



The Effect of Sustainable Human Resource Management and Communication Ethics in Organizations on Citizenship Behavior: The Case of Universities in Konya¹

Örgütlerde Sürdürülebilir İnsan Kaynakları Yönetimi ve İletişim Etiğinin Vatandaşlık Davranışı Üzerine Etkisi: Konya Üniversiteleri Örneği

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ABSTRACT

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Purpose - The aim of this study is to determine the impact of sustainable human resources management and organizational communication ethics on organizational citizenship behavior. Within the scope of the research, it was also aimed to determine the effect of sustainable human resources management on organizational communication ethics behavior.

Methodology - The research was conducted specifically on academicians working at universities in Konya province. In this study, which was conducted using the survey method, one of the quantitative research methods, the data obtained were analyzed using the SPSS 26.0 program.

Findings - It was determined that the perceptions of academicians regarding sustainable human resources management have a statistically significant and positive effect on organizational citizenship behavior, and the perceptions of academicians regarding organizational communication ethics have a statistically significant and positive effect on organizational citizenship behavior. It was also determined that academicians' perceptions of sustainable human resources management have a statistically significant and positive effect on organizational communication ethics.

Conclusions - As a result of the literature review, since there is no study that addresses the variables in the study together, it is believed that the gap in the literature will be filled and that it will shed light on subsequent research.

Keywords: Sustainable Human Resource Management, Organizational Communication Ethics, Organizational Citizenship Behavior, Academicians.

JEL Codes: J20, M10, M50.

ÖZ

Amaç - Bu çalışmanın amacı, sürdürülebilir insan kaynakları yönetiminin ve örgütsel iletişim etiğinin örgütsel vatandaşlık davranışı üzerindeki etkisinin tespit edilmesidir. Araştırma kapsamında sürdürülebilir insan kaynakları yönetiminin örgütsel iletişim etiği davranışı üzerindeki etkisinin belirlenmesi de amaçlanmıştır.

Yöntem - Konya ilinde bulunan üniversitelerde görev yapan akademisyenler özelinde bir araştırma gerçekleştirilmiştir. Nicel araştırma yöntemlerinden anket yöntemiyle yürütülen bu çalışmada, elde edilen veriler SPSS 26.0 programı ile analiz edilmiştir.

Bulgular - Akademisyenlerin sürdürülebilir insan kaynakları yönetimi algılarının örgütsel vatandaşlık davranışı üzerinde istatistiksel olarak anlamlı ve pozitif yönde bir etkisi olduğu ile akademisyenlerin örgütsel iletişim etiği algılarının örgütsel vatandaşlık davranışı üzerinde istatistiksel olarak anlamlı ve pozitif yönde bir etkisi olduğu tespit edilmiştir. Ayrıca akademisyenlerin sürdürülebilir insan kaynakları yönetimi algılarının örgütsel iletişim etiğinin üzerinde istatistiksel olarak anlamlı ve pozitif yönde bir etkisi olduğu da belirlenmiştir.

Sonuç - Literatür incelemeleri neticesinde çalışmadaki değişkenlerin birlikte ele alındığı herhangi bir çalışma bulunmaması nedeniyle alanyazındaki boşluğun doldurulacağına ve sonraki araştırmalara ışık tutulacağına inanılmaktadır.

Anahtar Kelimeler: Sürdürülebilir İnsan Kaynakları Yönetimi, Örgütsel İletişim Etiği, Örgütsel Vatandaşlık Davranışı, Akademisyenler.

JEL Kodları: J20, M10, M50.

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1. INTRODUCTION

Sustainability is defined as maintaining the ability to endure while ensuring continuity of productivity and diversity (Malaska, 1997; Lämsä et al., 2023). From an organizational perspective, the concept of sustainability is the effective reconciliation of economic, ecological, and social concerns within organizations, while also balancing short- and long-term perspectives (Flamini & Gnan, 2023). Sustainable human resource management is the adoption of human resource management strategies and practices that enable the achievement of economic, social, and environmental goals and control undesirable side effects (negative feedback) within and outside the organization over a long-term time frame (Ehnert et al., 2016). Therefore, it aims to achieve the sustainability of human resources (Kramar, 2012, 2014). With this approach, organizations fulfill their environmental, economic, and social responsibilities while implementing sustainable practices in the context of sustainable human resource management (Kainzbauer et al., 2021). Universities are expected to adapt to changing living conditions, strive for scientific progress, work towards economic development, secure employment, and make efforts to develop and strengthen human capital infrastructure. Universities are expected to adapt to changing living conditions, strive for scientific advancement, work towards economic development, secure employment, and make efforts to develop and strengthen human capital infrastructure. For universities to function effectively and efficiently, academic human resources must be managed effectively and efficiently (Arabacı & Akılı, 2019). Universities can fulfill their mission and enable their academics to be effective and efficient only through sustainable practices.

