social Policy Booklet, **A Policy for People**, Directorate-General for Education and Culture Information Unit, Luxembourg: Office for Official Publications of the European Communities, 2000, p. 3.

- Men and women are entitled to equal pay for equal work and equal value for works.
- Women must be given the same opportunities as men regarding with entering to employment, training, ongoing training, career development and employment. The wording of job advertisements must therefore be gender-neutral.
- Occupational and statutory social security schemes must provide equal benefits for both women and men.
- Authorities must treat women wishing to become self-employed in the same way as men setting up their own businesses.
- Female workers must be provided maternity benefit and leave during pregnancy.

All countries in the European Union or in the process of joining the European Union are required to comply with the EU *Acquis Communautaire*, a set of detailed laws, directives and obligations based on treaties such as the Treaties of Rome, the Treaty of Maastricht and the Treaty of Amsterdam.²⁰³ In order to combat discrimination based on sex, the EU first of all adopted European legislation to ensure equality in the context of employment, training, working conditions and social security. Positive discrimination is now allowed under the Amsterdam Treaty; so promotion rules giving priority to women in the event of equal qualifications with men are thus consistent with European law.

The EU is therefore pursuing a new approach in order to account of equal opportunities in all policies and programmes. The Amsterdam Treaty specifically refers to mainstreaming as an EU obligation. Education, training and youth programmes are to be ensured that women and girls do not get a raw deal under the measures they finance. In 1998, the European Court of Justice rendered an unusually high number of important judgments regarding gender equality. Several additional judgments on this issue are

²⁰³ European Union Web Site, **Stop Violence Against Women**, European Union Compliance 16.08.2004, http://www.stopvaw.org/printview/European_Union_Compliance4.html, (17.04.2006).

also expected in 1999.²⁰⁴ In individual cases, such as the multi-annual programme for small and medium-sized enterprises, the EU has quotas. At least one project out of every three financed under this programme must benefit female entrepreneurs. The EU is also striving to ensure that female experts make up at least 40 % of the members of advisory committees and other specialist bodies. Equal opportunities have been made an integral part not only of the European Employment Strategy, but also of the EU foreign and development policy, for example.

In all EU Member States, equality before the regulations was not seen as a prior discussion issue. But in everyday life many people suffer discrimination for no objective reason. For example, local public transport throughout the European Union is used predominantly by women which shows indirectly that discrimination against women is not always public; it is often indirect, hidden behind seemingly neutral rules. A coloured person may be unable to find a flat, or a disabled person may be unable to find a job despite an excellent education. Discrimination has many faces, and they are all still to be found throughout the EU. In an EU survey in 1997, 33 % of the EU citizens questioned felt that they often or occasionally regarded themselves as racist. For many years the EU institutions have used declarations, information campaigns and other tools, particularly measures designed to enhance public awareness, to fight discrimination. But the EU has been unable to go any further due to lack of a legal base. This led to discussion as to whether the European Union needs a bill of rights, and how respect for human rights can be enshrined in the Treaty. Although the Amsterdam Treaty has not provided the EU with a code of fundamental rights, it has made a clear statement in support of human rights.

Article 13 of the European Community Treaty states that the EU may take action to 'combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation'. All the EU countries have provisions to combat discrimination, mostly in their

²⁰⁴ Society of Human Resource Management, "News From The European Union", **The Global Employer Bulletin**, <http://www.shrm.org/global/publications/baker/599glob/european.htm> , (17.04.2006).

constitution or in the form of specific legislation. In future too, national governments will remain responsible for protecting their citizens against discrimination.²⁰⁵

Anti-discrimination policy is closely linked to the fight against social exclusion. The main victims of poverty and unemployment in the EU are those population groups which are often targets of derision, rejection or discrimination. They include women of different ethnic origin, older people and the disabled. Since the 1980s the EU has been committed to helping people on the fringe of society and will, in future, do its utmost to integrate the excluded. Regardless of the EU's economic success and despite the exemplary nature of some of the Member States' social protection systems, the number of people falling through the net has been increasing throughout the EU since the 1980s.

Unemployment, alcohol and drug abuse, discrimination as a result of physical or mental disability, and the decline in the role of the family can all lead to exclusion from society. In the past the EU has implemented a wide range of specific measures.²⁰⁶ Poverty programmes have helped promote the integration of disadvantaged people, and the Helios programme helped Member States and non-governmental organisations to tread new ground in their efforts to assist people with disabilities. Today the EU is committed to a broad strategy involving cooperation with Member States, non-governmental organisations and social partners. The aim is to tackle the problem at source and help people to help themselves. Like equal opportunities for women and men, the needs of the disabled must form an integral part of all EU policies. So the EU is taking account of the fact that every 10th EU citizen of working age has a physical or mental disability. The European Social Fund and the European Employment Strategy are playing an increasingly important role in shaping a comprehensive integration policy. In addition, the EU intends to promote the integration of disadvantaged people through specific programmes and projects. For

²⁰⁵ European Employment and Social Policy Booklet, p. 26-28.

²⁰⁶ Milkowich and Boudreau, p. 54.

example, it has proposed an action programme for the integration of refugees and, on the basis of a new Article in the Amsterdam Treaty, will adopt concrete measures to combat social exclusion.

The outcome of the EU summit of March 2000 in Lisbon on economic reform, employment and social cohesion confirmed the commitment to a new economic and social agenda for the year 2000 and beyond. Europe must move forward in the knowledge- based economy and create an 'e-europe'. The Heads of State or Government agreed on a new strategic goal for the EU for the next decade: to become the most competitive and dynamic knowledge-based economy in the world, capable of sustaining economic growth with more and better jobs and greater social cohesion. They agreed that there shall be an EU summit each spring to examine economic and social questions and to ensure overall coherence and effective monitoring of progress. In Lisbon the EU Member States promised each other to increase substantially their investment in education and to strengthen their cooperation to ensure that the possibilities offered by modern communication services would be accessible to all. They also put strong emphasis on the modernisation of the European social model and on the development of an active welfare state. For the first time ever, the conclusions give a high profile to social inclusion and the need for EU activity in this area. Steps will be taken to make a more decisive impact on the eradication of poverty by setting adequate targets to be agreed by the Council by the end of 2000.²⁰⁷ The Charter of Fundamental Rights , proclaimed in December 2000, reaffirms the European Union's commitment to the principle of non-discrimination.²⁰⁸ The Lisbon summit also supported the idea that the EU in 2000 should adopt a new Social Policy Agenda. This framework decision will be the successor of the Social Action Programme 1998-2000. Its major mission will be to initiate a 'virtuous circle' by better linking action on employment, social protection, social inclusion, social dialogue, equal opportunities and anti-discrimination. It will also articulate

²⁰⁷ European Employment and Social Policy Booklet, p. 29-30.

²⁰⁸ European Union, Equality and Non-Discrimination in an Enlarged European Union, <http://www.europa.eu/scadplus/leg/en/lvb/l14157.htm>, (17.04.2006)

how the European Social Fund will underpin policy, in particular the employment strategy.²⁰⁹ The European Social Fund (ESF) constituted a program "EQUAL" in order to help vulnerable groups which are frequently the target of discrimination –e.g. the disabled- and seeks to provide them with equal opportunities. For 2000-2006 it has replaced the previous ADAPT and Employment initiatives, of which the latter encompassed four strands: Now, Horizon, Youthstart and Integra. EQUAL supports measures to combat any form of unequal treatment and discrimination on the labour market including discrimination on the grounds of sex, ethnic, origin, age, disability, sexual orientation or limited qualifications.²¹⁰

The European Union is negotiating on enlargement with other European countries that have requested EU membership (most of the central and east European countries included Turkey). The accession of new Member States to the European Union constitutes a challenge, not only in economic terms, but also from the social policy viewpoint, as the standard of living in most candidate countries is below the EU average. The new Member States are expected to have transposed the two anti-discrimination Directives before joining the EU, as they form part of the body of Community law. The candidate countries must progressively implement EU rules, including social policy legislation, in order to be allowed to join.²¹¹ The EU is helping the candidate countries to modernise their social systems through 'accession partnerships', which include substantial financial support from the EU and exchange of experience and know-how. EU programmes, on education and training for example, have been opened up to participants from these countries. The EU's pre-accession strategy is thus benefiting the citizens of the future Member States and, seen from the long-term point of view, the EU's social stability as well.²¹²

²⁰⁹ European Employment and Social Policy Booklet, p. 30.

²¹⁰ European Employment and Social Policy Booklet, p. 15-16.

²¹¹ European Union, Equality and Non-Discrimination in an Enlarged European Union, <http://www.europa.eu/scadplus/leg/en/lvb/l14157.htm>, (17.04.2006)

²¹² European Employment and Social Policy Booklet, p. 6.

3.3.3. Republic of Turkey Laws

Turkey is a civil law country, legislation of which is mainly based on European countries. Turkey adopted Swiss Civil Code and Code of Obligations almost verbatim, which contain the law of persons, family law, succession, property, contracts, torts and unjust enrichment in 1926. Codes of administrative law were mainly adopted from France. In the hierarchy of the enacted laws, the Turkish constitution occupies the first place, followed by codes and statutes. International treaties, which Turkey is a party, become enforceable after being approved by the Turkish Grand National Assembly. The constitutionality of treaties cannot be challenged and provisions of a treaty prevails in case of a conflict between a treaty and a statute.²¹³

Discussions about social affairs are intensified due to the developments relevant to Turkey's membership to European Union (EU).²¹⁴ During the dialogue period, not only EU laws but also the criterias which accepted by member countries and international agreements are to be considered by adaptation into Turkish Labour Law and Social Affairs.²¹⁵

3.3.3.1. The Constitution of Turkish Republic

According to Article 10 of The Constitution of Republic of Turkey; Principle of "Equal Treatment" is discussed as below:

- All individuals are equal without any discrimination before the law, irrespective of language, race, colour, gender, political opinion, philosophical belief, religion and sex, or any such considerations.
- Men and women have equal rights and the State is responsible to implement these rights.
- No privilege can not be granted to any individual, family, group or class.

²¹³ Turkish-US Business Council, Doing Business in Turkey, <http://www.turkey-now.org/db/docs/Investment%20in%20Turkey%20Paksoy.pdf>, (23.03.2006), p. 1.

²¹⁴ Aziz Çelik, Avrupa Birliği' nin Sosyal Boyutu ve Türkiye' nin Uyumu", November 2002, İstanbul, http://www.ceterisparibus.net/arsiv/a_celik2.doc, (20.10.2004), p. 2.

²¹⁵ Aziz Çelik, Avrupa Birliği' nin Sosyal Boyutu ve Türkiye' nin Uyumu", November 2002, İstanbul, http://www.ceterisparibus.net/arsiv/a_celik2.doc, (20.10.2004), p. 28.

- State organs and administrative authorities shall act in compliance with the principle of equality before the law in all their proceedings.²¹⁶

Equality is one of the fundamental claims guaranteed by The Constitution in Turkey.

3.3.3.2. Labour Act of Turkey Number 1475

Excluding “unequal payment” issue, equity or discrimination prohibition is not included in 1475 Number Turkish Labour Law. The Law on validated on 25.08.1971 and stood in 01.09.1971 mandates under Chapter 3 Item 26 that “Different salaries can not be paid to man and women who are charged with jobs which requires similar qualifications and have equal performance. Working contracts and collective bargaining agreements can not be regulated against this mandate.”²¹⁷

3.3.3.3. Labour Act of Turkey Number 4857

Under Turkish Labours Law, discrimination based on language, race, sex, political view, philosophical belief, religion and similar reasons are forbidden. Moreover, employers are prohibited from directly or indirectly making any discrimination or paying lower salary based on sex or pregnancy for the same or equal works, except for the biological or other obligatory reasons relating to the nature of work. In addition, the employers are prohibited from applying different conditions to full time and part-time employees or employees working with definite or indefinite term contracts, except for the existence of material reasons. Any employer who breaches the principle of equal treatment shall be required to pay a compensation in an amount corresponding to the employer’s four months salary.²¹⁸

²¹⁶ Milli Eğitim Bakanlığı, Mevzuat Bankası, “*Türkiye Cumhuriyeti Anayasası*”, <http://mevzuat.meb.gov.tr/html/tcanayasasi1.html> , (10.11.2005).

²¹⁷ Sosyal Güvenlik Hukuku, “Yürürlükten Kalkan 1475 Sayılı İş Kanunu”, Volume 1, Issue 1475, İstanbul: Süryay Sürekli Yayınlar A.Ş., 2003, p. 76-77.

²¹⁸ Turkish-US Business Council, Doing Business in Turkey, <http://www.turkey-now.org/db/docs/Investment%20in%20Turkey%20Paksoy.pdf>, (23.03.2006), p. 8-9.

Since Turkey's "Acceding Country" status was declared, many changes has been done in Laws and Constitution in order to maintain equity principle in employment issues. Changes made in the Constitution and Codes of Civil Law about "equity of couples", revision of Labours Law and accepting international laws on this issue are the major steps of Turkey' s adaptation action plan to European Union Laws and arrangements. However, besides the changes of laws in terms of "equity", carrying out the laws into the daily life appropriately is very important. ²¹⁹

Constitution of Turkish Republic rules equal opportunity for both women and men without any kind of discrimination and specifically includes equal pay for each. Even there is not a common law about "equal treatment" or "discrimination", many improvements were realised in relevant laws based upon the Constitution. Other laws both national and international that Turkey has realized or take place in also shows the improvement as seen herewith Appendix 1. ²²⁰

Turkish Laws includes the main judgments about the equal treatment and equal opportunity for women and men. However, remoteness of women from work life is the main obstacle originating from the effect of culture and lack of education, hinder the effectiveness of these governmental regulations. The results of the poll was taken by National Institute of Statistics shows the realities on the issue exhibited in **Table 5**.²²¹

* Please refer to Appendix 1 on page 157.

²¹⁹ Nazan Moroğlu, Web Site of Secretariat Genaral for the EU Affairs, "Avrupa Birliği' ne Giriş Sürecinde Kadın Erkek Eşitliği", <http://www.euturkey.org.tr/abportal>, (20.03.2006).

²²⁰ Avrupa Birliği Avrupa Komisyonu Türkiye Temsilciliği, **AB ve Eşitlik "İstihdamda Eşit Fırsatlar"**, Ankara: Tisamat Basım, 2002, p. 13.

²²¹ Avrupa Birliği Avrupa Komisyonu Türkiye Temsilciliği, p. 13-15.

Table 5
Family Workforce Survey

	WOMEN (%)	MEN (%)
Share of women workforce	30	70
Working Status		
Salaried/Daily Waged	23.7	45.4
Employer/Self-employed	8.8	40.8
Non salaried worker (agriculture)	67.5	13.9

Source: AB ve Eşitlik “İstihdamda Eşit Fırsatlar”, Avrupa Birliği Avrupa Komisyonu Türkiye Temsilciliği, Ankara: 2002, Tisamat Basım, p. 13.

The National Report of Turkey 2004 is prepared regularly by EU Commission brings up the issue in a similar way. :

“As regards the fight against **discrimination**, no developments can be reported. As regards the fight against discrimination, the Labour Law includes a number of general provisions relating to non-discrimination and equal treatment. However, further efforts are needed for a full transposition of the Employment Equality and Racial Equality Directives. The non-employment aspects of the Racial Equality Directive in particular have not been transposed; this concerns also the need to establish an Equality Body. Significant challenges remain with regard to the effective implementation and enforcement of anti-discrimination provisions (see also Section B.1.3 – Human rights and the protection of minorities). Turkey has still not signed the 1996 Revised European Social Charter.”²²²

In sum up, the issue “equality” has not discussed in a broader view and detailed by laws as did in European Union countries. Meanwhile, in application still there are several misuses and lacknesses, but during the adaptation period to EU membership, there are and it seems, there will be improvement and changes are to be planned from the date.

²²² Commission of The European Communities, 2004 Regular Report on Turkey’ s Progress Towards Accession, Brussels 06.10.2004, www.dtm.gov.tr/ab/SonGelismeler/ilerleme%20raporu/rr_tr_2004_en.pdf, (20.03.2006). p. 109.

3.3.4. International Labour Organization's Approach

Numerous international instruments, including conventions of the United Nations and the International Labour Organization, new concepts are rooted in universal principles of human rights, fundamental freedoms, and equality.²²³ Discrimination among workers because of their effort, performance, or other work-related criteria remains both permissible and advisable. EEO laws do permit employers to reward outstanding performers and penalize unacceptable productivity. These laws only require that the basis for rewards and punishment be work-related not based on unrelated issues such as a person's sex, race, or religion. Not only do these laws prohibit intentional discrimination, arising from evil intent or motive, but they also prohibit disparate treatment and disparate impact even when such discrimination is unintentional.

Adopted in 1998, the ILO Declaration on Fundamental Principles and Rights at Work is an expression of commitment by governments, employers' and workers' organizations to uphold values that are vital to our social and economic lives. The Declaration covers; freedom of association and the right to collective bargaining; the elimination of forced and compulsory labour; the abolition of child labour and; the elimination of discrimination in the workplace.²²⁴

Through conventions and recommendations, the ILO sets minimum international labor standards on rights like freedom of association, the right to organize and collective bargaining.²²⁵ And also prepare and declare international reports such as "*Time for Equality at Work*". It is the fourth Global Report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work. It examines the diverse forms of discrimination at work that have been identified and formally condemned

²²³ International Finance Corporation, "Non-Discrimination And Equal Opportunity", Good Practice Note Vol. 5, , Jan 2006, www.ifc.org, (11.02.2006), p. 1.

²²⁴ International Labour Organization, Declaration, <http://www.ilo.org/dyn/declaris/DECLARATIONWEB.INDEXPAGE>, (18.05.2006)

²²⁵ Cynthia Gren, ILO Report: Workplace Discrimination Can Stunt Economic Growth, LRA Online, 07.07.2003, <http://www.laborresearch.org/story.php?id=309>, (18.05.2006).

nationally and internationally. It gives an update of the various policy and practical responses, with the aim of mobilizing greater support for the elimination of discrimination in respect of employment and occupation.²²⁶

²²⁶ International Labour Organization, "Time for Equality at Work", International Labour Conference, 91st Session, Geneva, 2003, <http://www.ei-ie.org/payequity/EN/docs/ILO/ILO%20Global%20Report%20Equality%202003/ILO%20Global%20Report%202003%20Executive%20Summary.pdf>, (16.05.2006).

4. TRENDS IN HUMAN RESOURCE MANAGEMENT RELEVANT TO DISCRIMINATION AND PREDICTIONS FRAMED WITH ETHICAL CONCERNS

Against the backdrop of a highly competitive, technology-driven global economy, the workplace has been transformed by three powerful trends: increasing employee diversity, the growing importance of knowledge work, and the changing employee-employer relationship. In view of concerns “efficiency”, these trends are sparking organizations of every shape and size to re-think and get Professional help outside the company about how they manage the workforce to achieve strategic goals and ensure lasting financial success.²²⁷ But as it is mentioned previous chapters, efficiency is one part of priorities of contemporary business management. The other part must cover “equity-fairness-”. The future equity challenges for HRM professionals will be ever changing and ever more financially important. ²²⁸ So all kind and size of organization must consider efficiency and equity criterias in spite of scientific and technological innovation which affects all individuals, increasing competitive advantage which affects all kinds of organizations (even local companies) and changing profile of workforce which affects HRM field and professionals.

4.1. Scientific and Technological Innovation

“The changes in technology are affecting relationships among people, the way of working, the elimination and emergence of jobs, and the nature of products and services.” as Nadler and Nadler said in Handbook of Human Resource Development.²²⁹ Today, the basics of commercial racialism are constituted by technology.²³⁰ While the innovations held in science and technology contributes the quality of human life, cause many problems

²²⁷ Kronos Incorporated, White Papers: A New Business Imperative “Managing the 21st Century Workforce”, July 2005, www.kronos.com , p. 3.

²²⁸ Milkovich and Boudreau, p. 668.?

²²⁹ Nadler and Nadler, The Handbook Of Human Resource Development, p. 143.

²³⁰ Nuray Pakdemir, **Genetik Devrim**, İstanbul: Su Yayınları, 2000, p. 241.

ethically, philosophically, socially and legal. The main contribution of the innovations arises in medicine. Illnesses are diagnosed in earlier stages by DNA analysis and can be threatened more easily and without damages. Meanwhile, people may lose their health insurance guarantee or their jobs because of diagnosed illnesses. The negative discrimination provided by genetic tests and some other technological innovations, may cause some people to be left outside the society as seen in Appendix 5. At the same time some people may have many opportunities due to their "good, valuable genes" in business life or society. Many of the companies in USA has started to make insurance by using the genetic test results.²³¹ A survey held in 1999 shows that % 30 of small and medium size companies use genetic test results in compensation and termination processes. On the other hand, one of the major discussion points about the issue is, the risks of using genetic test results by human resource consultancy companies and insurance companies in bad ways. The ideas are in a direction that "Employers will not hire people whose genetic report is not positive."²³²

The innovation of genetic engineering brings racist sociology together with its advantages. The new sociology helps to be created a suitable cultural atmosphere.²³³ Although the sense of racism shows the danger, nobody can refuse the bringing of the new gene technology. Human being is in a paradox of benefits and the risks.²³⁴ In one hand, genome projects and its findings show that: genetic researches are the first steps of reaching the "perfect human"²³⁵, on the other hand, -following Nietzsche's line of thought-, societies are compelled to ask the questions

* Please refer to Appendix 5 on page 178.

²³¹ Beyazıt Çırakoğlu, "2020' de Gen Teknolojisi", www.ttb.org.tr/2020/beyazit_cirakoglu.doc, (13.06.2005).

²³² Talin Sucuyan, BIA.net, "Terfi ve İşten Çıkarmalarda Genetik Test", http://www.bianet.org/index_root.htm, (13.06.2005).

²³³ Jeremy Rifkin, **Biyoteknoloji Yüzyılı**, Celal Kapkın (Trans.), 1th ed., Bilim Dizisi: 8, İstanbul: Evrim Yayınevi, 1998, p. 27.

²³⁴ Daniel Cohen, **Umudun Genleri**, Yeşim Küey (Trans.), 1th ed., İstanbul: Kesit Yayıncılık, 1995, p. 34

²³⁵ Pakdemir, p. 241.

whether modern weapons such as biological weapons will make end of human being.²³⁶

Using genetic tests to identify individuals who might be at risk of ill-health is the benefit of genetechonology, but for some reasons these tests results can not use as a valid and reliable tool. For example, interpreting the results of the tests is so complex and may cause misinterpret, so HRM professionals may make inappropriate decisions based on these results. The consequences of such discriminatory practices could have wider rejection for public health. If people with genetic faults were to become generally unemployable, they could become part of a 'genetic underclass'. Their health would suffer as a direct consequence of unemployment and living in poverty. This has the potential to reinforce existing health inequalities. People who are more likely to work in industry and be exposed to chemical hazards could suffer more genetic discrimination than the 'white-collar workers' who are never exposed and never submitted to genetic testing. Discrimination against individual workers could therefore become a broader social issue with significant economic and political implications.

The fear of discrimination may have far-reaching effects. It may make people reluctant to take genetic tests even though these could be beneficial to their health. The USA Department of Labour found that many women avoid breast cancer screening because they believe the results would appear on their records and be made available to employers or insurers. The risk of discrimination may even defer people from taking part in useful medical research. There have been numerous examples of misuse of genetic information in the USA. In a 1996 survey of individuals who were deemed to be at risk of developing a genetic condition, 200 people had experienced genetic discrimination among the 917 who responded. In the UK, no cases of genetic discrimination have been reported yet. However, in 2002, one employer did contact the Health and Safety Executive to ask whether a person should be given preferred employment if there was

²³⁶ Francis Fukuyama, "The End Of History and The Last Man", <http://www.freerepublic.com/forum/a3a00c4400b68.htm> (01.06.2005).

evidence that they were *not* genetically susceptible to the effects of certain hazards.²³⁷

High amount of insurance policies and compensations directed companies to identify and eliminate people who will easily get sick. The result of the poll taken by Geller in 1996 shows that the number of lawsuits based on genetic discrimination has increased. A female sociologist terminated because of Huntington illness has brought up in her family. The dramatic side of this case is, that employee was promoted 8 months ago because of high performance. In 1982 The Federal Technology Research Bureau found that approximately half of the companies managed the screening test project and they transferred to another location or terminated the employees identified "risky". The NorthWest Life Insurance Company reported that %15 of 400 companies has planning to make screening tests that employed as of 2000. The improvements indicate a trend which causes marking people as "lower class" or "higher class". US laws are renovated in order to include new technological developments such as use of genetic tests results in employment. And also other governmental regulations and trends of institutions show that especially in USA, the issue is held on as a critical point of future challenges.²³⁸

4.2. Concern of Competitive Advantage

In industrialized countries by the change of economic growth, the workplace becomes a vital component of the society's economic and social well-being. Even the tensions of workplace reflects tension of society. It is not surprising that governments around the world take a strong interest in trying to ensure fair treatment in the workplace. Because an organization's employees are the sample of the population, demographic changes in a country's population will be reflected in an organization's employees and consequently in HRM practices. A number of demographic trends are

²³⁷ Kristina Staley, A Report by GeneWatch UK June 2003, "Genetic Testing in the Workplace", <http://www.genewatch.org/HumanGen/Publications/reports.htm#Testing>, (01.05.2006), p. 34-35.

²³⁸ Beyazıt Çirakoğlu, "2020' de Gen Teknolojisi", www.ttb.org.tr/2020/beyazit_cirakoglu.doc, (13.06.2005).

changing the face of the labour supply both in the United States and around the world.²³⁹ Over a century ago, with the growth of organizations and industry, HRM began to become a force in corporate life.

4.3. Work Force In the Future

Some of the issues which will be discussed in the field of HRM more commonly are information explosion, continued technological growth as mentioned previous chapter and one-world idea. Many difficulties arise for HRM professionals because of these challenges. For example, competition for highly skilled, qualified employees will intensify in the coming years; only companies whose cultures support diversity will be able to retain the best talent necessary to remain competitive. It is clear that organizations want both to hire the most talented people and to retain the people they hire. A survey of 400 Society of Human Resource Management members reported that diversity brings both strengths and challenges for HR professionals. Because women and minorities will constitute the majority of people entering the work force 10 years from now, it is important for organizations to find retention methods and techniques in order to lure them into their folds. It is felt that if organizations of minorities and women do not take place in management, organizations may not be able to attract others from those ranks.²⁴⁰

The ethical character of organization tends to reflect the ethical character of the society. Increasing cultural diversity will lead to the constitution of a moral character believe racial, ethnical, cultural diversity.²⁴¹ Diversity management in the corporate world comes partly in response to demographic trends: by the year 2000, women and minorities will constitute % 62 of the USA work force and % 80 of the new entrants, 1/3 of of all workers will be age 50 or older.²⁴² Any of the companies can be successful if it refuses to consider for employment half of the population on

²³⁹ Milkowich and Boudreau, p. 34-35.

²⁴⁰ Ferris and Buckles, p. 89.

²⁴¹ Hopkins , p. 6.

²⁴² Ferris and Buckles, p. 89.

the grounds of irrelevant criteria unrelated to whether these individuals are qualified for the job.²⁴³ Most organizations today, acknowledge the need for accountability-based HRM, but are confused about how and where to start. HRM accountability is about the responsibility shared by top management, line managers and the HR staff for ensuring that people are used effectively, and in accordance with legal requirements. Parallel to growing importance of HRM function, United States Office of Personnel Management developed the guide of "HRM Accountability System" in December 1998. This is a very useful guide which provides a broad look at HRM accountability, it also provides line managers and HR specialists with an accountability framework to use in developing agency accountability system. In this guide, OPM experts identify the strategic goals of agencies, performance measures and measurement indicators which will show whether the goals are being met, and at the end of the study "The Merit System Principles and Prohibited Personnel Practices" are listed in Appendix 6 on page 180. *

Due to the increasing importance of "ethics" and fairly treatment in work place, organizations will change their policies in direction of supplying these demands. The research of ethics indicates that lack of organization's ethical visions is noticed firstly by human resource management departments and also vision statement activities are leading by human resource management departments.²⁴⁴ Ethical behaviour will spread to the whole of the organization. Ethical values will become clear in all HR applications and training programs. Standards and fairly assessment tools will take place an important role within all systems of the organization. And preparing and declaring codes of ethics will be wide to all over the world and all companies.²⁴⁵

While constituting the systematic of ethics, the first step will be defining the major terms of the issue. Risk areas are defined and evaluated.

²⁴³ Stewart, 154-155.

²⁴⁴ insankaynaklari.com, "Yüzünü İnsana Dönen Kurumlar İnsan Kaynakları ve Etik", 10.10.2002, www.insankaynaklari.com, (15.01.2006).

²⁴⁵ Pardue, p. 36-37.

Upper managers take responsibility during this period. And the whole process is held clear. All employees including upper management level is trained on the issue. Finally, a reviewing and controlling system is set, in order to maintain continuity.²⁴⁶ Activities held by HRM departments are controlled whether they are suiting to equity principle and ethical, by asking three main questions and a road map may be used bay organizations as shown in **Table 6**.

1. The profile of employees: Is there any racist group within the company? What is the number of women and men? Are these numbers are normal or abnormal comparing with the required qualifications of the jobs?
2. Favoritism: Is there any employee still working although he or she does not have the necessary qualifications? Is there any case of nepotism or other kind of favoritism based on assumptions.
3. Payment Policy: Are the employees who are doing similar jobs getting similar salary? Is there any salary difference which can not explain in objective criterias? Is there any differences between male and female employees? ²⁴⁷

²⁴⁶ Eşber Çekiç, "İnsan Kaynaklarında Etik Değerler", **8. Human Resource Conference**, March 2003, Published in Insankaynaklari.com on 21.09.2005, <http://www.insankaynaklari.com/CN/ContentBody.asp?BodyID=1064>, (08.05.2006).

²⁴⁷ Birben, p. 36.

Table 6
Non-Discrimination Roadmap

Non-Discrimination Roadmap	
Identify the need for non-discrimination strategy	• Link non-discrimination with business priorities • Get top management support for initiatives • Identify business benefits from non discrimination
Prepare baseline information	• Analyze the composition of workforce • Analyze the composition of local labor market • Get information on legislative requirements
Review and change recruitment policies	• Move to competence-based systems • Ensure recruitment is not based on personal specifications • Train managers in non-discriminatory recruitment
Assess payment practices	• Identify potentially discriminatory practices • Audit payment disparities for women and minority groups
Implement an anti-harassment policy	• Define an anti-harassment policy • Communicate the policy to the workforce • Train managers on the policy • Support workers who are harassed
Develop family-friendly policies	• Institute maternity leave policies • Encourage flexible working where appropriate • Consider the possibility of providing crèches • Consider ways to accommodate breastfeeding mothers
Understand cultural and religious diversity	• Know the cultural boundaries in the society in which you operate • Train and develop managers to understand cultural differences • Adjust workplace practices to facilitate religious cultural practices where possible
Involve underrepresented groups in your workforce	• Check your recruitment requirements: are they absolutely necessary? • Consider ways of providing training to potential employees to improve their chances of employment • Consider whether you can work with government, trade unions and other stakeholders to develop the potential of underrepresented groups
Devise a strategy to deal with disability and health issues	• Examine ways in which jobs can be readjusted to accommodate persons with disabilities • Have a health management system which seeks to rehabilitate or reintegrate employees who have long-term health problems • Develop a policy on HIV/AIDS
Communicate	• Ensure your managers and workforce know the standards of behaviour expected of them and are aware of company policies • Let marginalized communities know about your programs • Accentuate the positive advantages of non-discrimination with all stakeholders

Source: International Finance Corporation, Good Practice Note Vol. 5, "**Non-Discrimination And Equal Opportunity**", Jan 2006, www.ifc.org , (11.02.2006), p. 10.

5. FIELD RESEARCH

5.1. Purpose

The main purpose of this research is to measure the opinions of human resource professionals about "The Practice of Equity Principle in Human Resource Management." For this purpose, answers to the below questions have been sought for:

- Do the opinions of human resources personnel have significance according to participants' education levels, genders, age levels, total job experiences, experiences in human resource management field and the sector which they work for?
- Do having a codes of ethics list overall the company and codes of ethics list of human resource department makes significance of participants' opinions ?

The hypothesis to be analyzed is :

H₁: Human resource professionals consider that equity principle is not applied to human resource management processes.

5.2. Methodology

In this chapter, information about research methodology, universe and participants of the research, way of gathering data, method of evaluating data and interpretation is given. The survey is made using monitoring model in order to identify the opinions of human resource personnel about the practice of equity principle in human resource management field. Monitoring enables to identify a specific status which occur in the past or a current issue. Participants' opinions are sought by an objective research tool.

The questions depend on literature survey, as does the thesis text itself. The questionnaire consists of a total of 9 questions, one of which is

made of 16 sub-questions. The questionnaire has two parts. First part consists of demographic questions and the second part includes questions about the organizational practices of equity principles in human resource management functions.

The research consist of 124 human resource personnel of the companies which are doing business in both production and service sectors within İstanbul. The responses are gathered via e-mail and the forms which are not fulfilled completely are taken out of the calculation.

The first part of the survey consist of 8 question based on facts which are education level, gender, age, total job experience, human resource field experience, the sector which their company doing business in, existence of codes of ethics list both company's and human resource department's of participants. The second part of the survey, consist of 16 sub verdicted questions based on 5-point Lickert scale.

Reliability of the survey is maintained by using Cronbach Alpha Coefficient. As a result of the statistical analyses, the reliability coefficient of the survey in order to measure the opinions of participants about "The Practice of Equity Principle in Human Resource Management" is $\alpha=0,82$. The second part of the survey is between $0,80 \leq \alpha < 1,00$, so the data gathering tool has high reliability.

For the analyses of the data, frequency analyses and descriptive statistics were used by the help of (Statistical For Social Sciences) for Windows Release 11.5. All questions are prepared closed-ended so that the participant could choose the reply and the answers would be standardized. The last question, by which the approaches of participants about practicability of equity principle in human resource functions and the applications of their organization are asked, there are 16 sub-questions, where 5-point Lickert scale explained in Table 6 is used in which 1 equals "certainly agree" and 5 "never agree".

Table 7
Options and Score of Interval

Options	Score	Interval
Strongly Agree	5	4.20–5.00
Agree	4	3.40–4.19
Almostly Agree	3	2.60–3.39
Less Agree	2	1.80–2.59
Do Not Agree	1	1.00–1.79

Frequency (n) and percentice for countable datas; mean ($\bar{x}$) for measurable data and Standard deviation (ss) is used analysing datas. The significance of the sub questions is determined by t-test (Paired-Samples T Test), compared to the mean, t-test (Independent-Samples T Test) and Variations Analysis are used. The results are emplaced to the tables and interpreted by the help of the brief result tables. The significance of the result is tested in $\alpha=0,05$.

5.3. Limitations of the Research

Questionnaire forms were sent to the yahoogroups' e-mail chains which are active in HRM field such as Recruitmen Turkey, Kariyer Yönetimi, Training Turkey. 124 participants who are the member of these groups replied the questionnaire. Participants are consist of all level of HR personnel working in both production and service industries.

The foremost difficulty during the research was the low participation and delay in getting back the responses. From the approximetly 8000 yahoogroups member to which the questionnaires were sent, 124 responded. 10 of the response mails could not evaluated because of insufficient fulfillment.

5.4. Findings

This section includes the responses and solutions to the basic questions, findings obtained from the statistical analyses of the data received through questionnaires, and tables and graphics indicating these findings. Demographic data is interpreted in analyses of sub-problems, means, standard deviation, one-sample t-test and independent –sample t-tests and ANOVA tests are used to determine whether there is significance between variables.

In the first part of the survey findings about gender, education level and sector which they work in is given.

Table 8
Distribution According to Gender of Participants

Groups	n	%
Female	61	49,2
Male	63	50,8
Total	124	100

Table 8 shows that 61 female and 63 male participated the survey..

Table 9
Distribution According to Education Level of Participants

Groups	n	%
High School	5	4
Bachelor's Degree	88	71
Master	30	24,2
Doctorate	1	0,8
Total	100	100

Table 9 exhibits that 5 participants have High School, 88 have Bachelor's Degree, 30 participants master and one participant of the survey has doctorate degree.

Table 10
Distribution According to Sector of Participants

Groups	n	%
Industry	57	46
Service	67	54
Total	100	100

Table 10 shows the distribution of participants' sectors which they work in. According to the table, 57 of participants work in industry and 67 of participants work for service sector. Findings about the sub questions of the survey which exist in the second part, and the comments are given below:

Table 11
The Result of T Test Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	($\bar{x}$)	ss	Expected Average	t	p
1. I know the scope of "equity principle" discussed in Turkish Labors Law.	3,37	1,20	3	3,425	0,001
2. We consider equity principle at all human resource management processes.	3,45	1,19	3	4,294	0,000
3. Our employees consider that they are given equal opportunities and they were threated equal	3,01	1,25	3	0,143	0,887
4. I believe that using the personality tests solely in hiring process causes discrimination.	3,16	1,33	3	1,347	0,181
5. At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.	2,90	1,33	3	-0,804	0,423
6. When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.	2,51	1,43	3	-3,742	0,000
7. We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.	2,86	1,25	3	-1,220	0,225
8. We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.	3,02	1,20	3	0,223	0,824
9. We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.	2,70	1,16	3	-2,787	0,006
10. We include at least one of these criteries such as gender, age, marital status in our job advertisements.	3,25	1,37	3	2,085	0,039
11. At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview.	3,62	1,30	3	5,374	0,000
12. The alternative selection tools such as face analyse, handwriting anlyse and genetic test results -when the technology becomes convenient- should be used at the processes recruitment and selection.	1,81	1,16	3	11,338	0,000
13. The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.	3,39	1,32	3	3,323	0,001
14. Medical report is a criteria of recruitment and selection processes.	3,44	1,29	3	3,811	0,000
15. There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10)	3,33	1,39	3	2,701	0,008
16. I have been confronted with discrimination at least one time since I have started to my career.	2,89	1,46	3	-0,797	0,427
TOTAL	48,79	7,13	54	-8,117	0,000

Table 11 displays the data reflecting HR personnel's opinion about:
"The Practice of Equity Principle in Human Resource Management."

Item 1: The mean of HR employees' opinions on the item "I know the scope of -equity principle- discussed in Turkish Labors Law." is 3,45 and standard deviation is 1,19. When the responses are compared to the mean by t-test, ($p=0,001$) the result is statistically significant.

Item 2: The mean of HR employees' opinions on the item "We consider equity principle at all human resource management processes." is 2,09 and standard deviation is 1,133. When the responses are compared to the mean by t-test, ($p=0,001$) the result is statistically significant.

Item 3: The mean of HR employees' opinions on the item "Our employees consider that they are given equal opportunities and they were threatened equal." is 3,01 and standard deviation is 1,25. When the responses are compared to the mean by t-test, ($p=0,887$) the result is not statistically significant.

Item 4: The mean of HR employees' opinions on the item "I believe that using the personality tests solely in hiring process causes discrimination." is 3,16 and standard deviation is 1,33. When the responses are compared to the mean by t-test, ($p=0,181$) the result is not statistically significant.

Item 5: The mean of HR employees' opinions on the item "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted." is 2,90 and standard deviation is 1,33. When the responses are compared to the mean by t-test, ($p=0,423$) the result is not statistically significant.

Item 6: The mean of HR employees' opinions on the item "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates." is 2,51 and standard deviation is 1,43. When the responses are compared to the mean by t-test, ($p= p= 0,000$) the result is not statistically significant.

Item 7: The mean of HR employees' opinions on the item "We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes." is 2,86 and standard deviation is 1,25. When the responses are compared to the mean by t-test, ($p=0,225$) the result is not statistically significant.

Item 8: The mean of HR employees' opinions on the item "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes." is 3,02 and standard deviation is 1,20. When the responses are compared to the mean by t-test, ($p=0,824$) the result is not statistically significant.

Item 9: The mean of HR employees' opinions on the item "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process." is 2,70 and standard deviation is 1,16. When the responses are compared to the mean by t-test, ($p=0,006$) the result is statistically significant.

Item10: The mean of HR employees' opinions on the item "We include at least one of these criterias such as gender, age, marital status at our job advertisements." is 3,25 and standard deviation is 1,37. When the responses are compared to the mean by t-test, ($p=0,039$) the result is statistically significant.

Item11: The mean of HR employees' opinions on the item "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview." is 3,62 and standard deviation is 1,30. When the responses are compared to the mean by t-test, ($p=0,000$) the result is statistically significant.

Item12: The mean of HR employees' opinions on the item "The alternative selection tools such as face analyse, handwriting anlyse and genetic test results -when the technology becomes convenient- should be used at the processes recruitment and selection." is 1,81 and standard

deviation is 1,16. When the responses are compared to the mean by t-test, ($p=0,000$) the result is statistically significant.

Item13: The mean of HR employees' opinions on the item "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others." is 3,39 and standard deviation is 1,32. When the responses are compared to the mean by t-test, ($p=0,001$) the result is statistically significant.

Item14: The mean of HR employees' opinions on the item "Medical report is a criteria of recruitment and selection processes." is 3,44 and standard deviation is 1,29. When the responses are compared to the mean by t-test, ($p=0,000$) the result is statistically significant.

Item15: The mean of HR employees' opinions on the item "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10)" is 3,33 and standard deviation is 1,39. When the responses are compared to the mean by t-test, ($p=0,008$) the result is statistically significant.

Item16: The mean of HR employees' opinions on the item "I have been confronted with discrimination at least one time since I have started to my career." is 2,89 and standard deviation is 1,46. When the responses are compared to the mean by t-test, ($p=0,427$) the result is not statistically significant.

Table 12
The Result of T Test According To Educational Background, Depicts
The Opinions of Human Resource Personnel About "Practice of
Equity Principle In Human Resource Management."

ITEMS	Bachelor' s Degree n= 88		Graduation n=30		t	p
	($\bar{x}$)	SS	($\bar{x}$)	SS		
ITEM 1	3,37	1,23	3,53	1,10	-0,622	0,535
ITEM 2	3,38	1,12	3,86	1,16	-1,996	0,048
ITEM 3	2,92	1,22	3,33	1,21	-1,599	0,113
ITEM 4	3,14	1,35	3,10	1,34	0,167	0,868
ITEM 5	2,81	1,30	3,06	1,36	-0,893	0,374
ITEM 6	2,53	1,39	2,53	1,52	0,003	0,998
ITEM 7	2,78	1,14	3,23	1,40	-1,744	0,084
ITEM 8	2,96	1,20	3,36	1,12	-1,595	0,113
ITEM 9	2,62	1,11	2,83	1,08	-0,888	0,376
ITEM 10	3,14	1,31	3,60	1,40	-1,596	0,113
ITEM 11	3,65	1,24	3,43	1,40	0,828	0,410
ITEM 12	1,78	1,11	1,76	1,22	0,072	0,943
ITEM 13	3,35	1,28	3,56	1,30	-0,785	0,434
ITEM 14	3,39	1,25	3,63	1,37	-0,866	0,388
ITEM 15	3,25	1,37	3,63	1,32	-1,330	0,186
ITEM 16	2,80	1,40	3,10	1,53	-0,963	0,337
TOTAL	47,95	6,36	51,60	8,67	-2,458	0,015

Item 1: The mean of graduate HR employees' opinions on the item "I know the scope of -equity principle- discussed in Turkish Labours Law." is 3,37 and standard deviation is 1,23; however the mean of master graduate HR employee' s opinions is 3,53, standard deviation is 1,10. When the responses are compared to the mean by t-test within these two groups, (p=0,535) the result is not statistically significant.

Item 2: The mean of graduate HR employees' opinions on the item "We consider equity principle at all human resource management processes." is 3,38 and standard deviation is 1,12; however the mean of master graduate HR employee' s opinions is 3,86, standard deviation is 1,16. When the responses are compared to the mean by t-test within these two groups, (p=0,048) the result is statistically significant. On the opposite of master graduate HR personnel' s opinion, according to master graduate HR personnel, equity principle is considered at all human resource management processes.

Item 3: The mean of graduate HR employees' opinions on the item "Our employees consider that they are given equal opportunities and they were treated equal." is 2,92 and standard deviation is 1,22; however the mean of master graduate HR employee' s opinions is 3,33; standard deviation is 1,21. When the responses are compared to the mean by t-test within these two groups, ($p=0,113$) the result is not statistically significant.

Item 4: The mean of graduate HR employees' opinions on the item "I believe that using the personality tests solely in hiring process causes discrimination." is 3,14 and standard deviation is 1,35; however the mean of master graduate HR employee' s opinions is 3,10; standard deviation is 1,34. When the responses are compared to the mean by t-test within these two groups, ($p=0,868$) the result is not statistically significant.

Item 5: The mean of graduate HR employees' opinions on the item "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted." is 2,81 and standard deviation is 1,30; however the mean of master graduate HR employee' s opinions is 3,06; standard deviation is 1,360. When the responses are compared to the mean by t-test within these two groups, ($p=0,374$) the result is not statistically significant.