Ethics is the determination of what is right versus wrong or good versus bad (Robbins & Judge, 2024). The presence of ethical values is expected in every area of organizational life. One such area is the communication process (Kapur, 2020). Ethics is one of the factors that can guide and direct all of an organization's activities (Alyammahi et al., 2021). Ethical communication, on the other hand, is the reference to values as a moral guide when interacting with other people (Spitzberg & Cupach, 2002). It is assumed that individuals working in academia are strictly adhering to ethical behavior patterns. It is also thought that these behaviors of academics create positive organizational outcomes and a good image and reputation for the academic environment (Taamneh et al., 2017). When ethical values are upheld in the communication process at universities, a sense of trust is naturally established. It is likely that any situation that develops based on trust in academia will bring success and stability.

For the long-term sustainability of organizations, organizational effectiveness must be ensured. Ensuring organizational effectiveness is related to employees' organizational commitment, perceptions of organizational trust, or behaviors such as cooperation, mutual assistance, and tolerance in the work environment. Organizational citizenship behavior refers to pro-social, helpful behaviors that employees exhibit for the benefit of individuals, groups, and the organization (Güney, 2020). Organizational citizenship behavior is an important concept that has a positive impact on organizational outputs such as productivity or performance improvement. Organizations aiming for long-term success take care to create a work environment that encourages their employees to exhibit organizational citizenship behavior. This also applies to universities. According to Donglong et al. (2020), the greatest responsibility in the job descriptions of academics is teaching, and various teaching-related duties and responsibilities also depend on voluntary effort. It can be argued that it is desirable for universities to have academics who, beyond their in-role behaviors, voluntarily engage extra behaviors and demonstrate exemplary behaviors of cooperation and collaboration.

Since sustainable human resources management implements sustainable recruitment, sustainable employee development and sustainable employee retention practices, these practices provide benefits such as a decrease in personnel turnover, elimination of inadequate worker qualifications, a decrease in mistakes made by employees, employees being enthusiastic and confident in completing the task, preventing discipline and moral decline in the workplace, and preventing the misuse of information (Ahmić & Smajlović, 2022). It is possible to say that by integrating ethics into organizational systems and communication processes, it will act as a magnet to attract and retain the best human resources to the organization. The presence of ethics in organizational systems will increase the added value of the organization. Similarly, from the perspective of corporate reputation, the presence of ethics in processes is a more important privilege than ever to differentiate one organization from another (Pérez, 2007). In this context, it is possible to say that organizational communication ethics has a relationship with sustainable human resources practices. Thanks to sustainable training programs, human resources' sense of responsibility towards their job, duties and colleagues can increase. With this situation, which causes an increase in the feeling of mutual help, employees

may tend to engage in extra-role behaviors. In this context, an atmosphere of trust and peace exists in the work environment. As a result, it can be said that sustainable training programs are a factor that contributes to organizational sustainability, increases the awareness of the workforce and supports the development of their skills, and also increases the responsibilities of employees (Zaugg et al., 2001) and helps them exhibit organizational citizenship behaviors (Gupta et al., 2023). Organizational citizenship behavior also has a binding and reinforcing effect on ethical values in organizational life (Özdevecioğlu, 2003). This way the organization can become more attractive (Podsakoff et al., 2000; Bolino et al., 2018). Employees who selflessly devote themselves to their workplace and work prefer to stay in the organization for a long time. Thus, it strengthens the organization's ability to retain qualified employees and attract new qualified personnel to the organization (Koçyiğit & Akgemci, 2019). Organizational citizenship behavior can contribute to the advancement and development of corporate sustainability (Organ, 1997). In this case, it can be said that organizational citizenship behavior has a relationship with the sustainability of human resources. Communication is one of the most important tools towards organizational success. Ethics, which is another factor that will lead the organization to success, has the power to guide and direct all activities of the organization (Alyammahi et al., 2021). Organizational communication ethics contributes to the regulation of relationships between employees. The presence of ethical principles in the communication process is important for those who have a more permeable work/life boundary. For example, it provides benefits to establishing close relationships with peers or colleagues at other levels, friendship, support, love, energy and different acquisitions within and beyond business life (Fritz, 2022). This may make the individual feel more at peace in his work life and trust his organization and friends. This may result in increased citizenship behavior and individual performance.