Item 6: The mean of graduate HR employees' opinions on the item "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates." is 2,53 and standard deviation is 1,39; however the mean of master graduate HR employee' s opinions is 2,53; standard deviation is 1,52. When the responses are compared to the mean by t-test within these two groups, ($p=0,998$) the result is not statistically significant.

Item 7: The mean of graduate HR employees' opinions on the item "We consider -behavioural, methodical and technical- competences which

we defined for all jobs, at all human resource processes.” is 2,78 and standard deviation is 1,14; however the mean of master graduate HR employee’ s opinions is 3,23; standard deviation is 1,40. When the responses are compared to the mean by t-test within these two groups, ($p=0,084$) the result is not statistically significant.

Item 8: The mean of graduate HR employees’ opinions on the item “We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.” is 2,96 and standard deviation is 1,20; however the mean of master graduate HR employee’ s opinions is 3,36; standard deviation is 1,12. When the responses are compared to the mean by t-test within these two groups, ($p=0,113$) the result is not statistically significant.

Item 9: The mean of graduate HR employees’ opinions on the item “We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.” is 2,62 and standard deviation is 1,11; however the mean of master graduate HR employee’ s opinions is 2,83; standard deviation is 1,08. When the responses are compared to the mean by t-test within these two groups, ($p=0,376$) the result is not statistically significant.

Item 10: The mean of graduate HR employees’ opinions on the item “We include at least one of these criteries such as gender, age, marital status at our job advertisements.” is 3,14 and standard deviation is 1,31; however the mean of master graduate HR employee’ s opinions is 3,60; standard deviation is 1,40. When the responses are compared to the mean by t-test within these two groups, ($p=0,113$) the result is not statistically significant.

Item 11: The mean of graduate HR employees’ opinions on the item “At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfil , before the job interview.” is

3,65 and standard deviation is 1,24; however the mean of master graduate HR employee' s opinions is 3,43; standard deviation is 1,40. When the responses are compared to the mean by t-test within these two groups, ($p=0,410$) the result is not statistically significant.

Item 12: The mean of graduate HR employees' opinions on the item "The alternative selection tools such as face analyse, handwriting anlayse and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection." is 1,78 and standard deviation is 1,11; however the mean of master graduate HR employee' s opinions is 1,76; standard deviation is 1,22. When the responses are compared to the mean by t-test within these two groups, ($p=0,943$) the result is not statistically significant.

Item13: The mean of graduate HR employees' opinions on the item "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others." is 3,35 and standard deviation is 1,28; however the mean of master graduate HR employee' s opinions is 3,56; standard deviation is 1,30. When the responses are compared to the mean by t-test within these two groups, ($p=0,434$) the result is not statistically significant.

Item 14: The mean of graduate HR employees' opinions on the item "Medical report is a criteria of recruitment and selection processes." is 3,39 and standard deviation is 1,25; however the mean of master graduate HR employee' s opinions is 3,63; standard deviation is 1,37. When the responses are compared to the mean by t-test within these two groups, ($p=0,388$) the result is not statistically significant.

Item 15: The mean of graduate HR employees' opinions on the item "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10)" is 3,25 and standard deviation is 1,37; however the mean of master graduate HR employee' s opinions is 3,63; standard deviation is 1,32. When the

responses are compared to the mean by t-test within these two groups, (p=0,186) the result is not statistically significant.

Item 16: The mean of graduate HR employees' opinions on the item "I have been confronted with discrimination at least one time since I have started to my career." is 2,80 and standard deviation is 1,40; however the mean of master graduate HR employee' s opinions is 3,10; standard deviation is 1,53. When the responses are compared to the mean by t-test within these two groups, (p=0,337) the result is not statistically significant.

Table 13
The Result of T Test According To Gender Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	Female n= 61		Male n=63		t	p
	($\bar{x}$)	ss	($\bar{x}$)	ss		
ITEM 1	3,6885	1,07302	3,0635	1,25561	2,976	0,004
ITEM 2	3,3607	1,22519	3,5556	1,16089	-0,910	0,365
ITEM 3	2,7541	1,20631	3,2698	1,25988	-2,327	0,022
ITEM 4	2,8525	1,36426	3,4603	1,24208	-2,596	0,011
ITEM 5	2,6721	1,39906	3,1270	1,25070	-1,910	0,058
ITEM 6	2,6885	1,51152	2,3492	1,35788	1,316	0,191
ITEM 7	2,6721	1,30027	3,0476	1,18361	-1,683	0,095
ITEM 8	2,8361	1,15730	3,2063	1,23339	-1,723	0,087
ITEM 9	2,7705	1,17464	2,6508	1,15226	0,573	0,568
ITEM 10	3,1967	1,32690	3,3175	1,43488	-0,486	0,628
ITEM 11	3,4262	1,33490	3,8254	1,25132	-1,718	0,088
ITEM 12	1,7213	1,00218	1,9048	1,30402	-0,876	0,383
ITEM 13	3,3934	1,39378	3,3968	1,26414	-0,014	0,989
ITEM 14	3,3443	1,30237	3,5397	1,29298	-0,838	0,403
ITEM 15	3,0984	1,46862	3,5714	1,29159	-1,906	0,059
ITEM 16	3,0164	1,49991	2,7778	1,43059	0,907	0,366
TOTAL	47,4918	6,31565	50,0635	7,68927	-2,032	0,044

The result of t-test, -by comparative of respondents' gender- which reflects HR personnel' s opinions on "Practice of Equity Principle in Human Resource Management" is as herewith.

Item 1: The mean of female HR personnel's opinions on the item "I know the scope of -equity principle- discussed in Turkish Labours Law." is 3,68 and standard deviation is 1,07; however the male HR personnel's opinions is 3,06, standard deviation is 1,25. When the responses are

compared to the mean by t-test within these two groups, ($p= 0,004$) the result is statistically significant. According to this result, female HR personnel thinks that they know the scope of -equity principle- discussed in Turkish Labours Law better than male HR personnel.

Item 2: The mean of female HR personnel's opinions on the item "We consider equity principle at all human resource management processes." is 3,36 and standard deviation is 1,22; however the male HR personnel's opinions is 3,55, standard deviation is 1,16. When the responses are compared to the mean by t-test within these two groups, ($p= 0,365$) the result is not statistically significant.

Item 3: The mean of female HR personnel's opinions on the item "Our employees consider that they are given equal opportunities and they were threated equal." is 2,75 and standard deviation is 1,20; however the male HR personnel's opinions is 3,26, standard deviation is 1,25. When the responses are compared to the mean by t-test within these two groups, ($p= 0,022$) the result is statistically significant.

Item 4: The mean of female HR personnel's opinions on the item "I believe that using the personality tests solely in hiring process causes discrimination." is 2,85 and standard deviation is 1,36; however the male HR personnel's opinions is 3,46, standard deviation is 1,24. When the responses are compared to the mean by t-test within these two groups, ($p= 0,365$) the result is not statistically significant.

Item 5: The mean of female HR personnel's opinions on the item "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted." is 2,67 and standard deviation is 1,39; however the male HR personnel's opinions is 3,12, standard deviation is 1,25. When the responses are compared to the mean by t-test within these two groups, ($p= 0,058$) the result is not statistically significant.

Item 6: The mean of female HR personnel's opinions on the item "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates." is 2,68 and standard deviation is 1,51; however the male HR personnel's opinions is 2,34, standard deviation is 1,35. When the responses are compared to the mean by t-test within these two groups, ($p=0,191$) the result is not statistically significant.

Item 7: The mean of female HR personnel's opinions on the item "We consider -behavioural, methodical and technical- competences which we defined for all jobs, at all human resource processes." is 1,30 and standard deviation is 2,67; however the male HR personnel's opinions is 3,04, standard deviation is 1,18. When the responses are compared to the mean by t-test within these two groups, ($p=0,095$) the result is not statistically significant.

Item 8: The mean of female HR personnel's opinions on the item "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes." is 2,83 and standard deviation is 1,15; however the male HR personnel's opinions is 3,20, standard deviation is 1,23. When the responses are compared to the mean by t-test within these two groups, ($p=0,087$) the result is not statistically significant.

Item 9: The mean of female HR personnel's opinions on the item "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process." is 1,17 and standard deviation is 2,77; however the male HR personnel's opinions is 2,65, standard deviation is 1,15. When the responses are compared to the mean by t-test within these two groups, ($p=0,568$) the result is not statistically significant.

Item 10: The mean of female HR personnel's opinions on the item "We include at least one of these criteries such as gender, age, marital

status at our job advertisements.” is 3,19 and standard deviation is 3,32; however the male HR personnel’s opinions is 3,31, standard deviation is 1,43. When the responses are compared to the mean by t-test within these two groups, ($p= 0,628$) the result is not statistically significant.

Item11: The mean of female HR personnel’s opinions on the item “At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfil , before the job interview.” is 3,42 and standard deviation is 1,33; however the male HR personnel’s opinions is 3,82, standard deviation is 1,25. When the responses are compared to the mean by t-test within these two groups, ($p= 0,088$) the result is not statistically significant.

Item 12: The mean of female HR personnel’s opinions on the item “The alternative selection tools such as face analyse, handwriting analyse and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.” is 1,72 and standard deviation is 1,00; however the male HR personnel’s opinions is 1,90 and standard deviation is 1,30. When the responses are compared to the mean by t-test within these two groups, ($p= 0,383$) the result is not statistically significant.

Item13: The mean of female HR personnel’s opinions on the item “The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.” is 3,39 and standard deviation is 3,39; however the male HR personnel’s opinions is 3,39 and standard deviation is 1,26. When the responses are compared to the mean by t-test within these two groups, ($p= 0,989$) the result is not statistically significant.

Item 14: The mean of female HR personnel’s opinions on the item “Medical report is a criteria of recruitment and selection processes.” is 3,34 and standard deviation is 1,30; however the male HR personnel’s opinions

is 3,53 and standard deviation is 1,29. When the responses are compared to the mean by t-test within these two groups, ($p = 0,403$) the result is not statistically significant.

Item 15: The mean of female HR personnel's opinions on the item "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10)." is 3,09 and standard deviation is 1,46; however the male HR personnel's opinions is 3,57 and standard deviation is 1,29. When the responses are compared to the mean by t-test within these two groups, ($p = 0,059$) the result is not statistically significant.

Item 16: The mean of female HR personnel's opinions on the item "I have been confronted with discrimination at least one time since I have started to my career." is 3,01 and standard deviation is 1,49; however the male HR personnel's opinions is 2,77 and standard deviation is 1,43. When the responses are compared to the mean by t-test within these two groups, ($p = 0,366$) the result is not statistically significant.

Table 14
The Result of One Way Variation Analysis According To Age Groups,
Depicts The Opinions of Human Resource Personnel About “Practice
of Equity Principle In Human Resource Management.”

ITEMS	Age 20-29 N =		Age 30-39 N =		Age40-49 N =		50 and above*	
	X	SS	X	SS	X	SS	X	SS
ITEM 1	3,1702	1,18540	3,4082	1,20621	3,5200	1,22882	-	-
ITEM 2	3,2979	1,30075	3,5102	1,13876	3,5600	1,08321	-	-
ITEM 3	2,7021	1,24961	3,1224	1,28505	3,2400	1,12842	-	-
ITEM 4	2,9574	1,25035	3,2245	1,41812	3,3600	1,31909	-	-
ITEM 5	3,0638	1,25809	2,6122	1,35118	3,0800	1,41185	-	-
ITEM 6	2,3617	1,48068	2,6531	1,46559	2,5200	1,29486		
ITEM 7	2,7447	1,24181	3,0816	1,32030	2,7200	0,97980		
ITEM 8	2,8511	1,23321	3,0000	1,25831	3,3200	0,98826		
ITEM 9	2,5957	1,11627	2,9388	1,17983	2,5600	1,22746		
ITEM 10	2,9149	1,41159	3,4898	1,37117	3,5200	1,22882		
ITEM 11	3,6596	1,23845	3,6327	1,39484	3,4800	1,29486		
ITEM 12	1,8298	1,29076	1,6735	0,98716	2,1200	1,26886		
ITEM 13	3,4043	1,37777	3,3061	1,26168	3,5200	1,44684		
ITEM 14	3,3830	1,24330	3,6531	1,36246	3,0400	1,24097		
ITEM 15	3,6596	1,29004	3,1633	1,46269	3,0400	1,45717		
ITEM 16	2,7234	1,51374	3,2041	1,52725	2,7200	1,24231		
TOTAL	47,3191	6,84647	49,6735	7,98537	49,3200	5,90000	-	-

Table 15
Homogeneity of Variations Test Relevant to Table 14

ITEMS	Levene Statistic	df1	df2	Sig.
ITEM 1	0,902	3	120	0,442
ITEM 2	0,909	3	120	0,439
ITEM 3	0,892	3	120	0,448
ITEM 4	0,680	3	120	0,566
ITEM 5	0,668	3	120	0,573
ITEM 6	0,936	3	120	0,426
ITEM 7	1,988	3	120	0,119
ITEM 8	0,703	3	120	0,552
ITEM 9	1,804	3	120	0,150
ITEM 10	0,289	3	120	0,833
ITEM 11	0,420	3	120	0,739
ITEM 12	1,536	3	120	0,209
ITEM 13	1,546	3	120	0,206
ITEM 14	1,297	3	120	0,279
ITEM 15	1,274	3	120	0,286
ITEM 16	4,243	3	120	0,057
TOTAL	1,771	3	120	0,156

* Due to the insufficient number of group datas, it was not evaluated.

Table 16
Table of Anova Relevant to Table 14

ITEMS	Source of Variation	Total Square	Sd	Average of Square	F	p	Significant Difference
1	Between	7,554	3	2,518	1,763	,158	-
	In	171,382	120	1,428			
	Total	178,935	123				
2	Between	3,897	3	1,299	0,912	0,437	-
	In	170,901	120	1,424			
	Total	174,798	123				
3	Between	11,646	3	3,882	2,555	0,059	-
	In	182,322	120	1,519			
	Total	193,968	123				
4	Between	3,902	3	1,301	0,726	0,538	-
	In	214,872	120	1,791			
	Total	218,774	123				
5	Between	7,891	3	2,630	1,482	,223	-
	In	212,948	120	1,775			
	Total	220,839	123				
6	Between	2,108	3	0,703	0,333	0,801	-
	In	252,860	120	2,107			
	Total	254,968	123				
7	Between	4,353	3	1,451	0,925	0,431	-
	In	188,316	120	1,569			
	Total	192,669	123				
8	Between	4,863	3	1,621	1,118	0,345	-
	In	174,064	120	1,451			
	Total	178,927	123				
9	Between	5,253	3	1,751	1,311	0,274	-
	In	160,295	120	1,336			
	Total	165,548	123				
10	Between	10,931	3	3,644	1,962	0,123	-
	In	222,811	120	1,857			
	Total	233,742	123				
11	Between	2,088	3	0,696	0,404	0,751	-
	In	206,848	120	1,724			
	Total	208,935	123				
12	Between	4,013	3	1,338	0,987	0,402	-
	In	162,720	120	1,356			
	Total	166,734	123				
13	Between	1,003	3	0,334	0,187	0,905	-
	In	214,634	120	1,789			
	Total	215,637	123				
14	Between	8,770	3	2,923	1,773	0,156	-
	In	197,835	120	1,649			
	Total	206,605	123				
15	Between	8,900	3	2,967	1,542	0,207	-
	In	230,874	120	1,924			
	Total	239,774	123				
16	Between	9,234	3	3,078	1,452	0,231	-
	In	254,403	120	2,120			
	Total	263,637	123				

Table 16 depicts the result of Anova test, -by comparative of respondents' age- which reflects HR personnel' s opinions on "Practice of Equity Principle in Human Resource Management".

Item 1: According to employees' responses on the item; "I know the scope of -equity principle- discussed in Turkish Labours Law.", the mean of participants between ages 20-29 is 3,17 and standard deviation is 1,18; the mean of participants between ages 30-39 is 3,40 and standard deviation is 1,20; the mean of participants between ages 40-49 is 3,68 and standard deviation is 1,22. The variation analysis homogeneity test according to the age groups (0,442) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,158) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 2: According to employees' responses on the item "We consider equity principle at all human resource management processes.", the mean of participants between ages 20-29 is 3,29 and standard deviation is 1,30; the mean of participants between ages 30-39 is 3,51 and standard deviation is 1,13; the mean of participants between ages 40-49 is 3,56 and standard deviation is 1,08. The variation analysis homogeneity test according to the age groups (0,439) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,437) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 3: According to employees' responses on the item "Our employees consider that they are given equal opportunities and they were threatened equal.", the mean of participants between ages 20-29 is 2,70 and standard deviation is 1,24; the mean of participants between ages 30-39 is 3,12 and standard deviation is 1,28; the mean of participants between ages 40-49 is 3,24 and standard deviation is 1,12. The variation analysis homogeneity test according to the age groups (0,448) depicts that the groups are homogeneous. When the responses are compared to the mean

by variation analysis test (0,059) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 4: According to employees' responses on the item "I believe that using the personality tests solely in hiring process causes discrimination.", the mean of participants between ages 20-29 is 2,95 and standard deviation is 1,25; the mean of participants between ages 30-39 is 3,22 and standard deviation is 1,41; the mean of participants between ages 40-49 is 3,36 and standard deviation is 1,31. The variation analysis homogeneity test according to the age groups (0,566) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,538) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 5: According to employees' responses on the item "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.", the mean of participants between ages 20-29 is 3,06 and standard deviation is 1,25; the mean of participants between ages 30-39 is 2,61 and standard deviation is 1,35; the mean of participants between ages 40-49 is 3,08 and standard deviation is 1,41. The variation analysis homogeneity test according to the age groups (0,573) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,223) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 6: According to employees' responses on the item "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.", the mean of participants between ages 20-29 is 2,36 and standard deviation is 1,48; the mean of participants between ages 30-39 is 2,65 and standard deviation is 1,46; the mean of participants between ages 40-49 is 2,52 and standard deviation is 1,29. The variation analysis homogeneity test according to the age groups (0,426) depicts that the groups are

homogeneous. When the responses are compared to the mean by variation analysis test (0,801) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 7: According to employees' responses on the item "We consider -behavioural, methodical and technical- competences which we defined for all jobs, at all human resource processes.", the mean of participants between ages 20-29 is 3,74 and standard deviation is 1,24; the mean of participants between ages 30-39 is 3,08 and standard deviation is 1,32; the mean of participants between ages 40-49 is 2,72 and standard deviation is 0,97. The variation analysis homogeneity test according to the age groups (0,119) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,431) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 8: According to employees' responses on the item "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.", the mean of participants between ages 20-29 is 2,85 and standard deviation is 1,23; the mean of participants between ages 30-39 is 3,00 and standard deviation is 1,25; the mean of participants between ages 40-49 is 3,32 and standard deviation is 0,98. The variation analysis homogeneity test according to the age groups (0,552) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,345) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 9: According to employees' responses on the item "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.", the mean of participants between ages 20-29 is 2,59 and standard deviation is 1,11; the mean of participants between ages 30-39 is 2,93 and standard deviation is 1,17; the mean of participants between ages 40-49 is 2,56 and standard deviation is 1,22. The variation analysis homogeneity test according to the age groups (0,150) depicts that the groups are homogeneous. When the responses are

compared to the mean by variation analysis test (0,274) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 10: According to employees' responses on the item "We include at least one of these criteries such as gender, age, marital status at our job advertisements.", the mean of participants between ages 20-29 is 2,91 and standard deviation is 1,41; the mean of participants between ages 30-39 is 3,48 and standard deviation is 1,37; the mean of participants between ages 40-49 is 3,52 and standard deviation is 1,22. The variation analysis homogeneity test according to the age groups (0,833) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,123) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 11: According to employees' responses on the item "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfil , before the job interview.", the mean of participants between ages 20-29 is 3,65 and standard deviation is 1,23; the mean of participants between ages 30-39 is 3,63 and standard deviation is 1,39; the mean of participants between ages 40-49 is 3,48 and standard deviation is 1,29. The variation analysis homogeneity test according to the age groups (0,739) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,751) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 12: According to employees' responses on the item "The alternative selection tools such as face analyse, handwriting analyse and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.", the mean of participants between ages 20-29 is 1,82 and standard deviation is 1,29; the mean of participants between ages 30-39 is 1,67 and standard deviation is 0,98; the mean of participants between ages 40-49 is 2,12 and standard deviation is

1,26. The variation analysis homogeneity test according to the age groups (0,209) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,402) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 13: According to employees' responses on the item "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.", the mean of participants between ages 20-29 is 3,40 and standard deviation is 1,37; the mean of participants between ages 30-39 is 3,30 and standard deviation is 1,26; the mean of participants between ages 40-49 is 3,52 and standard deviation is 1,44. The variation analysis homogeneity test according to the age groups (0,206) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,905) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 14: According to employees' responses on the item "Medical report is a criteria of recruitment and selection processes.", the mean of participants between ages 20-29 is 3,38 and standard deviation is 1,24; the mean of participants between ages 30-39 is 3,65 and standard deviation is 1,36; the mean of participants between ages 40-49 is 3,04 and standard deviation is 1,24. The variation analysis homogeneity test according to the age groups (0,279) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,156) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 15: According to employees' responses on the item "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10).", the mean of participants between ages 20-29 is 3,65 and standard deviation is 1,29; the mean of participants between ages 30-39 is 3,16 and standard deviation is 1,46; the mean of participants between ages 40-49 is 3,04 and standard deviation is 1,45. The variation analysis homogeneity test according to the age groups

(0,286) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,207) within these two groups $\alpha=0,05$, the result is not statistically significant.

Item 16: According to employees' responses on the item "I have been confronted with discrimination at least one time since I have started to my career.", the mean of participants between ages 20-29 is 2,72 and standard deviation is 1,51; the mean of participants between ages 30-39 is 3,20 and standard deviation is 1,52; the mean of participants between ages 40-49 is 2,72 and standard deviation is 1,24. The variation analysis homogeneity test according to the age groups (0,057) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,231) within these two groups $\alpha=0,05$, the result is not statistically significant.

Table 17
The Result of One Way Variation Analysis According To Total Working Experience , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	1-2 Year N =10		3-5 Year N =19		6-10 Year N =45		11 Year and above N=50	
	X	SS	X	SS	X	SS	X	SS
ITEM 1	2,5000	1,26930	3,3684	1,01163	3,2444	1,19003	3,6600	1,20560
ITEM 2	2,8000	1,47573	3,2632	1,40800	3,2889	1,27247	3,8200	0,84973
ITEM 3	2,7000	1,33749	2,6842	1,37649	2,7333	1,26850	3,4600	1,07305
ITEM 4	3,6000	1,34990	2,4737	1,07333	3,2000	1,34164	3,3000	1,35902
ITEM 5	3,3000	0,94868	2,9474	1,39338	2,8222	1,33636	2,8800	1,40901
ITEM 6	3,0000	1,49071	2,4211	1,67716	2,2667	1,38826	2,6800	1,37678
ITEM 7	2,5000	1,26930	2,6316	1,25656	2,8222	1,31924	3,0600	1,18511
ITEM 8	2,0000	0,81650	2,7368	1,14708	2,9333	1,26850	3,4200	1,08965
ITEM 9	2,6000	1,42984	2,7368	1,19453	2,6000	1,07450	2,8200	1,18992
ITEM 10	2,4000	1,50555	2,8947	1,32894	3,3111	1,39516	3,5200	1,29741
ITEM 11	3,7000	1,33749	3,4737	1,26352	3,5778	1,43794	3,7200	1,21286
ITEM 12	1,9000	1,28668	1,5789	1,01739	1,9111	1,32840	1,8000	1,04978
ITEM 13	3,4000	1,26491	3,3158	1,52944	3,3333	1,27920	3,4800	1,32849
ITEM 14	2,4000	1,26491	3,7368	1,04574	3,6000	1,32116	3,4000	1,29363
ITEM 15	4,0000	,94281	3,6316	1,30002	3,2000	1,50151	3,2200	1,38932
ITEM 16	2,4000	1,34990	2,7368	1,59311	2,9111	1,59291	3,0400	1,32419
TOTAL	45,2000	5,20256	46,6316	5,66873	47,7556	6,99726	51,2800	7,43966

Table 18
Homogeneity of Variations Test Relevant to Table 17

ITEMS	Levene Statistic	df1	df2	Sig.
ITEM 1	0,452	3	120	0,717
ITEM 2	5,541	3	120	0,001
ITEM 3	0,934	3	120	0,427
ITEM 4	0,985	3	120	0,402
ITEM 5	1,187	3	120	0,318
ITEM 6	0,918	3	120	0,434
ITEM 7	0,461	3	120	0,710
ITEM 8	2,966	3	120	0,035
ITEM 9	0,641	3	120	0,590
ITEM 10	0,129	3	120	0,943
ITEM 11	0,708	3	120	0,549
ITEM 12	1,120	3	120	0,344
ITEM 13	0,677	3	120	0,568
ITEM 14	0,611	3	120	0,609
ITEM 15	1,392	3	120	0,248
ITEM 16	2,163	3	120	0,096
TOTAL	0,774	3	120	0,511

Table19
Table of Anova Relevant to Table 17

ITEMS	Source of Variation	Total Square	Sd	Average of Square	F	p	Significant Difference
1	Between	12,483	3	4,161	3,000	0,033	A-D
	In	166,452	120	1,387			
	Total	178,935	123				
2	Between	12,890	3	4,297	3,184	0,026	A-D
	In	161,909	120	1,349			
	Total	174,798	123				
3	Between	16,542	3	5,514	3,729	0,013	C-D
	In	177,425	120	1,479			
	Total	193,968	123				
4	Between	11,937	3	3,979	2,309	0,080	-
	In	206,837	120	1,724			
	Total	218,774	123				
5	Between	1,934	3	0,645	0,353	0,787	-
	In	218,905	120	1,824			
	Total	220,839	123				
6	Between	6,656	3	2,219	1,072	0,364	-
	In	248,312	120	2,069			
	Total	254,968	123				
7	Between	4,351	3	1,450	0,924	0,431	-
	In	188,319	120	1,569			
	Total	192,669	123				
8	Between	20,263	3	6,754	5,108	0,002	A-D
	In	158,664	120	1,322			
	Total	178,927	123				
9	Between	1,284	3	0,428	0,313	0,816	-
	In	164,264	120	1,369			
	Total	165,548	123				
10	Between	13,428	3	4,476	2,438	0,068	-
	In	220,314	120	1,836			
	Total	233,742	123				
11	Between	1,041	3	0,347	0,200	0,896	-
	In	207,895	120	1,732			
	Total	208,935	123				
12	Between	1,558	3	0,519	0,377	0,770	-
	In	165,176	120	1,376			
	Total	166,734	123				
13	Between	0,652	3	0,217	0,121	0,947	-
	In	214,985	120	1,792			
	Total	215,637	123				
14	Between	13,721	3	4,574	2,845	0,041	A-B/A-C
	In	192,884	120	1,607			
	Total	206,605	123				
15	Between	7,573	3	2,524	1,305	0,276	-
	In	232,201	120	1,935			
	Total	239,774	123				
16	Between	3,988	3	1,329	0,614	0,607	-
	In	259,649	120	2,164			
	Total	263,637	123				

Table 19 depicts the result of Anova test, -by comparing respondents' total working experience- shows Human Resource personnel' s opinions on "Practice of Equity Principle in Human Resource Management".

Item 1: According to employees' responses on the item; "I know the scope of -equity principle- discussed in Turkish Labours Law.", the mean of participants between 1-2 year total working experience is 2,50 and standard deviation is 1,26; the mean of participants between 3-5 years total working experience is 3,36 and standard deviation is 1,01; the mean of participants between 6-10 years total working experience is 3,24 and standard deviation is 1,19 and the mean of participants between 11 years and above total working experience is 3,66 and standard deviation is 1,20. The variation analysis homogeneity test according to the total working experience (0,717) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,033) within these groups $\alpha=0,05$, the result is statistically significant and the significance is between the groups of 1-2 years and 11 years and above .

Item 2: According to employees' responses on the item; "We consider equity principle at all human resource management processes. ", the mean of participants between 1-2 year total working experience is 2,80 and standard deviation is 1,47; the mean of participants between 3-5 years total working experience is 3,26 and standard deviation is 1,40; the mean of participants between 6-10 years total working experience is 3,28 and standard deviation is 1,27 and the mean of participants between 11 years and above total working experience is 3,82 and standard deviation is 0,84. The variation analysis homogeneity test according to the total working experience (0,001) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,026) within these groups $\alpha=0,05$, the result is statistically significant and the significance is between the groups of 1-2 years and 11 years and above .

Item 3: According to employees' responses on the item; "Our employees consider that they are given equal opportunities and they were threatened equal.", the mean of participants between 1-2 year total working experience is 2,70 and standard deviation is 1,33; the mean of participants between 3-5 years total working experience is 2,68 and standard deviation is 1,37; the mean of participants between 6-10 years total working experience is 2,73 and standard deviation is 1,26 and the mean of participants between 11 years and above total working experience is 3,46 and standard deviation is 1,07. The variation analysis homogeneity test according to the total working experience (0,427) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,013) within these groups $\alpha=0,05$, the result is statistically significant and the significance is between the groups of 6-10 years and 11 years and above .

Item 4: According to employees' responses on the item; "I believe that using the personality tests solely in hiring process causes discrimination.", the mean of participants between 1-2 year total working experience is 3,60 and standard deviation is 1,34; the mean of participants between 3-5 years total working experience is 1,07 and standard deviation is 1,34; the mean of participants between 6-10 years total working experience is 3,20 and standard deviation is 1,34 and the mean of participants between 11 years and above total working experience is 3,30 and standard deviation is 1,35. The variation analysis homogeneity test according to the total working experience (0,402) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,080) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 5: According to employees' responses on the item; "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.", the mean of participants between 1-

2 year total working experience is 3,30 and standard deviation is 0,94; the mean of participants between 3-5 years total working experience is 2,94 and standard deviation is 1,39; the mean of participants between 6-10 years total working experience is 2,82 and standard deviation is 1,33 and the mean of participants between 11 years and above total working experience is 2,88 and standard deviation is 1,40. The variation analysis homogeneity test according to the total working experience (0,318) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,787) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 6: According to employees' responses on the item; "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.", the mean of participants between 1-2 year total working experience is 3,00 and standard deviation is 1,49; the mean of participants between 3-5 years total working experience is 2,42 and standard deviation is 1,67; the mean of participants between 6-10 years total working experience is 3,26 and standard deviation is 1,38 and the mean of participants between 11 years and above total working experience is 3,68 and standard deviation is 1,37. The variation analysis homogeneity test according to the total working experience (0,442) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,364) within these groups $\alpha=0,05$, the result is statistically not .

Item 7: According to employees' responses on the item; "We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.", the mean of participants between 1-2 year total working experience is 2,50 and standard deviation is 1,26; the mean of participants between 3-5 years total working experience is 2,63 and standard deviation is 1,25; the mean of participants between 6-10 years total working experience is 2,82 and standard deviation is 1,31 and the mean of participants between 11 years

and above total working experience is 3,06 and standard deviation is 1,18. The variation analysis homogeneity test according to the total working experience (0,710) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,431) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 8: According to employees' responses on the item; "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.", the mean of participants between 1-2 year total working experience is 2,00 and standard deviation is 0,81; the mean of participants between 3-5 years total working experience is 2,73 and standard deviation is 1,26; the mean of participants between 6-10 years total working experience is 2,93 and standard deviation is 1,26 and the mean of participants between 11 years and above total working experience is 3,42 and standard deviation is 1,08. The variation analysis homogeneity test according to the total working experience (0,035) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,002) within these groups $\alpha=0,05$, the result is statistically significant and the significance is between the groups of 1-2 years and 11 years and above .

Item 9: According to employees' responses on the item; "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.", the mean of participants between 1-2 year total working experience is 2,60 and standard deviation is 1,42; the mean of participants between 3-5 years total working experience is 2,73 and standard deviation is 1,19; the mean of participants between 6-10 years total working experience is 2,60 and standard deviation is 1,07 and the mean of participants between 11 years and above total working experience is 2,82 and standard deviation is 1,18. The variation analysis homogeneity test according to the total working experience (0,590) depicts that the groups are homogeneous. When the responses are

compared to the mean by variation analysis test (0,816) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 10: According to employees' responses on the item; "We include at least one of these criteries such as gender, age, marital status at our job advertisements.", the mean of participants between 1-2 year total working experience is 2,40 and standard deviation is 1,50; the mean of participants between 3-5 years total working experience is 2,89 and standard deviation is 1,32; the mean of participants between 6-10 years total working experience is 3,31 and standard deviation is 1,39 and the mean of participants between 11 years and above total working experience is 3,52 and standard deviation is 1,29. The variation analysis homogeneity test according to the total working experience (0,943) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,068) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 11: According to employees' responses on the item; "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview.", the mean of participants between 1-2 year total working experience is 3,70 and standard deviation is 1,33; the mean of participants between 3-5 years total working experience is 3,47 and standard deviation is 1,26; the mean of participants between 6-10 years total working experience is 3,57 and standard deviation is 1,43 and the mean of participants between 11 years and above total working experience is 3,72 and standard deviation is 1,21. The variation analysis homogeneity test according to the total working experience (0,549) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,896) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 12: According to employees' responses on the item; "The alternative selection tools such as face analyse, handwriting anlayse and

genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.”, the mean of participants between 1-2 year total working experience is 1,90 and standard deviation is 1,28; the mean of participants between 3-5 years total working experience is 1,57 and standard deviation is 1,01; the mean of participants between 6-10 years total working experience is 1,91 and standard deviation is 1,32 and the mean of participants between 11 years and above total working experience is 1,80 and standard deviation is 1,04. The variation analysis homogeneity test according to the total working experience (0,344) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,770) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 13: According to employees’ responses on the item; “The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.”, the mean of participants between 1-2 year total working experience is 3,40 and standard deviation is 1,26; the mean of participants between 3-5 years total working experience is 3,31 and standard deviation is 1,52; the mean of participants between 6-10 years total working experience is 3,33 and standard deviation is 1,27 and the mean of participants between 11 years and above total working experience is 3,48 and standard deviation is 1,32. The variation analysis homogeneity test according to the total working experience (0,568) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,121) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 14: According to employees’ responses on the item; “Medical report is a criteria of recruitment and selection processes.”, the mean of participants between 1-2 year total working experience is 2,40 and standard deviation is 1,26; the mean of participants between 3-5 years total working experience is 3,73 and standard deviation is 1,04; the mean of participants between 6-10 years total working experience is 3,60 and

standard deviation is 1,32 and the mean of participants between 11 years and above total working experience is 3,40 and standard deviation is 1,29. The variation analysis homogeneity test according to the total working experience (0,609) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,041) within these groups $\alpha=0,05$, the result is statistically significant and the significance is between the groups of 1-2 years and 6-10 years.

Item 15: According to employees' responses on the item; "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10).", the mean of participants between 1-2 year total working experience is 4,00 and standard deviation is 0,94; the mean of participants between 3-5 years total working experience is 3,63 and standard deviation is 1,30; the mean of participants between 6-10 years total working experience is 3,20 and standard deviation is 1,50 and the mean of participants between 11 years and above total working experience is 3,22 and standard deviation is 1,38. The variation analysis homogeneity test according to the total working experience (0,248) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,276) within these groups $\alpha=0,05$, the result is statistically not significant .

Item 16: According to employees' responses on the item; "I have been confronted with discrimination at least one time since I have started to my career.", the mean of participants between 1-2 year total working experience is 2,40 and standard deviation is 1,34; the mean of participants between 3-5 years total working experience is 2,73 and standard deviation is 1,59; the mean of participants between 6-10 years total working experience is 2,91 and standard deviation is 1,59 and the mean of participants between 11 years and above total working experience is 3,04 and standard deviation is 1,32. The variation analysis homogeneity test according to the total working experience (0,096) depicts that the groups are homogeneous. When the responses are compared to the mean by

variation analysis test (0,607) within these groups $\alpha=0,05$, the result is statistically not significant.

Table 20
The Result of One Way Variation Analysis According To HR Field Experience , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	1-2 Years N =28		3-5 Years N =35		6-10 Years N =40		11 Years and above N=21	
	X	SS	X	SS	X	SS	X	SS
ITEM 1	3,0357	1,26146	3,0571	1,10992	3,4000	1,21529	4,2857	0,78376
ITEM 2	2,8571	1,40671	3,2571	1,19663	3,7250	0,98677	4,0952	0,76842
ITEM 3	2,3571	1,16155	2,9143	1,42192	3,2000	1,06699	3,7143	1,00712
ITEM 4	3,1071	1,22744	2,8571	1,41718	3,4250	1,43021	3,2381	1,09109
ITEM 5	3,1786	1,21879	2,8286	1,38236	2,7750	1,38652	2,9048	1,37495
ITEM 6	3,0357	1,47779	2,0571	1,37076	2,3250	1,43915	2,9524	1,24403
ITEM 7	2,5357	1,23175	2,7429	1,12047	3,1500	1,31168	2,9524	1,32198
ITEM 8	2,6071	1,28638	2,7714	1,16533	3,1500	1,16685	3,7619	0,88909
ITEM 9	2,3214	1,05597	2,6857	1,27813	3,0000	1,10940	2,7143	1,10195
ITEM 10	2,7500	1,55456	3,1429	1,24009	3,4500	1,41331	3,7619	1,09109
ITEM 11	3,6071	1,49912	3,4000	1,31059	3,6500	1,27199	4,0000	1,04881
ITEM 12	1,8929	1,28638	1,6571	1,08310	1,8250	1,27877	1,9524	0,92066
ITEM 13	3,4286	1,31736	3,2286	1,39507	3,3000	1,39963	3,8095	1,03049
ITEM 14	3,1429	1,35303	3,4286	1,28991	3,5000	1,43223	3,7619	0,88909
ITEM 15	3,3571	1,28277	3,4857	1,40108	3,3250	1,50874	3,0952	1,37495
ITEM 16	2,7143	1,51186	2,9429	1,57074	3,0500	1,48410	2,7619	1,22085
TOTAL	45,9286	4,98835	46,4571	6,08442	50,2500	8,05669	53,7619	6,23622

Table 20 depicts the result of Anova test, -by comparing respondents' HR field working experience- shows Human Resource personnel' s opinions on "Practice of Equity Principle in Human Resource Management".

Table 21
Homogeneity of Variations Test Relevant to Table 20

ITEMS	Levene Statistic	df1	df2	Sig.
ITEM 1	1,753	3	120	0,160
ITEM 2	4,419	3	120	0,006
ITEM 3	2,173	3	120	0,095
ITEM 4	1,339	3	120	0,265
ITEM 5	0,745	3	120	0,527
ITEM 6	1,079	3	120	0,361
ITEM 7	0,773	3	120	0,511
ITEM 8	1,753	3	120	0,160
ITEM 9	0,571	3	120	0,635
ITEM 10	2,776	3	120	0,044
ITEM 11	1,400	3	120	0,246
ITEM 12	1,477	3	120	0,224
ITEM 13	1,521	3	120	0,213
ITEM 14	2,909	3	120	0,037
ITEM 15	0,619	3	120	0,604
ITEM 16	0,961	3	120	0,414
TOTAL	1,853	3	120	0,141

Table 22
Table of Anova Relevant to Table 20

ITEMS	Source of Variation	Total Square	Sd	Average of Square	F	p	Significant Difference
1	Between	24,200	3	8,067	6,256	0,001	A-D/B-D/C-D
	In	154,736	120	1,289			
	Total	178,935	123				
2	Between	22,900	3	7,633	6,030	0,001	A-C/A-D
	In	151,899	120	1,266			
	Total	174,798	123				
3	Between	24,111	3	8,037	5,678	0,001	A-C/A-D
	In	169,857	120	1,415			
	Total	193,968	123				
4	Between	6,225	3	2,075	1,172	0,324	-
	In	212,549	120	1,771			
	Total	218,774	123				
5	Between	2,976	3	0,992	0,546	0,652	-
	In	217,863	120	1,816			
	Total	220,839	123				
6	Between	20,390	3	6,797	3,477	0,018	B-D
	In	234,577	120	1,955			
	Total	254,968	123				
7	Between	6,967	3	2,322	1,501	0,218	-
	In	185,702	120	1,548			
	Total	192,669	123				
8	Between	19,168	3	6,389	4,799	0,003	B-D
	In	159,760	120	1,331			
	Total	178,927	123				
9	Between	7,613	3	2,538	1,928	0,129	-
	In	157,936	120	1,316			
	Total	165,548	123				
10	Between	14,497	3	4,832	2,645	0,052	-
	In	219,245	120	1,827			
	Total	233,742	123				
11	Between	4,757	3	1,586	0,932	0,428	-
	In	204,179	120	1,701			
	Total	208,935	123				
12	Between	1,442	3	0,481	0,349	0,790	-
	In	165,292	120	1,377			
	Total	166,734	123				
13	Between	4,970	3	1,657	0,944	0,422	-
	In	210,667	120	1,756			
	Total	215,637	123				
14	Between	4,795	3	1,598	0,950	0,419	
	In	201,810	120	1,682			
	Total	206,605	123				
15	Between	2,018	3	0,673	0,340	0,797	-
	In	237,756	120	1,981			
	Total	239,774	123				
16	Between	2,328	3	0,776	0,356	0,785	-
	In	261,310	120	2,178			
	Total	263,637	123				

Item 1: According to employees' responses on the item; "I know the scope of -equity principle- discussed in Turkish Labours Law.", the mean of participants who have working experience in HR field between 1-2 years is 3,03 and standard deviation is 1,26; the mean of participants who have working experience in HR field between 3-5 years is 3,05 and standard deviation is 1,10; the mean of participants who have working experience in HR field between 6-10 years is 3,40 and standard deviation is 1,21 and the mean of participants who have working experience in HR field between 11 years and above is 4,28 and standard deviation is 0,78. The variation analysis homogeneity test according to the working experience in HR field (0,160) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,001) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 2: According to employees' responses on the item; "We consider equity principle at all human resource management processes.", the mean of participants who have working experience in HR field between 1-2 years is 2,85 and standard deviation is 1,40; the mean of participants who have working experience in HR field between 3-5 years is 3,25 and standard deviation is 1,19; the mean of participants who have working experience in HR field between 6-10 years is 3,72 and standard deviation is 0,98 and the mean of participants who have working experience in HR field between 11 years and above is 4,09 and standard deviation is 0,78. The variation analysis homogeneity test according to the working experience in HR field (0,0006) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,001) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 3: According to employees' responses on the item; "Our employees consider that they are given equal opportunities and they were threated equal.", the mean of participants who have working experience in HR field between 1-2 years is 2,35 and standard deviation is 1,16; the mean of participants who have working experience in HR field between 3-5

years is 2,91 and standard deviation is 1,42; the mean of participants who have working experience in HR field between 6-10 years is 3,20 and standard deviation is 1,06 and the mean of participants who have working experience in HR field between 11 years and above is 3,71 and standard deviation is 1,00. The variation analysis homogeneity test according to the working experience in HR field (0,095) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,001) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 4: According to employees' responses on the item; "I believe that using the personality tests solely in hiring process causes discrimination.", the mean of participants who have working experience in HR field between 1-2 years is 3,10 and standard deviation is 1,22; the mean of participants who have working experience in HR field between 3-5 years is 2,85 and standard deviation is 1,41; the mean of participants who have working experience in HR field between 6-10 years is 3,42 and standard deviation is 1,43 and the mean of participants who have working experience in HR field between 11 years and above is 3,23 and standard deviation is 1,09. The variation analysis homogeneity test according to the working experience in HR field (0,265) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,324) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 5: According to employees' responses on the item; "In my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.", the mean of participants who have working experience in HR field between 1-2 years is 3,17 and standard deviation is 1,21; the mean of participants who have working experience in HR field between 3-5 years is 2,82 and standard deviation is 1,38; the mean of participants who have working experience in HR field between 6-10

years is 2,77 and standard deviation is 1,38 and the mean of participants who have working experience in HR field between 11 years and above is 2,90 and standard deviation is 1,37. The variation analysis homogeneity test according to the working experience in HR field (0,527) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,652) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 6: According to employees' responses on the item; "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates. ", the mean of participants who have working experience in HR field between 1-2 years is 3,03 and standard deviation is 1,47; the mean of participants who have working experience in HR field between 3-5 years is 2,05 and standard deviation is 1,37; the mean of participants who have working experience in HR field between 6-10 years is 2,32 and standard deviation is 1,43 and the mean of participants who have working experience in HR field between 11 years and above is 2,95 and standard deviation is 1,24. The variation analysis homogeneity test according to the working experience in HR field (0,361) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,018) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 7: According to employees' responses on the item; "We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.", the mean of participants who have working experience in HR field between 1-2 years is 2,53 and standard deviation is 1,23; the mean of participants who have working experience in HR field between 3-5 years is 2,74 and standard deviation is 1,12; the mean of participants who have working experience in HR field between 6-10 years is 3,15 and standard deviation is 1,31 and the mean of participants who have working experience in HR field between 11 years and above is 2,95 and standard deviation is 1,32. The variation