For universities to be successful, they must retain their effective faculty and staff and secure their long-term employment. To this end, universities must take a holistic approach to many factors, such as improving the welfare of their academics, strengthening their commitment to their institutions, combining ethical values with communicative and cultural elements, encouraging role-transcending behaviors, and creating a drive to succeed. The numerical increase and quality of academics' research may be influenced by these factors. Ultimately, the success of academics will bring about the success of universities.

It is important to investigate the factors that differentiate the perceptions of academics working at universities and influence their behavior patterns. In this regard, it is important to determine academics' perceptions of new and different variables that are gaining importance in the literature and attracting more attention in this context (sustainable human resource management and organizational communication ethics), which also form the purpose of this study, and to identify the behaviors (organizational citizenship behavior) shaped by these perceptions. Given that no study has been found in the literature that addresses the aforementioned variables together, it can be stated that this is an original study.

2. CONCEPTUAL FRAMEWORK

2.1. Sustainable Human Resource Management

The word sustainability means 'longer' or 'durable'. In this sense, the concept of sustainability implies that an action or decision taken today will have a positive impact on tomorrow (Manzoor et al., 2019). For an organization to develop and maintain its competitive strength, it must have a system that ensures the effective use of human resources. Especially in today's knowledge-based economy, one of the most important prerequisites for sustainable competitive advantage is acquiring and retaining valuable and talented personnel. In other words, it is ensuring long-term employment (Cho et al., 2019). Sustainable human resource management is the realization of organizational goals and the reproduction of the human resource base over a long period of time, as well as the control of negative effects on the human resource base (Ehnert, 2006). In this context, the goals of employees are taken into account in addition to the goals of organizations. Sustainable human resource management is a methodological and instrumental approach to hiring, training, retaining, and dismissing socially responsible and economically efficient employees, focusing on the long term with a view to the future (Zaugg et al., 2001).

Sustainable human resources management balances conflicting expectations from various internal and external stakeholders, such as employees, suppliers, customers, shareholders, government, and communities, by enabling organizations to have a positive impact on their organizational, social, environmental, and financial performance (Kumar et al., 2020). It ensures that human resources within the

organization are managed with a sense of responsibility and ethical sensitivity. Sustainable human resource management provides employees with opportunities to develop their skills and advance their careers. It helps employees establish a quality work-life balance. Employee well-being is supported through health and wellness programs (Flamini & Gnan, 2023).

2.2. Organizational Communication Ethics

Ethics must be applied in all areas of an organization's systems. It is particularly important for ethics to be present in every model of communication. In other words, ethics must be integrated into the communication process (Pérez, 2007). To ensure communicative ethics, individuals must focus on ethical principles when choosing how to convey their thoughts through words and actions. This choice in interpersonal communication is closely related to individuals' ethical knowledge and understanding (Johannesen, 2002; Arnett et al., 2006; Şimşek et al., 2020). This establishes the ethical infrastructure for the communication process that occurs in all units of the organization. The concept of organizational communication ethics emerges with the careful implementation of communication in accordance with ethical standards.

According to Domingo (1997), an ethical communication process based on ethical principles creates equality in expressing opinions, identifying problems between managers and employees, and voicing ideas. From this perspective, organizational communication ethics is a framework of rules that guarantees that employees can speak the truth within a framework of respect and without risking their jobs or being subjected to any retaliation (Pepe, 2019). This can help communication progress more healthily in this organizational environment and enable long-term results (Tumurbağa, 2019). It contributes to all employees in the organization communicating with each other within a framework of respect. A healthy communication process is beneficial in preventing internal organizational chaos (Körpe, 2021). The presence of ethics in all systems and communication processes of an organization creates an important privilege that distinguishes one organization from another. It can also be said that it is an important argument for attracting and retaining the best human resources to the organization (Pérez, 2007). The effectiveness of organizational communication ethics develops the ability to make the right decisions on organizational issues. This also increases organizational efficiency (Alyammahi et al., 2021; Şimşek & Çelik, 2023).