analysis homogeneity test according to the working experience in HR field (0,511) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,218) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 8: According to employees' responses on the item; "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.", the mean of participants who have working experience in HR field between 1-2 years is 2,60 and standard deviation is 1,28; the mean of participants who have working experience in HR field between 3-5 years is 2,77 and standard deviation is 1,16; the mean of participants who have working experience in HR field between 6-10 years is 3,15 and standard deviation is 1,16 and the mean of participants who have working experience in HR field between 11 years and above is 3,76 and standard deviation is 0,88. The variation analysis homogeneity test according to the working experience in HR field (0,160) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,003) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 9: According to employees' responses on the item; "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.", the mean of participants who have working experience in HR field between 1-2 years is 2,32 and standard deviation is 1,05; the mean of participants who have working experience in HR field between 3-5 years is 2,68 and standard deviation is 1,27; the mean of participants who have working experience in HR field between 6-10 years is 3,00 and standard deviation is 1,10 and the mean of participants who have working experience in HR field between 11 years and above is 2,71 and standard deviation is 1,10. The variation analysis homogeneity test according to the working experience in HR field (0,635) depicts that the groups are homogeneous. When the responses are

compared to the mean by variation analysis test (0,129) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 10: According to employees' responses on the item; "We include at least one of these criteries such as gender, age, marital status at our job advertisements.", the mean of participants who have working experience in HR field between 1-2 years is 2,75 and standard deviation is 1,55; the mean of participants who have working experience in HR field between 3-5 years is 3,14 and standard deviation is 1,24; the mean of participants who have working experience in HR field between 6-10 years is 3,45 and standard deviation is 1,41 and the mean of participants who have working experience in HR field between 11 years and above is 3,76 and standard deviation is 1,09. The variation analysis homogeneity test according to the working experience in HR field (0,044) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,052) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 11: According to employees' responses on the item; "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview.", the mean of participants who have working experience in HR field between 1-2 years is 3,60 and standard deviation is 1,49; the mean of participants who have working experience in HR field between 3-5 years is 3,40 and standard deviation is 1,31; the mean of participants who have working experience in HR field between 6-10 years is 3,65 and standard deviation is 1,27 and the mean of participants who have working experience in HR field between 11 years and above is 4,00 and standard deviation is 1,04. The variation analysis homogeneity test according to the working experience in HR field (0,246) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,428) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 12: According to employees' responses on the item; "The alternative selection tools such as face analyse, handwriting anlayse and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.", the mean of participants who have working experience in HR field between 1-2 years is 1,89 and standard deviation is 1,28; the mean of participants who have working experience in HR field between 3-5 years is 1,65 and standard deviation is 1,08; the mean of participants who have working experience in HR field between 6-10 years is 1,82 and standard deviation is 1,27 and the mean of participants who have working experience in HR field between 11 years and above is 1,95 and standard deviation is 0,92. The variation analysis homogeneity test according to the working experience in HR field (0,224) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,790) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 13: According to employees' responses on the item; "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.", the mean of participants who have working experience in HR field between 1-2 years is 3,42 and standard deviation is 1,31; the mean of participants who have working experience in HR field between 3-5 years is 3,22 and standard deviation is 1,39; the mean of participants who have working experience in HR field between 6-10 years is 3,30 and standard deviation is 1,39 and the mean of participants who have working experience in HR field between 11 years and above is 3,80 and standard deviation is 1,03. The variation analysis homogeneity test according to the working experience in HR field (0,213) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,422) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 14: According to employees' responses on the item; "Medical report is a criteria of recruitment and selection processes.", the mean of participants who have working experience in HR field between 1-2 years is 3,14 and standard deviation is 1,35; the mean of participants who have working experience in HR field between 3-5 years is 3,42 and standard deviation is 1,28; the mean of participants who have working experience in HR field between 6-10 years is 3,50 and standard deviation is 1,43 and the mean of participants who have working experience in HR field between 11 years and above is 3,76 and standard deviation is 0,88. The variation analysis homogeneity test according to the working experience in HR field (0,037) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,419) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 15: According to employees' responses on the item; "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10).", the mean of participants who have working experience in HR field between 1-2 years is 3,35 and standard deviation is 1,28; the mean of participants who have working experience in HR field between 3-5 years is 3,48 and standard deviation is 1,40; the mean of participants who have working experience in HR field between 6-10 years is 3,32 and standard deviation is 1,50 and the mean of participants who have working experience in HR field between 11 years and above is 3,09 and standard deviation is 1,37. The variation analysis homogeneity test according to the working experience in HR field (0,604) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,797) within these groups $\alpha=0,05$, the result is statistically not significant.

Item 16: According to employees' responses on the item; "I have been confronted with discrimination at least one time since I have started to my career.", the mean of participants who have working experience in HR field between 1-2 years is 2,71 and standard deviation is 1,51; the mean of

participants who have working experience in HR field between 3-5 years is 2,94 and standard deviation is 1,57; the mean of participants who have working experience in HR field between 6-10 years is 3,05 and standard deviation is 1,48 and the mean of participants who have working experience in HR field between 11 years and above is 2,76 and standard deviation is 1,22. The variation analysis homogeneity test according to the working experience in HR field (0,414) depicts that the groups are homogeneous. When the responses are compared to the mean by variation analysis test (0,785) within these groups $\alpha=0,05$, the result is statistically not significant.

Table 23
The Result of T Test According To The Sectors , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	Production n= 57		Service n=67		t	p
	($\bar{x}$)	ss	($\bar{x}$)	ss		
ITEM 1	3,5789	1,14872	3,1940	1,23385	1,787	0,076
ITEM 2	3,8421	0,95971	3,1343	1,27797	3,437	0,001
ITEM 3	3,3684	1,11213	2,7164	1,30042	2,972	0,004
ITEM 4	3,2807	1,27831	3,0597	1,38039	0,919	0,360
ITEM 5	2,6842	1,15198	3,0896	1,46403	-1,691	0,093
ITEM 6	2,6491	1,35609	2,4030	1,50816	0,948	0,345
ITEM 7	3,1053	1,12891	2,6567	1,32061	2,013	0,046
ITEM 8	3,3509	1,14160	2,7463	1,19777	2,862	0,005
ITEM 9	2,7368	1,04414	2,6866	1,25781	0,240	0,811
ITEM 10	3,5789	1,23848	2,9851	1,44067	2,438	0,016
ITEM 11	3,5439	1,28272	3,7015	1,32591	-0,670	0,504
ITEM 12	1,7719	1,05251	1,8507	1,25835	-0,374	0,709
ITEM 13	3,4035	1,20800	3,3881	1,42441	0,064	0,949
ITEM 14	3,4737	1,22628	3,4179	1,36125	0,238	0,812
ITEM 15	3,2105	1,39817	3,4478	1,39570	-0,943	0,348
ITEM 16	2,8596	1,44468	2,9254	1,49051	-0,248	0,804
TOTAL	50,4386	6,38921	47,4030	7,48141	2,406	0,018

The result of t-test, -by comparing the sectors which respondents work for- depicts HR personnel' s opinions on "Practice of Equity Principle in Human Resource Management" is as herewith.

Item 1: According to employees' responses on the item; "I know the scope of -equity principle- discussed in Turkish Labours Law.", the mean of

participants who is working for a production company is 3,57 and standard deviation is 1,14; and the mean of participants who is working in service sector is 3,19 and standard deviation is 1,23. When the responses are compared to the mean by t-test within these two groups, ($p= 0,076$) the result is statistically not significant.

Item 2: According to employees' responses on the item; "We consider equity principle at all human resource management processes.", the mean of participants who is working for a production company is 3,84 and standard deviation is 0,95; and the mean of participants who is working in service sector is 3,13 and standard deviation is 1,27. When the responses are compared to the mean by t-test within these two groups, ($p= 0,001$) the result is statistically significant.

Item 3: According to employees' responses on the item; "Our employees consider that they are given equal opportunities and they were threatened equal.", the mean of participants who is working for a production company is 3,36 and standard deviation is 1,11; and the mean of participants who is working in service sector is 2,71 and standard deviation is 1,30. When the responses are compared to the mean by t-test within these two groups, ($p= 0,004$) the result is statistically significant.

Item 4: According to employees' responses on the item; "I believe that using the personality tests solely in hiring process causes discrimination.", the mean of participants who is working for a production company is 3,28 and standard deviation is 1,27; and the mean of participants who is working in service sector is 3,05 and standard deviation is 1,38. When the responses are compared to the mean by t-test within these two groups, ($p= 0,360$) the result is statistically not significant.

Item 5: According to employees' responses on the item; "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.", the mean of participants who is

working for a production company is 2,68 and standard deviation is 1,15; and the mean of participants who is working in service sector is 3,08 and standard deviation is 1,46. When the responses are compared to the mean by t-test within these two groups, ($p = 0,093$) the result is statistically not significant.

Item6: According to employees' responses on the item; "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.", the mean of participants who is working for a production company is 2,64 and standard deviation is 1,35; and the mean of participants who is working in service sector is 2,40 and standard deviation is 1,50. When the responses are compared to the mean by t-test within these two groups, ($p = 0,345$) the result is statistically not significant.

Item 7: According to employees' responses on the item; "We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.", the mean of participants who is working for a production company is 3,10 and standard deviation is 1,12; and the mean of participants who is working in service sector is 2,65 and standard deviation is 1,32. When the responses are compared to the mean by t-test within these two groups, ($p = 0,046$) the result is statistically significant.

Item 8: According to employees' responses on the item; "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.", the mean of participants who is working for a production company is 3,35 and standard deviation is 1,14; and the mean of participants who is working in service sector is 2,74 and standard deviation is 1,19. When the responses are compared to the mean by t-test within these two groups, ($p = 0,005$) the result is statistically significant.

Item 9: According to employees' responses on the item; "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.", the mean of participants who is working for a production company is 2,73 and standard deviation is 1,04; and the mean of participants who is working in service sector is 2,68 and standard deviation is 1,25. When the responses are compared to the mean by t-test within these two groups, ($p= 0,811$) the result is statistically not significant.

Item 10: According to employees' responses on the item; "We include at least one of these criteries such as gender, age, marital status at our job advertisements.", the mean of participants who is working for a production company is 3,57 and standard deviation is 1,23; and the mean of participants who is working in service sector is 2,98 and standard deviation is 1,44. When the responses are compared to the mean by t-test within these two groups, ($p= 0,016$) the result is statistically significant.

Item 11: According to employees' responses on the item; "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview.", the mean of participants who is working for a production company is 3,54 and standard deviation is 1,28; and the mean of participants who is working in service sector is 3,70 and standard deviation is 1,32. When the responses are compared to the mean by t-test within these two groups, ($p= 0,504$) the result is statistically not significant.

Item 12: According to employees' responses on the item; "The alternative selection tools such as face analyse, handwriting anlyse and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.", the mean of participants who is working for a production company is 1,77 and standard deviation is 1,05; and the mean of participants who is working in service sector is 1,85 and standard deviation is 1,25. When the responses are compared to the

mean by t-test within these two groups, ($p = 0,709$) the result is statistically not significant.

Item 13: According to employees' responses on the item; "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.", the mean of participants who is working for a production company is 3,40 and standard deviation is 1,20; and the mean of participants who is working in service sector is 3,38 and standard deviation is 1,42. When the responses are compared to the mean by t-test within these two groups, ($p = 0,949$) the result is statistically not significant.

Item 14: According to employees' responses on the item; "Medical report is a criteria of recruitment and selection processes.", the mean of participants who is working for a production company is 3,47 and standard deviation is 1,22; and the mean of participants who is working in service sector is 3,41 and standard deviation is 1,36. When the responses are compared to the mean by t-test within these two groups, ($p = 0,812$) the result is statistically not significant.

Item 15: According to employees' responses on the item; "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10).", the mean of participants who is working for a production company is 3,21 and standard deviation is 3,39; and the mean of participants who is working in service sector is 3,44 and standard deviation is 1,39. When the responses are compared to the mean by t-test within these two groups, ($p = 0,348$) the result is statistically not significant.

Item 16: According to employees' responses on the item; "I have been confronted with discrimination at least one time since I have started to my career.", the mean of participants who is working for a production company is 2,85 and standard deviation is 1,44; and the mean of participants who is working in service sector is 2,92 and standard deviation

is 1,49. When the responses are compared to the mean by t-test within these two groups, (p= 0,804) the result is statistically not significant.

Table 24: The Result of T Test According To Organization' s Codes of Ethics , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	Codes of Ethics Available n= 53		Codes of Ethics not Available n=71		t	p
	($\bar{x}$)	SS	($\bar{x}$)	SS		
ITEM 1	3,6792	0,99564	3,1408	1,30160	2,512	0,013
ITEM 2	4,0377	0,89791	3,0282	1,20679	5,121	0,000
ITEM 3	3,4717	1,06706	2,6761	1,28480	3,662	0,000
ITEM 4	3,1698	1,25170	3,1549	1,40049	0,061	0,951
ITEM 5	2,7547	1,29949	3,0141	1,36793	-1,067	0,288
ITEM 6	2,1321	1,24093	2,8028	1,51770	-2,627	0,010
ITEM 7	3,3019	1,23389	2,5352	1,16902	3,528	0,001
ITEM 8	3,5660	1,04715	2,6197	1,16332	4,674	0,000
ITEM 9	3,0189	1,16834	2,4789	1,10659	2,625	0,010
ITEM 10	3,5472	1,21791	3,0423	1,45834	2,044	0,043
ITEM 11	3,7547	1,29949	3,5352	1,30746	0,927	0,356
ITEM 12	1,7170	1,09855	1,8873	1,21360	-0,805	0,422
ITEM 13	3,6226	1,31889	3,2254	1,31146	1,665	0,099
ITEM 14	3,6226	1,31889	3,3099	1,27157	1,334	0,185
ITEM 15	3,7170	1,26152	3,0563	1,43315	2,671	0,009
ITEM 16	2,7170	1,37809	3,0282	1,52101	-1,173	0,243
TOTAL	51,8302	6,34197	46,5352	6,88856	4,379	0,000

Item 1: According to employees' responses on the item; "I know the scope of "equity principle" discussed in Turkish Labors Law.", the mean of participants whose organizational codes of ethics available is 2,85 and standard deviation is 1,44; and the mean of participants whose organizational codes of ethics not available is 2,92 and standard deviation is 1,49. When the responses are compared to the mean by t-test within these two groups, (p= 0,804) the result is statistically significant.

Item 2: According to employees' responses on the item; "We consider equity principle at all human resource management processes.", the mean of participants whose organizational codes of ethics available is 4,03 and standard deviation is 0,89; and the mean of participants whose organizational codes of ethics not available is 3,02 and standard deviation is 1,20. When the responses are compared to the mean by t-test within these two groups, (p= 0,000) the result is statistically significant.

Item 3: According to employees' responses on the item; "Our employees consider that they are given equal opportunities and they were threatened equal.", the mean of participants whose organizational codes of ethics available is 3,47 and standard deviation is 1,06; and the mean of participants whose organizational codes of ethics not available is 2,67 and standard deviation is 1,28. When the responses are compared to the mean by t-test within these two groups, ($p = 0,000$) the result is statistically significant.

Item 4: According to employees' responses on the item; "I believe that using the personality tests solely in hiring process causes discrimination.", the mean of participants whose organizational codes of ethics available is 3,16 and standard deviation is 1,25; and the mean of participants whose organizational codes of ethics not available is 3,15 and standard deviation is 1,40. When the responses are compared to the mean by t-test within these two groups, ($p = 0,951$) the result is statistically not significant.

Item 5: According to employees' responses on the item; "In my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.", the mean of participants whose organizational codes of ethics available is 2,75 and standard deviation is 1,29; and the mean of participants whose organizational codes of ethics not available is 3,01 and standard deviation is 1,36. When the responses are compared to the mean by t-test within these two groups, ($p = 0,288$) the result is statistically significant.

Item 6: According to employees' responses on the item; "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.", the mean of participants whose organizational codes of ethics available is 2,13 and standard deviation is 1,24; and the mean of participants whose organizational codes of ethics not available is 2,80 and standard deviation

is 1,51. When the responses are compared to the mean by t-test within these two groups, ($p = 0,010$) the result is statistically significant.

Item 7: According to employees' responses on the item; "We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.", the mean of participants whose organizational codes of ethics available is 3,30 and standard deviation is 1,23; and the mean of participants whose organizational codes of ethics not available is 2,53 and standard deviation is 1,16. When the responses are compared to the mean by t-test within these two groups, ($p = 0,001$) the result is statistically significant.

Item 8: According to employees' responses on the item; "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.", the mean of participants whose organizational codes of ethics available is 3,56 and standard deviation is 1,04; and the mean of participants whose organizational codes of ethics not available is 2,61 and standard deviation is 1,16. When the responses are compared to the mean by t-test within these two groups, ($p = 0,000$) the result is statistically significant.

Item 9: According to employees' responses on the item; "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.", the mean of participants whose organizational codes of ethics available is 3,01 and standard deviation is 1,16; and the mean of participants whose organizational codes of ethics not available is 2,47 and standard deviation is 1,10. When the responses are compared to the mean by t-test within these two groups, ($p = 0,010$) the result is statistically significant.

Item 10: According to employees' responses on the item; "We include at least one of these criteries such as gender, age, marital status at our job advertisements.", the mean of participants whose organizational

codes of ethics available is 3,54 and standard deviation is 1,21; and the mean of participants whose organizational codes of ethics not available is 3,04 and standard deviation is 1,45. When the responses are compared to the mean by t-test within these two groups, ($p= 0,043$) the result is statistically significant.

Item 11: According to employees' responses on the item; "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview.", the mean of participants whose organizational codes of ethics available is 3,75 and standard deviation is 1,29; and the mean of participants whose organizational codes of ethics not available is 3,53 and standard deviation is 1,30. When the responses are compared to the mean by t-test within these two groups, ($p= 0,356$) the result is not statistically significant.

Item 12: According to employees' responses on the item; "The alternative selection tools such as face analyse, handwriting anlayse and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.", the mean of participants whose organizational codes of ethics available is 2,85 and standard deviation is 1,71; and the mean of participants whose organizational codes of ethics not available is 1,88 and standard deviation is 1,21. When the responses are compared to the mean by t-test within these two groups, ($p= 0,422$) the result is statistically significant.

Item 13: According to employees' responses on the item; "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.", the mean of participants whose organizational codes of ethics available is 3,62 and standard deviation is 1,31; and the mean of participants whose organizational codes of ethics not available is 3,22 and standard deviation is 1,31. When the responses are compared to the mean by t-test within these two groups, ($p= 0,099$) the result is not statistically significant.

Item 14: According to employees' responses on the item; "Medical report is a criteria of recruitment and selection processes.", the mean of participants whose organizational codes of ethics available is 3,62 and standard deviation is 1,31; and the mean of participants whose organizational codes of ethics not available is 3,30 and standard deviation is 1,27. When the responses are compared to the mean by t-test within these two groups, ($p = 0,185$) the result is statistically not significant.

Item 15: According to employees' responses on the item; "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10).", the mean of participants whose organizational codes of ethics available is 3,71 and standard deviation is 1,26; and the mean of participants whose organizational codes of ethics not available is 3,05 and standard deviation is 1,43. When the responses are compared to the mean by t-test within these two groups, ($p = 0,009$) the result is statistically significant.

Item 16: According to employees' responses on the item; "I have been confronted with discrimination at least one time since I have started to my career.", the mean of participants whose organizational codes of ethics available is 2,71 and standard deviation is 1,37; and the mean of participants whose organizational codes of ethics not available is 3,02 and standard deviation is 1,52. When the responses are compared to the mean by t-test within these two groups, ($p = 0,243$) the result is statistically not significant.

Table 25
The Result of T Test According To HR Department' s Codes of Ethics , Depicts The Opinions of Human Resource Personnel About "Practice of Equity Principle In Human Resource Management."

ITEMS	HR Department' s Codes Of Ethics is Available n= 36		HR Department' s Codes Of Ethics is not Available n=88		t	p
	($\bar{x}$)	SS	($\bar{x}$)	SS		
ITEM 1	3,6944	1,00909	3,2386	1,25940	1,931	0,056
ITEM 2	4,0278	,99960	3,2273	1,19123	3,551	0,001
ITEM 3	3,4444	1,18187	2,8409	1,24924	2,480	0,015
ITEM 4	3,1111	1,16565	3,1818	1,40234	-0,267	0,790
ITEM 5	2,9722	1,34134	2,8750	1,34602	0,365	0,715
ITEM 6	1,9722	1,20679	2,7386	1,47387	-2,762	0,007
ITEM 7	3,3056	1,32707	2,6818	1,17977	2,576	0,011
ITEM 8	3,6944	1,00909	2,7500	1,17688	4,220	0,000
ITEM 9	3,1389	1,29069	2,5341	1,06078	2,702	0,008
ITEM 10	3,5833	1,22766	3,1250	1,42080	1,693	0,093
ITEM 11	3,8611	1,29069	3,5341	1,30383	1,271	0,206
ITEM 12	1,8333	1,23056	1,8068	1,14328	0,115	0,909
ITEM 13	3,4444	1,44310	3,3750	1,28038	0,264	0,792
ITEM 14	3,5556	1,31897	3,3977	1,29135	0,614	0,540
ITEM 15	4,0278	1,08196	3,0568	1,41712	3,691	0,000
ITEM 16	2,6111	1,37898	3,0114	1,48938	-1,387	0,168
TOTAL	52,2778	6,56228	47,3750	6,90046	3,642	0,000

Item 1: According to employees' responses on the item; "I know the scope of "equity principle" discussed in Turkish Labors Law.", the mean of participants whose HR department' s codes of ethics available is 3,69 and standard deviation is 1,00; and the mean of participants whose HR department' s codes of ethics not available is 3,23 and standard deviation is 1,25. When the responses are compared to the mean by t-test within these two groups, (p= 0,056) the result is statistically not significant.

Item 2: According to employees' responses on the item; "We consider equity principle at all human resource management processes.", the mean of participants whose HR department' s codes of ethics available is 4,02 and standard deviation is 0,99; and the mean of participants whose HR department' s codes of ethics not available is 3,22 and standard deviation is 1,19. When the responses are compared to the mean by t-test within these two groups, (p= 0,001) the result is statistically significant.

Item 3: According to employees' responses on the item; "Our employees consider that they are given equal opportunities and they were threatened equal.", the mean of participants whose HR department's codes of ethics available is 3,44 and standard deviation is 1,18; and the mean of participants whose HR department's codes of ethics not available is 3,84 and standard deviation is 1,24. When the responses are compared to the mean by t-test within these two groups, ($p = 0,015$) the result is statistically significant.

Item 4: According to employees' responses on the item; "I believe that using the personality tests solely in hiring process causes discrimination.", the mean of participants whose HR department's codes of ethics available is 3,11 and standard deviation is 1,16; and the mean of participants whose HR department's codes of ethics not available is 3,18 and standard deviation is 1,40. When the responses are compared to the mean by t-test within these two groups, ($p = 0,790$) the result is statistically not significant.

Item 5: According to employees' responses on the item; "At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.", the mean of participants whose HR department's codes of ethics available is 2,97 and standard deviation is 1,34; and the mean of participants whose HR department's codes of ethics not available is 2,87 and standard deviation is 1,34. When the responses are compared to the mean by t-test within these two groups, ($p = 0,715$) the result is statistically not significant.

Item 6: According to employees' responses on the item; "When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.", the mean of participants whose HR department's codes of ethics available is 1,97 and standard deviation is 1,20; and the mean of participants whose HR department's codes of ethics not available is 2,73 and standard

deviation is 1,47. When the responses are compared to the mean by t-test within these two groups, ($p= 0,007$) the result is statistically significant.

Item 7: According to employees' responses on the item; "We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.", the mean of participants whose HR department's codes of ethics available is 3,30 and standard deviation is 1,32; and the mean of participants whose HR department's codes of ethics not available is 2,68 and standard deviation is 1,17. When the responses are compared to the mean by t-test within these two groups, ($p= 0,011$) the result is statistically significant.

Item 8: According to employees' responses on the item; "We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.", the mean of participants whose HR department's codes of ethics available is 3,69 and standard deviation is 1,00; and the mean of participants whose HR department's codes of ethics not available is 2,75 and standard deviation is 1,17. When the responses are compared to the mean by t-test within these two groups, ($p= 0,000$) the result is statistically significant.

Item 9: According to employees' responses on the item; "We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.", the mean of participants whose HR department's codes of ethics available is 3,13 and standard deviation is 1,29; and the mean of participants whose HR department's codes of ethics not available is 2,53 and standard deviation is 1,06. When the responses are compared to the mean by t-test within these two groups, ($p= 0,008$) the result is statistically significant.

Item 10: According to employees' responses on the item; "We include at least one of these criteries such as gender, age, marital status at our job advertisements.", the mean of participants whose HR department's codes of ethics available is 3,58 and standard deviation is 1,22; and the

mean of participants whose HR department's codes of ethics not available is 3,12 and standard deviation is 1,42. When the responses are compared to the mean by t-test within these two groups, ($p= 0,093$) the result is statistically not significant.

Item 11: According to employees' responses on the item; "At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfill , before the job interview.", the mean of participants whose HR department's codes of ethics available is 3,86 and standard deviation is 1,29; and the mean of participants whose HR department's codes of ethics not available is 3,53 and standard deviation is 1,30. When the responses are compared to the mean by t-test within these two groups, ($p= 0,206$) the result is statistically not significant.

Item 12: According to employees' responses on the item; "The alternative selection tools such as face analyse, handwriting anlyase and genetic test results –when the technology becomes convenient- should be used at the processes recruitment and selection.", the mean of participants whose HR department's codes of ethics available is 1,83 and standard deviation is 1,23; and the mean of participants whose HR department's codes of ethics not available is 1,80 and standard deviation is 1,14. When the responses are compared to the mean by t-test within these two groups, ($p= 0,909$) the result is statistically not significant.

Item 13: According to employees' responses on the item; "The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.", the mean of participants whose HR department's codes of ethics available is 3,44 and standard deviation is 1,44; and the mean of participants whose HR department's codes of ethics not available is 3,37 and standard deviation is 1,28. When the responses are compared to the mean by t-test within these two groups, ($p= 0,792$) the result is statistically not significant.

Item 14: According to employees' responses on the item; "Medical report is a criteria of recruitment and selection processes.", the mean of participants whose HR department's codes of ethics available is 3,55 and standard deviation is 1,31; and the mean of participants whose HR department's codes of ethics not available is 3,39 and standard deviation is 1,29. When the responses are compared to the mean by t-test within these two groups, ($p = 0,540$) the result is statistically not significant.

Item 15: According to employees' responses on the item; "There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10).", the mean of participants whose HR department's codes of ethics available is 4,02 and standard deviation is 1,08; and the mean of participants whose HR department's codes of ethics not available is 3,05 and standard deviation is 1,41. When the responses are compared to the mean by t-test within these two groups, ($p = 0,000$) the result is statistically significant.

Item 16: According to employees' responses on the item; "I have been confronted with discrimination at least one time since I have started to my career.", the mean of participants whose HR department's codes of ethics available is 2,61 and standard deviation is 1,37; and the mean of participants whose HR department's codes of ethics not available is 3,01 and standard deviation is 1,48. When the responses are compared to the mean by t-test within these two groups, ($p = 0,168$) the result is statistically not significant.

5.5. Conclusions

Human Resource issues are regulated by national laws and international agreements. Meanwhile, as considered in developed countries, other countries may misuse the laws and several problems occurring in practice. Fundamentally, the issue “equity” or “equal treatment” has two faces. One of them seems related to ethics and the other is discussed in legal dimension. The missing point is that; these elements of equity are indirectly related to economic necessities. Whereas, the starting point which makes the issue today very popular due to its importance, is originating from changing world economy and its requirements. Throughout the literature survey this thesis covers all these three faces of equity principle in the context of Human Resource field.

Both in United States, European Union Countries and Turkey human resource management is required as a growing field and creating value for challenging companies. Meanwhile, principles and practices of human resource profession still need to be structured on the base of scientific knowledge and humanistic values. As it is considered in USA and European countries, human resource management must be developed in Turkey as an expertise area which requires license. This thesis brings out the current applications of equity principle in human resource management field, legal fundamentals; misuses originated from incompetency and attract attention to future trends opposed to work force. According to the results of the survey about “The Practice of Equity Principle in Human Resource Management” shows a very ironic status that participants included in Human Resource Professionals who are directly responsible of all applications consider that “equity principle” is not applied in the field.

This thesis evaluated that main functions of human resource management field has essentials relevant to both HRM profession and professionals which establish the standards of human resource management firmly. This thesis and field research results show that in order to place equity principle into human resource management, principles of the field and codes of ethics

identified by international HRM associations and local personnel management societies, need to be spreaded to each company in all sectors. Because human resource professionals whose company and HRM departments have identified and announced Codes of Ethics believe that equity principle is taken into practice to human resource functions. Human resource professionals must identify and announce the evaluation criteria, ethical basics and the codes of ethics in order to make analytical statements and maintain reliability of human resource management.

The thesis indicates that hypothesis on "Equity principle is not applied to human resources functions." is confirmed by the results. And demographic differences effect the belief of people about equity principle and its practition. For example, when compared the opinions of participants according to their education level; Bachelor's Degree awarded participants consider that equity principle is applied in human resource management than high school degree awarded participants. And field survey shows that female participants' opinion about the practice of equity principle is more negative than male participants. Females who take place in protected groups as discussed in the thesis think that equity is not considered in application.

People who have 1-2 years human resource management experience and have experience more than 6 years think that equity principle is applied in human resource area, on the opposite people whose experience is between 3-5 years do not believe that equity principle is applied to HR functions. Participants who work in service sector believe less that equity is applied to HRM functions when compared opinions of people who work in industry sector.

The thesis ends up with a remarkable result with regards to future trends. Technology and evolution of business life bring some risks for employees in terms of human rights, together with bringing modernity and prosperity. In sum up, the thesis and field research results indicate that the necessary competences of human resource management profession -its

importance is growing by the time- need to be identified and licenced in order to make a common understanding and being a guideline which serve objective standards. And human resource applications should be audited by government agencies or private audit companies. Unfair statements and applications based on subjective criterias must be eliminated and both human resource professionals and employees must be trained about ethical issues and legal constraints.

APPENDIXES

APPENDIX 1: List of Turkish Laws Matching with EU Legislation 1/3

Toplam mevzuat:Yürürlükte olan:Türkiye ile ilgili:Uyumlaştırılan:101082

Mevzuat Veritabanı:

Mevzuat Veritabanı Bölümü:

Uyum	Celex No	Mevzuat No	Yürür	TR	TRmev	AB R.Gzt	AB Mevzuat Adı
☒	31975L0117	75/117/EEC	☒	☒	10	OJ L 045 19.02.1975 P. 0019 - 0020	Council Directive 75/117/EEC of 10 February 1975 on the approximation of the laws of the Member States relating to the application of the principle of equal pay for men and womenIncorporated by 21994A0103(68)
☒	31976L0207	76/207/EEC	☒	☒	5	OJ L 039 14.02.1976 P. 0040 - 0042	Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditionsDerogated in 11994NN15/05 Derogation Arti
☐	31979L0007	79/7/EEC	☒	☒	12	OJ L 006 10.01.1979 P. 0024 - 0025	Council Directive 79/7/EEC of 19 December 1978 on the progressive implementation of the principle of equal treatment for men and women in matters of social securityIncorporated by 21994A0103(68)
☐	31986L0378	86/378/EEC	☒	☒	8	OJ L 225 12.08.1986 P. 0040 - 0042	Council Directive 86/378/EEC of 24 July 1986 on the implementation of the principle of equal treatment for men and women in occupational social security schemesCorrected by 31986L0378R(01) Corrected by 31986L0378R(02) Corrected by 31986L0378R(03)
☐	31986L0613	86/613/EEC	☒	☒	3	OJ L 359 19.12.1986 P. 0056 - 0058	Council Directive 86/613/EEC of 11 December 1986 on the application of the principle of equal treatment between men and women engaged in an activity, including agriculture, in a self- employed capacity, and on the protection of self- employed women during

APPENDIX 1 – 2/3

☐	31992L0085	92/85/EEC	☒	☒	1	OJ L 348 28.11.1992 P. 0001 - 0008	Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety, health at work of pregnant workers and workers who have recently given birth or are breastfeeding
☐	31996L0034	96/34/EC	☒	☒	8	OJ L 145 19.06.1996 P. 0004 - 0009	Council Directive 96/34/EC of 3 June 1996 on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC Amended by 31997L0075 Addition Article 2.1BIS from 05/02/1998 Application extended by 31997L0075 GB from 05/02/1998
☐	31996L0097	96/97/EC	☒	☐	0	OJ L 046 17.02.1997 P. 0020 - 0024	Council Directive 96/97/EC of 20 December 1996 amending Directive 86/378/EEC on the implementation of the principle of equal treatment for men and women in occupational social security schemes Corrected by 31996L0097R (01)
☐	31997L0080	97/80/EC	☒	☒	6	OJ L 014 20.01.1998 P. 0006 - 0008	Council Directive 97/80/EC of 15 December 1997 on the burden of proof in cases of discrimination based on sex Amended by 31998L0052 Completion Article 7 from 22/07/1998 Application extended by 31998L0052 GB. from 22/07/1998
☐	32002L0073	2002/73/EC	☒	☐	0	OJ L 269 05.10.2002 P. 0015 - 0020	Directive 2002/73/EC of the European Parliament and of the Council of 23 September 2002 amending Council Directive 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training
	32000L0043	2000/43/EC	☒	☒	3	OJ L 180 19.07.2000 P. 0022 - 0026	Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin Corrected by 32000L0043R

APPENDIX 1 -3/3

	<u>32000L0078</u>	2000/78/EC	☒	☒	<u>2</u>	OJ L 303 02.12.2000 P. 0016 - 0022	Council Directive 2000/78/EC of 27 Corrected November 2000 establishing a general framework for equal treatment in employment and occupation by 32000L0078R(01)

APPENDIX 2: Sizi İşe Alamayız, Çünkü Bir İkizler Burcusunuz! – 1/4

<http://www.isteinsan.com.tr/kar101-20050626.html> 27 haziran 2005 tarihinde yayımlanmıştır.

Sizi işe alamayız çünkü bir İkizler burcusunuz!

İşe alımlarda bilinen ve uygulanan teknikler dışında alternatif ne tür yöntemler kullanılıyor" diye sordüğümüzde karşımıza bir dizi şaşırtıcı metot çıkıyor. Örneğin el yazısı karakterinden kişilik tahlili (grafoloji), yüz şekli ve ifadeden mizaç analizi (fizyognomi), NLP, burçlarla meslekler arasında korelasyon, stres ve baskı testi, özel hayat araştırması, zeka bulmacası, psikodrama, beden dili okuma, birlikte yenen öğle yemeği deneyimi gibi... Pek çok şirket, açıkça bu yöntemlere başvurduklarını beyan etmekten kaçınıyor ancak şirketlerin işe alımlardan sorumlu yöneticileri, insan kaynakları danışmanlık şirketleri ve beyin avcısı ajanslar arasında yaptığımız araştırma, bu yöntemlere güvenenlerin sayısının hayli yüksek olduğunu ortaya koyuyor. Alternatif yöntemleri kullandığını belirten uzmanlar ise ortak bir noktaya işaret ediyor: "Kişilik envanterleri, yetkinlik bazlı mülakat gibi klasik yöntemlerin yanı sıra adayla ilgili verileri zenginleştirmek için alternatif yöntemleri kullanıyoruz." Yani kimse adayın sadece burcuna bakarak ya da el yazısından kişiliğini tahlil ederek işe alıp almayacağına karar vermiyor. Alternatif yöntemlerin sunduğu veriler, diğer verilerle birlikte bileşenlerden biri olarak kabul ediliyor. Bu yöntemlerin bazılarının ne olduğuna ve nasıl kullanıldığına gelince....

Yüz şeklinden karakter tahlili

Fizyognomi işe alımlarda karşılarındaki adayın mizacı ve karakteri hakkında daha ayrıntılı bilgi edinmeyi amaçlıyor. Türkiye'de yönetim danışmanı Murat Toktamışoğlu ve Mehmet Auf'un bu konuda kapsamlı çalışmaları var. Bu teoriye göre; aşırı büyük alınlı yüz tembelliğe yatkınlığın, kemikli yüz çalışmayı sevmenin, zayıf yüz ihtiyatlılığın ve derin düşünceliliğin, normal alın dengenin ve yeteneğin, aşağıya doğru inen kaşlar kendisinininkinden başka hiçbir fikri kabullenmemenin, büyük ağız savaşçı ruhun, küçük çene kararsızlığın, normal kulaklar sağduyunun işareti.

El yazısından karakter tahlili

Grafoloji de denilen bu yöntem, Fransa'da şirketlerin yüzde 80'i tarafından işe alımlarda Neredeyce CV kadar itibar görüyor. Kişinin el yazısından karakterinin ipuçları elde ediliyor. El yazısının kesin ve şahsi olduğunu savunan uzmanlar, iç dünyamızdaki bütün çalkantıları ve durgunlukları el yazısında görebildiklerini belirtiyorlar. El yazısı sağa doğru eğildikçe verilen kararlarda duygu önplana çıkmaya başlıyor. Yazının koyuluğu ya da kalınlığı davranış derinliğini gösteriyor.

APPENDIX 2 – 2/4

Burçlara göre karakter tahlili

Burçlarla meslekler arasında yüksek korelasyon olduğunu iddia eden bu görüşe göre, burçların temsil ettiği karakterler iş hayatına da bu özellikleri fazlasıyla yansıtıyor. İnanması zor ancak, iş dünyasında bu yönetime olan rağbet hayli büyük. Karya Danışmanlık'ın genel müdürü Özlem Demir, Türkiye'nin en büyük otomotiv şirketlerinden birinin yakın zamana kadar

yöneticiliğine yapmış bir kişinin, yönetici asistanı seçiminde en uygun adayı sadece akrep burcu olmasından dolayı işe kabul etmediğini belirtirken, Recruitment Turkey'den Artemiz Güler şirkette birlikte çalıştıkları eşinin değerlendirme yaparken burçları da baz aldığını belirtiyor. Bu görüşün Türkiye'deki en önde gelen savunucusu ise 15 yıldır insan kaynakları alanında hizmet veren Verim Danışmanlık'ın genel müdürü Erim Hısım... Hısım, "Bugüne kadar yaptığım yaklaşık beş bin görüşmede bu yöntemde yüzde 90 isabetli tahminlerde bulundum" diyecek kadar iddialı. Erim'in bir diğer hedefi de burçlarla meslekler arasındaki bağlantıyı inceleyen bir araştırma yayınlamak.

NLP

NLP, yani Neuro-linguistic Programming daha çok yabancı firmalar tarafından kullanılıyor. Verim Danışmanlık'tan Erim Hısım yine NLP'yi de mülakatta bir yöntem olarak kullanıyor. Bir kişinin görsel mi, duyuşal mı, dokunsal mı olduğu sorulan sorulara verdiği yanıtlarla ortaya çıkarılıyor.

Stres testi

Ne kadar etik ve etkili olduğu tartışılmakla birlikte, günümüzde personel alımında en sık kullanılan yöntemlerden biri de stres mülakatları. Adayların genelde nadiren rastladıkları ve karşılaştıklarında çok zorlandıkları stres mülakatları, adayın stresli bir iş ortamında nasıl tepki vereceğini görebilmek için yapılıyor. Yatırım bankacılığı, pilot, polis memurluğu, hava trafik kontrolörlüğü, brokerlık, özel askeri işler, bazı satış işleri, test pilotluğu, talk show hostluğu gibi stresi yoğun yaşamaları beklenen işlere yapılacak alımlarda stres mülakatları kullanılıyor.

Zeka oyunları

Genellikle genç genel müdürlerin tercih ettiği bu yöntem, adayın zeka kıvraklığını ve baskı altında düşünbilme yetisini ölçmeyi amaçlıyor. Ancak pek çok uzman tarafından zaten baskı ve stres altında olan adayların karşısına bu tür sürprizlerle çıkılmasının çok da isabetli sonuçlar vermeyeceği savunuluyor.

Özel hayat araştırması

Özellikle bankacılık, finans, satın alma ve üst düzey yöneticilik gibi pozisyonlar için görüşülen adayların çevrelerinde nasıl tanındıkları, aile hayatlarının ayrıntıları, geçmişteki borçluluk durumları, gelir-gider dengesi ve kredi kartı harcamaları gibi detaylarına bakılıyor.

APPENDIX 2 – 3/4

Kardeş sıralaması

Bu teoriye göre aile içerisinde büyük çocuk konumunda olan adaylar, daha mücadeleci ve zorluklardan yılmayan bir profil çizerken, ailenin en küçüğü konumundaki çocuk yetişkinliğinde daha girişken, daha rahat karar verebilen, yeni deneyimlere daha açık bir kişilik özelliği gösteriyor.

Psikodrama

Mülakata alınan adaylara canlandırmaları için bir oyun simülasyonu veriliyor. Adaylar müşteri temsilcisi, satıcı ya da karar verici durumda yönetici rollerine girerek sorunlar karşısında çözüm üretebilme ve iletişim yetenekleri test ediliyor.

Şirketler hangi yöntemleri kullanıyor?

*Sodexho'da işe alım sürecinde adayların el yazısından kişilik tahlili yapılıyor.

*Ulusoy Holding'de mülakatın dışında el yazısı karakterinden kişilik tanıma, yüz şekli, burçlara göre karakter tahlili, NLP, aile içerisinde kaçınıcı çocuk olduklarına göre adayların görev ve sorumluluk duygusu tahlili, beden dili okuma yöntemlerinin tümüne başvurulabiliyor.

*DHL'de işe alınacak adaylar yüz şeklinden kişilik tahlili, zeka oyunları ve bazı kritik pozisyonlarda birlikte yemeğe çıkma gibi alternatif yöntemler aracılığıyla belirleniyor. Adayların aile içerisinde kaçınıcı çocuk olduklarıyla ilgili sorular da yöneltiliyor.

*Tesa Bant'ta genel müdür, short list'e kalmış adaylarla tek tek öğle yemeğine çıkıyor ve adayların genel hal ve tavırlarını analiz ediyor.

*Finansbank, kişilik testleri ve yetkinlik değerlendirme araçlarının dışında adayların borçluluk durumu ve kredi kartı harcamalarını inceliyor. Geçmişte gelir ve harcamaları arasında büyük farklar oluşmuş olan kişiler pek tercih edilmiyor. Yakında adayların çevrelerindeki repütasyonu, aile yaşantısı gibi araştırmalar başlatılacak.

*Boyer Grubu, kişilik envanterinin bir parçası olarak, adayın stres altında nasıl bir tavır olduğunu ölçüyor ve belirli pozisyonlar için öğle yemeği yöntemini uyguluyor.

İk uzmanları ne diyor ?

Artemiz Güler Recruitment Turkey

İnsanlar teknik özellikleri nedeniyle işe alınıyor ancak sosyal ilişkiler nedeniyle işten ayrılıyorlar. Bu teknikler, kişinin sosyal yönünü keşfetmeyi sağlıyor.

Hakan Yaman İnsan Kaynakları Uzmanı

Alternatif yöntemleri iş tanımına entegre edemiyorsanız yaptığınız iş şarlatanlıktır. Bunların hiçbirisi bir insan karakterini açıklamaya yetmez.

APPENDIX 2 – 4/4

Özlem Demir Karya Danışmanlık

Bilimsel olarak doğruluğu ispatlanmış pek çok yöntem varken alternatif yöntemlere gerek kalmamalı. Eğer kullanmak istiyorsanız bu işin uzmanı olmalısınız.

Hakan Bilgin YKK İK Direktörü

Bunların iş hayatında etkili olması için, bu kararı verecek kişinin bu eğitimden geçmesi gerektiğini düşünüyorum. Biz standart dışı yöntemlere pek başvurmuyoruz.

Tulu Özütürk Anadolu Endüstri Holding

Yeni yöntemlerin birçoğu yurtdışından getiriliyor ve Türk insanının özellikleri dikkate alınmıyor. Yeni yöntemlerin bilimsel temellerini çok iyi sorgulamak gerekiyor.

Cezmi Özkunt Unilever İK Direktörü

Yetkin ve tarafsız kişilerce yapılması ve yorumlanması gerekir. Bu tip testler, kırmaya çalıştığımız peşin hükümleri daha da kalınlaştırıyor.

Cenk Akın Boyner Holding İK Direktörü

Bilimselliği kanıtlanmış tüm yöntemlere sıcak bakıyoruz. Önemli tesbitler sağlayabiliyor. Bize göre iyi tetkik edilmesi gerekli.

Dilek Kökel Ulusoy Holding İK Direktörü

Hepsinin doğru yerde kullanılması durumunda seçim isabetli olabiliyor. Yine de yüzde 100 güvenilirliği söz konusu değil.

Esra Ertekin DHL İşe Alım Şefi

Hepsinin kendince avantaj ve dezavantajları var. Hiçbir değerlendirmenin tek başına bir veri olarak alınmaması ve tek gösterge olarak kullanılmaması gerekir.

Erim Hısım Verim Dan. Genel Müdürü

Mülakatlarda, cevabı aday tarafından ezbere verilen şablon sorular soruluyor. Adayı yalan makinasına takacak haliniz de yok. Ama bu yöntemlerle kopya çekme şansını ortadan kaldırılıyorsunuz.

APPENDIX 3: Workplace Getting To Know You – 1/7

From: haluk sencan [haluk_sencan@hotmail.com]
Sent: Perşembe 24 Mart 2005 11:07
To: peryon@yahooogroups.com
Subject: [peryon] İŞE ALIM VE BEYİN OKUMA

Beyin okuyan Türk psikolog
Bir fotoğrafın beyinde yarattığı etki, kişilik hakkında önemli ipuçları veriyor. ABD'de yaşayan Prof. Turhan Canlı'nın Newsweek Dergisi'ne de konu olan beyin görüntülemesi ve kişilik arasındaki bağlantıya yönelik çalışmaları, iş görüşmelerinde devrim yaratacak.

Finding out which job candidate would make a savvy manager or a levelheaded cop used to be an art. Now it's cutting-edge science.

By Tara Pepper Newsweek International

Jan. 17 issue - Turhan Canli has an odd photo collection. It includes several shots of people's faces. He has photos of the words "death," "happiness" and others printed in various colors. He also has images of fanged snakes and snarling dogs, babies and white supremacists. Canli, a psychologist at the State University of New York at Stony Brook, recently showed several of the pictures to Robert Sheiman, 22, a theater manager from New Haven, Connecticut. Before viewing them Sheiman inserted himself into an fMRI scanner, and as the photos flashed up one by one, he indicated his reaction—positive, negative or neutral—by pressing buttons. The type of image that came up most often was a person's face along with a word. Sometimes the connection between face and word was vaguely comical—such as happy face along with the word "stool"—and at other times disturbing, the person crying and "happiness." After an hour under the scanner, "I came out of it shaking," says Sheiman. "It wasn't difficult, but it was overwhelming." Canli thinks that the way Sheiman and others respond emotionally to these peculiar word-image combinations—and specifically what happens inside their brains—can tell a lot about what kind of people they are. "Certain types of people can't help but notice the emotional meaning of certain words," he says. Neurotic personalities tend to focus their attention on ugly or repellent images, their brains lighting up at

APPENDIX 3 – 2/7

pictures of rotting food or mutilated bodies. Extroverts, on the other hand, prefer pleasurable objects such as sunsets or giggling babies. For years Canli has been putting test subjects like Sheiman under the scanners and cataloging the personality types. "Can you use a brain scan to read personality?" he says. "Of course you can." Anybody who's ever interviewed a prospective job applicant knows how important the ability to judge personality can be, and how difficult it is to do well.

Personality—an ambiguous, amorphous and subjective concept—has always resisted quantitative measurement. But lately scientists like Canli have begun to zero in on the mechanisms of human physiology that bear on the perennial problem: what makes some people better suited to a particular task than others? For the first time, science may be able to offer useful insights for employers by drawing accurate conclusions about deep-rooted character traits. "Such a strong reaction between brain function and personality surprised everybody," says Martha Farah, professor of psychology at the University of Pennsylvania. "It showed that personality differences correspond to something very basic about the different ways people's brains process information."

Now would be a good time to put some science into the ancient art of job interviewing. In a global economy driven by skilled workers, a great deal is riding on whether companies and other institutions can pick out candidates with the most potential. For high-profile jobs, says Ivan Robertson of Robertson Cooper, a business psychology company, "the value of someone performing a bit better or a bit worse could be very significant in monetary terms." The Future Foundation, a consulting firm, and U.K. psychometric-testing firm SHL found in a study last year that poorly performing employees cost their employers more than \$22 billion in the United Kingdom and more than \$100 billion in the United States. Deciding who's best suited to being a doctor, cop, air-traffic controller or priest may be

APPENDIX 3 – 3/7

worth even more. Judges ruling on child-custody cases often face thorny decisions over who's more fit to be a parent. Because the stakes are higher, demand for personality tests has skyrocketed in recent years. Big corporations started testing in earnest more than a decade ago for hiring, but many have taken to using such tests for internal promotions as well. And small firms, governments, schools and other institutions are getting into the act. Testing is a \$400 million industry in the United States and is growing at 8 percent a year. The problem, though, is that current quizzes are often little better at predicting than astrologers. "They can be very misleading," says Dan P. McAdams, a psychologist at Northwestern University in Chicago. The most popular tests tend to be questionnaires based on generalized notions of different personality types. In the most widely used one, the Myers-Briggs Type Indicator, test subjects answer questions about their own tendencies and behaviors and get classified along four opposing scales—introversion and extroversion, sensing and intuition, thinking and feeling, judging and perceiving. Then each person is bracketed within a four-letter category. "ESTJs" for instance—extroverted, sensing, thinking, judging types—make natural leaders; they direct action and organize projects logically. "ESFPs" are fun-loving party people who might neglect task-oriented work, preferring projects that promise more interaction with colleagues. Today 89 of the companies in the Fortune 100, as well as thousands of others, use Myers-Briggs in hiring and promoting. Although experts concede that the test seems to capture valid aspects of personality, they say it's far too blunt to be of practical use. "It has vastly oversimplified personality, making it sound like people are walking 'types'," says McAdams. "Most people are blends." The Minnesota Multiphasic Personality Inventory, or MMPI, is widely used to ferret out substance abuse and other symptoms of social maladjustment. Although psychologists say the test has some value, it tends to flag otherwise normal test takers as pathological. Still, 60 percent of police departments

APPENDIX 3 – 4/7

in the United States use the test to evaluate prospective officers, and personality tests based on its questions are taken by job applicants in industries from banking to retail. The test has also been translated into more than 100 languages, including Russian, Chinese and Arabic. Annie Murphy Paul, author of "The Cult of Personality," thinks the MMPI and other tests are marketed too aggressively to businesses, —with alarmist ads that play on their fears. "There's a sense that it can help you screen out people who are dangerous and dishonest," she says. "But they're taking a very concrete and specific approach to solving a very ambiguous and amorphous problem." Some tests are even worse. The Rorschach inkblot method, in which subjects are asked what they see in abstract shapes, is "an embarrassment to psychology," says McAdams. And yet, according to 2001 report, the method was used in 1999 in one third of emotional-injury lawsuits in the United States and by 44 percent of psychologists who conduct child-custody evaluations. Like the MMPI, the Rorschach test may also find symptoms of mental illness where they don't exist. A new, more accurate generation of personality tests has recently hit the market. These aren't the product of brain scans and other fancy new technologies, but neither are they based on grand sweeping theories. Instead they're derived from empirical studies about how certain types of people behave

in certain situations. One such test is the NEO (Neuroticism, Extroversion and Openness) Personality Inventory, a subtler model than Myers-Briggs that measures five main traits: extroversion, neuroticism, agreeableness, conscientiousness and openness. Unlike the MMPI and Rorschach tests, it was designed to measure normal personalities. Rather than trying to take in the full sweep of human personality, this new breed of test concentrates on narrower tasks, such as whether a candidate would make a good cop or an effective retail-store manager. One of the more promising ones is the OPQ—Occupational Personality Questionnaire, which measures 32 factors relevant to work roles, like leadership skills, sociability, and the ability to

APPENDIX 3 – 5/7

persuade others. The norms against which testing firm SHL assesses responses are also created on a country-by-country basis, which means answers given by a Lithuanian management trainee to a question such as "I like to take charge" can be compared with those given by Lithuanians of a similar background.

The test is showing some impressive results. When London media executive Phil Georgiadis was recruited for a new venture by Christine Walker, a high-flyer renowned in the industry as vivacious and tough, he wanted to know more about her before deciding. "I knew her by reputation and had some fears and concerns about being her partner," he says. So at his request Walker visited testing firm SRS and took a lengthy quiz, assessing her on 24 different traits, from her levels of trust and insecurity, to her emotional stability and breadth of thinking, to her need for prestige, support and communication. "The fundamental things I found out were that she's not a one-woman band and that she wanted to share. That was all I needed to know," says Georgiadis, who took the job. SHL, working with U.S. firm Neiman Marcus, increased sales per associate by 42 percent and reduced staff turnover by 18 percent by clearly identifying the characteristics needed for the job of sales associate, and designing a test to select employees who showed those traits. "People like to be successful, and they stay when they are," says John Bateson, chief executive of SHL. In an earlier job managing a media firm, Georgiadis found SRS's 24-trait model revealed surprising insights into his employees. "There might be someone who talked a good game and looked like an agent of change, he said, but [the test showed] that beneath the surface he's the most conservative person here."

As businesses grow to appreciate such tools, scientists like Canli are digging even deeper, honing in on genetic and neural predictors of personality. "If I know what the conditions are under which I see [a

APPENDIX 3 – 6/7

certain] activation pattern I can make a good prediction as to what this person's personality traits are," Canli says. His brain scans have shown that people differ profoundly in their brain wiring, even down to primitive structures—like the amygdala, the seat of emotions—that humans share with squirrels and lizards. Scientists are also exploring the role of genes in setting the range of personality traits a person can develop. "There are certain genes that we all share but which differ in subtle ways from one person to another and which have been associated with neuroticism, novelty seeking and other traits," says Canli. For instance, two different forms of one gene regulate serotonin, a neurotransmitter associated with mood and emotional stability. One is short and one long, and every individual has two copies of the gene, one from each parent. Those with two short copies are more likely to be neurotic, anxious and risk averse. Swedish psychologist Eva Longato-Stadler found that criminals with personality disorders had lower than normal levels of an enzyme called monoamine oxidase, which affects the ability of the brain to use or synthesize serotonin. She thinks that these low levels contribute to an accelerated breakdown of the hormone norepinephrine, which is involved in regulating the body's response to stress—its "fight or flight" response. Studies show that, in people with personality disorders, a lack of norepinephrine tends to lead to criminal behavior. The potential power of brain scans and genetic testing to reveal personality raises tricky questions. Will courts someday use a cotton-swab test to help determine which parent gets custody of a child? Will a company pick its next CEO by probing his or her brain? "We're heading in that direction," says Paul. Would it be fair to the job applicant if a personality test also revealed a brain tumor? Or a gene associated with pathological behavior? Whether or not these ethical questions get resolved, businesses are certain to use more accurate tests to predict not only whom to hire, but how long they'll stay, what they'll need to work on and how profitable they'll be. Personality is "the supreme realization of the innate idiosyncrasy of a living being,"

APPENDIX 3 – 7/7

said Carl Jung, and "an act of high courage flung in the face of life." Science is giving us new ways of reaching into these depths, capturing our elusive, shadowy selves.

APPENDIX 4 : PERYÖN DEĞERLERİ VE ÜYELERİN GÖZETMEKLE YÜKÜMLÜ OLDUKLARI ETİK İLKELER VE KURALLAR

1/7

Etik İlkeler ve Kurallar

Amaç

Personel Yönetimi Derneği (PERYÖN), Türkiye’de İnsan Kaynakları Yönetiminin en üst düzey ve standartlarda gerçekleştirilmesini amaçlayan bir kuruluştur.

PERYÖN Etik İlke ve Kurallarının amacı, ülkemiz şirketlerindeki tüm yönetici ve çalışanların yanısıra Türkiye’de toplumunun PERYÖN Üyelerinden hangi tutum ve davranışları beklemeleri gerektiğinin açık bir biçimde ifade edilmesini sağlamaktır.

Tüm PERYÖN üyeleri bu dökümanda belirtilen ilke ve kurallara uymakla yükümlüdürler.

Ancak PERYÖN, üyelerimizin tümünün söz konusu ilke ve kurallara tam olarak uymalarının her zaman mümkün olamayacağının bilincindedir. Bu nedenle PERYÖN Genel Kurulu, Etik İlke ve Kuralları’mızın ihlal edildiği durumların bildirileceği PERYÖN Etik Kurulu’nun kurulmasına karar vermiş ve bu kurulu aykırılıkların incelenmesi için görevlendirmiştir.

Aykırılık durumlarının bildirilmesi için izlenecek yol bu dökümanın son bölümünde yer almaktadır.

1. KİŞİSEL BÜTÜNLÜK VE TUTARLILIK

2. MESLEKİ SORUMLULUK

3. GELİŞİM BİLİNCİ

4. EŞİTLİKÇİ VE ADİL YAKLAŞIM BİLİNCİ

5. ÇIKAR DENGELERİNİN GÖZETİLMESİ BİLİNCİ

6. BİLGİNİN KULLANIMI

7. SOSYAL VE TOPLUMSAL SORUMLULUK

APPENDIX 4 – 2/7

1. KİŞİSEL BÜTÜNLÜK VE TUTARLILIK

Temel İlke

PERYÖN üyeleri olarak tüm hareket, tutum ve davranışlarımızla etik ilke ve kurallara duyarlı örnek bireyler olmaya çalışırız.

İçerik

- Tutum ve davranışlarla, kişisel bütünlüğün ve tutarlılığın standartlarını belirleyici rol oynamak ve örnek olmak.
- Hizmet verdiğimiz kişi ve kurumlar karşısında güvenilirliğimizin ve şahsımıza duyulan saygının artırılmasını sağlamak.

Örnek Tutum ve Davranışlar

- 1.Verdiği sözleri tutar ve tüm taahhütlerini yerine getirir.
- 2.Düşüncelerini sözlerine ve davranışlarına yansıtır. İyiniyet çerçevesinde özü, sözü, eylemi birdir.
- 3.Sözleri ve davranışları ile tutarlıdır ve karşındakilere güven verir.
- 4.Yasalara ve ahlak kurallarına, hizmet verdiği kurumun politika ve prosedürlerine uyarak, örnek davranışlar gösterir.
- 5.Meslek etiğinin oluşumunu ve gelişimini destekler.
- 6.Baskılar karşısında kişisel bütünlüğünü ve tutarlılığını korur.

2. MESLEKİ SORUMLULUK

Temel İlke

PERYÖN üyeleri olarak çalıştığımız tüm kurum ve kuruluşlarda değer yaratmayı asli görevimiz olarak kabul ederiz. İçinde bulunduğumuz kurum ve kuruluşların etik değerlere uyumlarına katkıda bulunmayı sorumluluğumuz olarak görürüz. Mesleğimizi icra ederken kişisel kararlarımızda ve gerçekleştirdiğimiz tüm faaliyetlerde mesleki sorumluluğumuzun bilincinde olarak hareket eder ve örnek davranışlarda bulunuruz. Mesleğimizin güvenilirliğini ve değerini artırıcı faaliyetlere öncülük ederiz.

APPENDIX 4 – 3/7

İçerik

- Çalıştığımız kurum ve kuruluşlarda, iş dünyasında ve toplumda mesleğimize ilişkin stratejik önemin, duyulan güvenin ve saygının artırılmasını sağlamak.
- Hizmet ettiğimiz kurum ve kuruluşların hedef ve amaçları doğrultusunda somut değer yaratan çalışmalarda bulunmak.
- Mesleğimizin ilkeleri ve faaliyetleri hakkında
 - a) mevcut veya mesleğe yeni girmiş meslektaşlarımızın,
 - b) hizmet verdiğimiz kurum ve kuruluşların
 - c) toplumun bilgilendirilmelerini, bilinçlendirilmelerini ve eğitilmelerini sağlamak.
- Hizmet verdiğimiz işyerlerinin her açıdan olumlu yönde gelişimine katkıda bulunmak.

Örnek Tutum ve Davranışlar

- 1.Mesleğin gelişimi için dünyadaki ve ülkemizdeki en iyi uygulamaları araştırır.
- 2.Bilgi ve deneyimleri paylaşarak meslektaşların gelişimine katkıda bulunur.
- 3.Hizmet verdiği kuruluştaki başarılı olmak için en üst düzeyde çaba gösterir.
- 4.Kişisel yetkinliğini en üst düzeye çıkartmaya çalışır.
- 5.Yasalara ve etik değerlere uyum sağlamakta kararlılık gösterir, meslek etiğinin oluşumunu ve gelişimini destekler.
- 6.İş ve özel yaşamında hukuka uygun eylem ve davranışlarda bulunur, üzerine düşen yükümlülükleri yerine getirir.

3. GELİŞİM BİLİNCİ

Temel İlke

PERYÖN üyeleri olarak bireysel yetkinliklerimizin yanısıra hizmet verdiğimiz kurum ve kuruluşların, PERYÖN'ün ve toplumun niteliklerini en üst düzeye çıkartmayı hedefler ve bu hedeflerin gerçekleştirilebilmesi için sürekli gelişme olanakları yaratmaya çalışırız.

APPENDIX 4 – 4/7

İçerik

- İnsan yönetimi alanındaki mesleki bilgilerimizin yanısıra organizasyon ve iş dünyasına ilişkin bilincimizin genişlemesini sağlamak.
- Hizmet verdiğimiz kurum ve kuruluşların olumlu yönde değişimine ve gelişimine katkıda bulunmak.
- *PERYÖN*'ün olumlu yönde gelişimine ve her platformda prestijinin artırılmasına katkıda bulunmak.
- Toplumun olumlu yönde gelişimi için duyarlı ve bilinçli bir örnek vatandaş olmaya özen göstermek.

Örnek Tutum ve Davranışlar

- 1.Mesleği ile ilgili en üst düzeydeki akademik eğitimi almaya çalışır.
- 2.Kişisel bilgi, beceri ve sorumluluklarının farkındadır. Üstlendiği görevlerde bu farkındalık dahilinde hareket ederek sahip olduğu yetkinlikleri geliştirir.
- 3.“Yaşam boyu öğrenme” ilkesini benimseyerek kendisinin, çalışanlarının ve meslektaşlarının sürekli gelişimi için fırsatlar yaratır.
- 4.Yeniliklere ve değişime açıktır ; yeni sistemlerin hayata geçirilmesinde öncülük ederek bu sistemlerin çalışanlara tanıtılmasına destek olur.
- 5.Mesleği ile ilgili kongre ve seminerlerde dinleyici, düzenleyici veya bildiri sunucusu olarak yer alır ve mesleğe ilişkin bilgi dağarcığının gelişimine doğrudan katkı sağlar.

4. EŞİTLİKÇİ VE ADİL YAKLAŞIM BİLİNCİ

Temel İlke

PERYÖN üyeleri olarak içinde yaşadığımız toplum, hizmet verdiğimiz tüm kurum ve kuruluşlar ile bu kurum ve kuruluşlar dahilinde görev yapan tüm çalışanlar için eşitlik ve adaletin en üst düzeyde yaşama geçirilmesinde sorumluluk alırız.

İçerik

- Bireylerin hak ettikleri en üst başarı ve refah düzeylerine ulaşabilmelerine olanak sağlayacak, sürdürülebilir ortamları yaratmak.

APPENDIX 4 – 5/7

Örnek Tutum ve Davranışlar

1. Her bireyin varlığına ve değerine saygı duyar.
2. Özveri, iyiniyet ve kuruma olan katkıları karşılığında çalışanlara eşit eğitim ve gelişim fırsatlarının yaratılmasını sağlar.
3. Çalışanlara adil ve önyargısız davranır.
4. Kurum çıkarları ile çalışanların bireysel çıkarlarını bağdaştırmaya çalışır.
5. Dil, din, ırk, cinsiyet ve statü farkı gözetmez ; bireysel farklılıklara ve bu farklılıklardan kaynaklanan tercihlere saygılıdır.
6. Hizmet verdiği kurumların etik kurallar ile uyumunu gözetir.

5. ÇIKAR DENGELERİNİN GÖZETİLMESİ BİLİNCİ

Temel İlke

PERYÖN üyeleri olarak tüm bireysel ve kurumsal paydaşlarımızın bize sürekli olarak en yüksek düzeyde güven duymalarını sağlamaya çalışırız. Paydaşlarımızın çıkarlarını, meslek etiğimizi ve kişisel bütünlüğümüzü dengeli bir şekilde korur ; doğrudan veya dolaylı olarak çıkar çatışmalarına yol açabilecek ortamlardan uzak durur, faaliyet ve yaklaşımlarda bulunmayız.

İçerik

- Toplumun veya bir kuruluşun üyesi, hizmet verilen bir kurumun çalışanı veya bir mesleği icra eden bir birey olarak çıkarlarımızın, belirlenmiş etik ilkelerle ve / veya sahip olduğumuz görev ve sorumluluklarla çatıştığı ortam ve faaliyetlerden kaçınmak.

Örnek Tutum ve Davranışlar

1. Mesleğini ve görevini etik olmayan kişisel çıkarları uğruna kullanmaz.
2. PERYÖN üyesi olarak, çalıştığı kurum veya kendisi adına, hak etmediği özel bir ayrıcalık, kazanç veya çıkar sağlamaz.
3. Çalışanlar ve işverenler arasındaki çıkar çatışmalarını her iki tarafın da en fazla kazanç sağlayacağı şekilde çözmeye çalışır.
4. Hizmet verdiği kurum ve kuruluşlarda çıkar çatışmalarının engellenebilmesi için yazılı politikaların oluşturulmasına destek verir ve çatışmaların çözülmesi için bu politikaların kullanılmasında öncü rol üstlenir.

APPENDIX 4 – 6/7

5.Engellenemeyen çıkar çatışmalarında, ilgili tarafların tüm veri ve bilgilere aynı oranda sahip olmalarını sağlayarak adil ve eşitlikçi bir uzlaşma ortamının oluşmasını sağlar.

6. BİLGİNİN KULLANIMI

Temel İlke

PERYÖN üyeleri olarak bireylerarası, birey ve kurum arası veya kurumlararası iletişimin ve karar alma süreçlerinin en etkin biçimde gerçekleştirilebilmesi için kişi ve kurumların bilgi edinme ve bilgi yaygınlaştırma haklarına özen gösteririz.

İçerik

- Yaşanılan toplum veya hizmet verilen kurum ve kuruluşlarda, iletilmesi etik bulunmayan veya doğruluğu kesin olmayan bilgilerin edinilmesine veya yaygınlaştırılmasına ilişkin endişeleri yok etmek sureti ile taraflar arasında açık iletişimin ve bilgi alış verişinin güvenli ve en yüksek seviyede oluşmasını sağlamak.

Örnek Tutum ve Davranışlar

- 1.Özel ve iş yaşamında kendisine emanet edilen, kurum veya kişiye ait bilgileri, bilmesi gerekenler dışında kimseyle paylaşmaz, gerek duyulan gizliliğe özen gösterir.
- 2.İhtiyaç duyulan bilgileri, sorumlu ve etik kurallara uygun biçimlerde elde eder veya yaygınlaştırır.
- 3.Karar alma süreçlerinde kullanılan bilgilerin doğruluğunu araştırır.
- 4.Gizli veya kişiye özel bilgilerin korunmasını sağlar.
- 5.Mesleğinde bireylere ilişkin bilgilerin her zaman güncel ve doğru olmalarını sağlayacak sistemlerin kurulmasını sağlar.

7. SOSYAL VE TOPLUMSAL SORUMLULUK

Temel İlke

PERYÖN üyeleri olarak ülkemizin ve toplumun en yüksek refah ve mutluluk seviyesine ulaşması için gayret gösteririz.

İçerik

- Ülkeyi ve toplumu ilgilendiren konularda duyarlılık göstermek ve olumlu yönde gelişim için destek vermek.

APPENDIX 4 – 7/7

Örnek Tutum ve Davranışlar

- 1.Sosyal çevreye olumlu katkılar yapacak etkinliklerde aktif görev alır.
- 2.İçinde bulunduğu ortamda kalite ve çevre bilinci ile hareket eder.
- 3.*PERYÖN* ve diğer sivil toplum kuruluşlarının üyeleri ile sinerji yaratarak toplumsal gelişimi destekler.
- 4.Etik bilincinin toplumsal tüm alanlarda yaygınlaşmasına katkıda bulunur.

Etik İlke ve Kuralların İhlali Durumunda İzlenecek Prosedür

Tüm *PERYÖN* Üyeleri bu dökümanda belirtilen Etik İlke ve Kurallara uymakla ve diğer üyelerin söz konusu İlke ve Kurallara uyumsuzluk durumlarını Etik Kurul'a bildirmekle yükümlüdürler.

Bir PERYÖN Üyesi'nin bu dökümanda belirtilen Etik İlke ve Kurallara aykırı hareket ettiğini düşünen kişilerin öncelikle sorunu ilgili *PERYÖN Üyesi'nin* dikkatine getirmek sureti ile uzlaşma ve çözüm aramaları esastır. İlgili taraflardan herhangi birisi bu konuda *PERYÖN* Etik Kurulu ile iletişime geçerek bilgi, görüş veya destek talep edebilir.

Yukarıda önerilen girişimler sonucunda tatmin olmayan kişiler *PERYÖN* Etik Kurulu'na yazılı olarak başvuru yapabilirler. Etik İlke ve Kural aykırılıklarına ilişkin yazılı şikayetler Etik Kurul tarafından *PERYÖN* Etik Kurul Yönetmeliği çerçevesinde incelenerek sonuçlandırılacaktır.

İmzasız ve iletişim bilgileri bulunmayan başvurular kabul edilmeyecektir. Başvurulara ilişkin her türlü çalışma ve araştırmaya ilişkin bilgilerin gizliliği Etik Kurul'un sorumluluğundadır.

Yazılı başvuruların aşağıdaki *PERYÖN* Merkezi Adresine ve zarf üzerine görünür bir şekilde "*Etik Kurul Dikkatine*" ve "Gizlidir" ibareleri yazılarak gönderilmelidir.

Bu dökümanın kopyası, aynı adrese veya e-mail kanalı ile *PERYÖN'e* talepte bulunarak edinilebilir.

APPENDIX 5: Terfi ve İşten Çıkarma'da Genetik Test – 1/2

http://www.bianet.org/index_root.htm adresinden 13 haziran 2005 te alınmıştır.

1999'da yapılan bir araştırmaya göre, ABD'de orta ve küçük ölçekli şirketlerin yüzde otuzu terfi ve işten çıkartmalarda çalışanlarının genetik testlerinden yararlanıyor.

BİA

30/03/2001 *Talin SUCUYAN*

BİA (İstanbul) - 1999'da yapılan bir araştırmaya göre, ABD'de **orta ve küçük ölçekli şirketlerin yüzde otuzu** terfi ve işten çıkartmalarda çalışanlarının genetik testlerinden yararlanıyor. Öte yandan konuyla ilgilenen pek çok kişi, **sigorta ve insan kaynakları şirketleri** insanların 'genetik parmak izini' kullanarak yapamayacakları neredeyse hiçbir şey olmadığına dikkat çekiyor. Yakın gelecekte bir **sigorta şirketi** , genlerinde herhangi bir **hastalık saptadığı birini sigortalamayabilecek.**

Genlerimiz hastalıklarımızı anlatacak

Genom Projesi sayesinde, bir biyoçipin üzerine kayıtlı bilgilerden, ileri yaşlarda prostat kanserine, Alzheimer'a yakalanıp yakalanmayacağımızı, **hastalık tipine göre vücudumuzun hangi ilaca cevap vereceğini** öğrenebileceğiz. Bilim adamları bir **yanarın iyileşmesi** , bebeğin organlarının büyümesi, **saçların dökülmesi** , göz kenarlarının kırışması durumunda **hangi genin devreye girdiğini** öğrenecekler. Böylece bu genlere müdahale ederek tedavi olanağını artıracaklar veya önlem alınmasını sağlayacaklar. Bebekler, sperm ile yumurta buluşmadan önce tasarlanabilecek. İşverenler, eleman alırken genetik yapısına göre adam seçecekler; genetik yapısını onaylamadıkları kişilere iş vermeyecekler. İnsanları uyuşturucu bağımlısı yapan genin saptanabileceği ve buna uygun olarak gerçekleştirilecek bir müdahale ile bu sorunun ortadan kaldırılabilmesi mümkün olurken, bir çeşit **genetik parmak izi** sayesinde **suç işlemeye yönelen** gene müdahale edilmesi gündeme geliyor.

Veri toplamaya İnsan Hakları temsilcilerinden itiraz

Britanya'daki hükümlülerden 700-800'ünün DNA örnekleri alınarak üzerinde çalışmalar yapılıyor. Bu arada masum insanların DNA örneklerinin toplanmaya başlayacağı da açıklanıyor. Britanya hükümetinin desteklediği bu **veri toplama** faaliyeti ise, insan hakları örgütleri tarafından kınanıyor. **Liberty** adlı insan hakları grubunun temsilcisi **James Welch**, bu bilgilerin son derece **gizli ve kişisel** olduğunu vurguluyor ve **global bir DNA veri bankası istemediklerini** söylüyor. Çünkü bu bilgilerin hangi amaçla kullanılacağını hiç kimse önceden kestiremiyor.

APPENDIX 5 – 2/2

Genom Projesi

İnsanın 30 bin geninin var olduğu tesbit edildi. Yani bir **sineğin sadece iki katı** kadar. İnsan genomunun sıralamasının araştırılması ve genom haritasının

oluşturulmaya çalışılması **1980'lerin sonlarında hız kazandı** ve 1990 yılında resmen başladı. Geçtiğimiz yıl Haziran ayında da bilim adamları şu ana kadar **insan genomunun yüzde 97'sini haritalamayı başardıklarını** açıkladı. Bu kodların yüzde 85'inin de sıralaması tamamlandı. Henüz **eksik olan yüzde 24 ise 'altın değerinde'**, en önemli bilgilerin kodlandığı alan olarak tanımlanıyor.

Gen nedir?

Gen, kalıtımın temel fiziksel ve işlevsel birimidir. Her gen, protein veya RNA molekülü gibi özel bir işlev taşıyan kromozomların belli bir noktasındaki nükleotid dizilerinden (DNA; RNA) oluşur. Beden; su, proteinler, DNA, şekerler ve yağlardan meydana gelen hücreler bütünüdür. **DNA ise** proteinlerin yapımında kullanılan **şifredir**. **Proteinlerin önemi**, hücreye işini yapması için gerekli olan **diğer kimyasal maddeleri üretmesinde yardımcı olmasından** gelir. DNA planında, farklı tipte protein tarifleri vardır. **Her bir protein tarifi** DNA iplikçikleri içinde A (Adenin), T (Timin), C (Sitozin), G (Guanin) kimyasal maddelerinden oluşan bir dizi biçiminde yer alır. Protein tariflerine gen adı verilir. Yeryüzünde yaşayan insan, hayvan ve bitkilerin DNA planları aynı kimyasal maddelerden (A,T,C,G) meydana gelir. Bir **canlı türünün hücrelerinde bulunan DNA'ların** toplamı **genomunu** oluşturur.

DNA kodları

İnsan vücudundaki **100 milyon hücrenin her birinde** 3.1 milyar tanecikten oluşan **DNA kodları** var. DNA'nın şimdiye kadar yüzde 99'u deşifre edildi. Bu arada bilim adamları DNA'ların yüzde 97'sinin herhangi bir kod taşımadığını saptadı. **Genlerdeki proteinler**, metabolizmanın **dayanıklılık derecesini**, zayıf noktalarını ve hatta organizmanın ne olduğunu, yani bir **sinek** mi yoksa, **meyva** mı olduğunu belirliyor. DNA'lar kendi ekseninde dönen ve iplerle ağlanan bir yapı çiziyor. Bu sarmal yapıda anne ve **babadan alınan 23'er kromozom** bulunuyor. Proteinlerin yaratılmasında kullanılan 20 farklı amino asit bloku mevcut. Bu bloklar saçlardaki keratinden kandaki hemoglobine kadar pek çok maddeyi belirliyor.

APPENDIX 6: HRM Accountability System Development Guide – 1/3

MERIT SYSTEM PRINCIPLES

As stated in Section 2301(b) of title 5, United States Code:

(b) Federal personnel management should be implemented consistent with the following merit system principles:

(1) Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and advancements should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition which assures that all receive equal opportunity.

(2) All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.

(3) Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance.

(4) All employees should maintain high standards of integrity, conduct, and concern for the public interest.

(5) The Federal work force should be used efficiently and effectively.

(6) Employees should be retained on the basis of the adequacy of their performance, inadequate performance should be corrected, and employees should be separated who cannot or will not improve their performance to meet required standards.

(7) Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance.

(8) Employees should be -

(A) protected against arbitrary action, personal favoritism, or coercion for partisan political purposes, and

(B) prohibited from using their official authority or influence for the purpose of interfering with or affecting the result of an election or a nomination for election.

(9) Employees should be protected against reprisal for the lawful disclosure of information which the employees reasonably believe evidences -

(A) a violation of any law, rule, or regulation, or

(B) mismanagement, a gross waste of funds, an abuse of authority or a substantial and specific danger to public health or safety

APPENDIX 6 – 2/3

PROHIBITED PERSONNEL PRACTICES

A-2 As stated in Section 2302 (b) of title 5, United States Code:

(b) Any employee who has authority to take, direct others to take, recommend, or approve any personnel action, shall not, with respect to such authority –

- (1) discriminate for or against any employee or applicant for employment -
 - (A) on the basis of race, color, religion, sex, or national origin, as prohibited under section 717 of the Civil Rights Act of 1964 (42 U.S.C. 2000e-12);
 - (B) on the basis of age, as prohibited under section 12 and 15 of the Age Discrimination in Employment Act of 1967 (29 U.S.C. 631, 633 a);
 - (C) on the basis of sex, as prohibited under section 6(d) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206(d));
 - (D) on the basis of handicapping condition, as prohibited under section 501 of the Rehabilitation Act of 1973 (29 U.S.C. 791); or
 - (E) on the basis of marital status or political affiliation, as prohibited under any law, rule, or regulation;
- (2) solicit or consider any recommendation or statement, oral or written, with respect to any individual who requests or is under consideration for any personnel action except as provided under section 3303(f);
- (3) coerce the political activity of any person (including the providing of any political contribution or service), or take any action against any employee or applicant for employment as a reprisal for the refusal of any person to engage in such political activity;
- (4) deceive or willfully obstruct any person with respect to such person's right to compete for employment;
- (5) influence any person to withdraw from competition for any position for the purpose of improving or injuring the prospects of any other person for employment;
- (6) grant any preference or advantage not authorized by law, rule, or regulation to any employee or applicant for employment (including defining the scope or manner of competition or the requirements for any position) for the purpose of improving or injuring the prospects of any particular person for employment;
- (7) appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement, in or to a civilian position any individual who is a relative (as defined in section 3110(a)(3) of this title) of such employee if such position is in the agency in which such employee is serving as a public official (as defined in section 3110(a)(2) of this title) or over which such employee exercises jurisdiction or control as such an official;

APPENDIX 6 – 3/3

(8) take or fail to take, or threaten to take or fail to take, a personnel action with respect to any employee or applicant for employment because of -

(A) any disclosure of information by an employee or applicant which the employee or applicant reasonably believes evidences -

(i) a violation of any law, rule, or regulation, or

(ii) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety if such a disclosure is not specifically prohibited by law and if such information is not specifically required by Executive order to be kept secret in the interest of national defense or the conduct of foreign affairs; or

(B) any disclosure to the Special Counsel, or to the Inspector General of an agency or another employee designated by the head of the agency to receive such disclosures, of information which the employee or applicant reasonably believes evidences -

(i) a violation of any law, rule, or regulation, or

(ii) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety;

(9) take or fail to take, or threaten to take or fail to take, any personnel action against any employee or applicant for employment because of -

(A) the exercise of any appeal, complaint, or grievance right granted by any law, rule, or regulation;

(B) testifying for or otherwise lawfully assisting any individual in the exercise of any right referred to in subparagraph (A);

(C) cooperating with or disclosing information to the Inspector General of an agency, or the Special Counsel, in accordance with applicable provisions of law; or

(D) for refusing to obey an order that would require the individual to violate a law;

(10) discriminate for or against any employee or applicant for employment on the basis of conduct which does not adversely affect the performance of the employee or applicant or the performance of others; except that nothing in this paragraph shall prohibit an agency from taking into account in determining suitability or fitness any conviction of the employee or applicant for any crime under the laws of any State, of the District of Columbia, or of the United States; or

(11) take or fail to take any other personnel action if the taking of or failure to take such action violates any law, rule, or regulation implementing, or directly concerning, the merit system principles contained in section 2301 of this title.

(12) knowingly take or fail to take a personnel action if that action or failure to act would violate a statutory or regulatory veterans' preference requirement.

APPENDIX 7: Questionnaire Form (Turkish) – 1/2

Bu araştırma, "Eşitlik İlkesinin İnsan Kaynakları Yönetiminde Uygulanışı" konusunu incelemek üzere yapılmaktadır. Lütfen cevaplarınızı anket formu üzerinde işaretlemeyen önce açıklamaları dikkatlice okuyunuz.

Vereceğiniz cevaplar sadece ilgili bilimsel araştırma dahilinde kullanılacaktır. Bu araştırma tek tek bireylerin değil, insanların genel olarak konuyla ilgili düşünce ve eğilimlerini ortaya çıkarmak üzere yapılıyor olmasından dolayı elinizde bulunan form üzerine isminizi yazmanıza ya da sizi tanıtacak herhangi bir işaret koymanıza gerek yoktur.

Bu araştırmaya vereceğiniz katkı için şimdiden teşekkür ederiz.

I.

1. Eğitim Durumunuz ☐ Lise ☐ Lisans ☐ Yüksek Lisans ☐ Doktora ve üzeri
2. Cinsiyetiniz: ☐ Kadın ☐ Erkek
3. Yaşınız ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50 ve üzeri
4. Toplam İş Tecrübeniz ☐ 1-2 yıl ☐ 3-5 yıl ☐ 6-10 yıl ☐ 11 yıl ve üzeri
5. İnsan Kaynakları Alanında Tecrübeniz ☐ 1-2 yıl ☐ 3-5 yıl ☐ 6-10 yıl ☐ 11 yıl ve üzeri
6. Görev Yaptığınız Firmanın Faaliyette Bulunduğu Sektör: ☐ Üretim ☐ Hizmet

7. Şirketinizin (çalışanlar ve/veya 3. kişilerce bilinen, açıklanmış, yazılı) etik değerler listesi var mı?

Var ☐ Yok ☐

8. İnsan Kaynakları Departmanı' nın (çalışanlar ve/veya 3. kişilerce bilinen, açıklanmış, yazılı) etik değerler listesi var mı?

Var ☐ Yok ☐

Sekizinci ve dokuzuncu soruları "evet" cevabını verdiyseniz 10. soruyu da cevaplayınız.

APPENDIX 7 – 2/2

II. Aşağıda belirtilen ifadelere katılıp katılmadığınızı ilgili kutuyu işaretleyerek belirtiniz.

	Tamamen Katılıyorum	Çoğunlukla Katılıyorum	Katılıyo- rum	Kısmen Katılıyo- rum	Hiç Katılmıyo- rum
1. İş Kanununda yer alan eşitlik ilkesinin hangi durumları kapsadığını biliyorum.	☐	☐	☐	☐	☐
2. Tüm insan kaynakları süreçlerimizde "eşitlik" ilkesini gözetiriz.	☐	☐	☐	☐	☐
3. Çalışanlarımız kendilerine eşit imkanlar sunulduğunu ve eşit şekilde değerlendirildiklerini düşünürler.	☐	☐	☐	☐	☐
4. Personel seçmede sadece psikoteknik testlerin sonuçlarının kullanılmasının ayrımcılığa yol açacağını düşünüyorum.	☐	☐	☐	☐	☐
5. Görev yaptığım şirkette çalışanın cinsiyeti, eğitim durumu, yaşı, medeni hali gibi unsurlardan en az biri terfi imkanlarından faydalanmada avantaj (duruma göre dezavantaj) sağlar.	☐	☐	☐	☐	☐
6. Benzer niteliklere sahip bayan ve erkek çalışanlarımızın bir göreve atanması söz konusu olduğunda erkek çalışan kadın çalışana göre avantajlıdır.	☐	☐	☐	☐	☐
7. Şirketimizdeki her bir iş için belirlenmiş davranışsal, metodik ve teknik yetkinlikler vardır.	☐	☐	☐	☐	☐
8. İşe alımda, performans değerlendirme ve kariyer planlama süreçlerimizde değerlendirme kriterlerinin ne olduğu konusunda çalışanlarımızı bilgilendiririz.	☐	☐	☐	☐	☐
9. Görevin gerektirdiği niteliklere sahip engelli adayları işe alım sürecinde diğer adaylarla eşit şekilde değerlendiririz.	☐	☐	☐	☐	☐
10. Eleman ilanlarımızda yaş, cinsiyet, medeni hal unsurlarından en az birine yer veriyoruz.	☐	☐	☐	☐	☐
11. Mülakat öncesinde adaylardan doldurmalarını istediğimiz formda doğum yeri, anne/babasının mesleği, oturduğu semt, medeni hal bilgilerinden en az biri yer almaktadır.	☐	☐	☐	☐	☐
12. Seçme ve yerleştirme sürecinde burçlara göre değerlendirme, yüz okuma, el yazısı okuma, hatta teknolojinin imkan verdiği durumlarda genetik test sonuçlarını kullanma gibi yöntemlerden de faydalanılmalıdır.	☐	☐	☐	☐	☐
13. İşe alım sürecimizde belli lise, üniversitelerden mezun olmuş adaylar diğerlerine göre avantajlıdır.	☐	☐	☐	☐	☐
14. Personel seçme ve yerleştirme sürecinde sağlık raporu sonuçlarını dikkate alınız.	☐	☐	☐	☐	☐
15. Aynı işi yapan bayan ve erkek çalışanların ücretleri arasında belirgin bir fark yoktur. (% 10 ve 10' un altında)	☐	☐	☐	☐	☐
16. İş hayatıma başladığım günden bugüne çeşitli sebeplerle en az bir defa ayrımcılığa maruz kaldım.	☐	☐	☐	☐	☐

I.

The information which we gather by this questionnaire form will be used only in context of this survey. The survey aims to bring up the common ideas and beliefs of human resource professionalns, not individually. So you do not need to write your name on this form or put any sign which will introduce you

4. Education Level ☐ High School ☐ Bachelor's Deg. ☐ Master ☐ Doctorate

5. Gender ☐ Female ☐ Male

6. Age ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50 and above

4. Total Experience ☐ 1-2 years ☐ 3-5 years ☐ 6-10 years ☐ 11 years&above

5. Experience in HRM ☐ 1-2 years ☐ 3-5 yil ☐ 6-10 years ☐ 11 years&above

6. In which sector does your company do businesses?: ☐ Industry
☐ Service

7. Does your company has codes of ethics (which is announced written and known by employees, and/or others)?

Yes ☐ No ☐

8. Does Human Resource Department has it's own codes of ethics (which is announced written and known by employees, and/or others)?

Yes ☐ No ☐

APPENDIX 8 – 2/2

II. A labeled 5 point scale is presented to measure the practice of equity principle in human resources management. Please for each factor, check a, b, c, d, or e which most closely represents how you feel about each factor.

	a Strongly Agree	b Agree	c Almostly Agree	d Less Agree	e Do Not Agree
1. I know the scope of "equity principle" discussed in Turkish Labour Law.	☐	☐	☐	☐	☐
2. We consider equity principle at all human resource management processes.	☐	☐	☐	☐	☐
3. Our employees consider that they are given equal opportunities and they were treated equal.	☐	☐	☐	☐	☐
4. I believe that using the personality tests solely in hiring process causes discrimination.	☐	☐	☐	☐	☐
5. At my company, at least one of these criterias such as gender, educational background, age and marital status brings advantage (or disadvantage) to the candidates who will be promoted.	☐	☐	☐	☐	☐
6. When employees who have similar qualifications will be assigned/promoted a new job, male candidates have relatively advantage than female candidates.	☐	☐	☐	☐	☐
7. We consider -behavioral, methodic and technical- competences which we defined for all jobs, at all human resource processes.	☐	☐	☐	☐	☐
8. We inform our employees about the evaluation criterias of recruitment and selection, performance evaluation and career planning processes.	☐	☐	☐	☐	☐
9. We assess disabled candidates who have the required job qualifications , equal with others in recruitment and selection process.	☐	☐	☐	☐	☐
10. We include at least one of these criterias such as gender, age, marital status in our job advertisements.	☐	☐	☐	☐	☐
11. At least one of these criterias such as place of birth, background of the family members, place of residence and marital status takes place in the form which we ask to the candidates to fulfil , before the job interview.	☐	☐	☐	☐	☐
12. The alternative selection tools such as face analyse, handwriting analyse and genetic test results -when the technology becomes convenient- should be used at the processes recruitment and selection.	☐	☐	☐	☐	☐
13. The candidates graduated from notable high schools and colleges have advantage at the processes of recruitment and selection than the others.	☐	☐	☐	☐	☐
14. Medical report is a criteria of recruitment and selection processes.	☐	☐	☐	☐	☐
15. There is not a significant salary difference between male and female employees who are doing the same job.(% 10 and below %10)	☐	☐	☐	☐	☐
16. I have been confronted with discrimination at least one time since I have started to my career.	☐	☐	☐	☐	☐

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