2.3. Organizational Citizenship Behavior

Organizational citizenship behavior refers to voluntary individual behaviors that are not formally compensated and are performed to enhance organizational effectiveness (Sridadi et al., 2023). Organizational citizenship behavior can be redefined based on studies in the field (Bateman & Organ, 1983; Organ, 1988, 1997). In this context, organizational citizenship behavior is an individual behavior that is not included in employees' job and task descriptions, is not directly related to the formal reward system, and is based on an internal motivation that prioritizes the organization's social, economic, and environmental development, as well as being selfless and voluntary.

Organizational citizenship behavior is the key to success in organizations (Netemeyer et al., 1997; Purwanto et al., 2021). It can be stated that organizational citizenship behavior is a balancing factor in achieving organizational and individual goals (Özdevecioğlu, 2003). Organizational citizenship behavior helps improve and maximize organizational goals (Arumi et al., 2019). It also contributes to the organization through various organizational performance measures (reduced costs, productivity, effectiveness, efficiency, customer satisfaction) (Organ, 1997; Podsakoff et al., 2009). Organizational citizenship behavior saves managers energy and time they would otherwise spend on employee motivation. Thus, it increases managerial effectiveness and productivity (Podsakoff et al., 2000; Organ et al., 2006).

3. METHODOLOGY

In today's organizations, human resources are considered an investment element from a modern perspective. Organizations can achieve the highest productivity from human resource investment through effective management practices (Doğanalp & Kaplan, 2018). In this regard, the implementation of sustainable human resource management in organizations is an important step. However, research on this subject is limited. Nevertheless, the importance of ethical communication in organizations cannot be denied. Indeed, the concept of organizational communication ethics, which has been studied very little in Turkey, is also an important factor that affects the perception of human resources in organizations and can contribute to organizational effectiveness. Organizational citizenship behavior also produces many positive organizational outcomes, such as the effectiveness and high performance of organizations through employees' voluntary cooperation, collaboration and tolerance behaviors. In this context, it is important to investigate the topics of sustainable human resource management, communication ethics and organizational citizenship behavior in organizations. Furthermore, the fact that there is no study that addresses these three variables together, which form the model of this study, makes this study unique.

The purpose of this study is to determine the effect of sustainable human resource management and organizational communication ethics on organizational citizenship behavior, and the effect of sustainable human resource management on organizational communication ethics. The population of the study consists of academics working at universities within the borders of Konya province. There are 5373 academic staff working at universities in Konya province. Based on the research population, the sample size was determined to be 370 with a 95% confidence interval and a 5% margin of error (Baş, 2013). The convenience sampling method, one of the non-random sampling methods, was used in the research. In this context, 604 volunteers participated in the survey. As a result of the returns, data obtained from 547 surveys were evaluated in the analyses. In this context, the sample of the study consists of 547 participants.

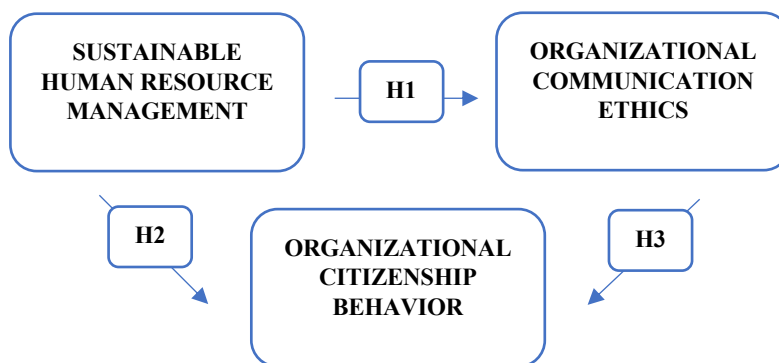
This study, conducted using a survey method, employed a questionnaire technique. Surveys, which academics working at universities within the borders of Konya province could participate in on a voluntary basis, were conducted face-to-face and online via "Google Forms." The responses in the survey form were coded and loaded into the SPSS 26.0 program for analysis. Exploratory factor analysis was performed to assess the construct validity and reliability of the scales, and Cronbach's Alpha coefficient was calculated for the scales. Factor analysis, correlation analysis, and regression analysis were used to evaluate the data obtained from the study and test the hypotheses.

This research complies with publication ethics, and the Scientific Ethics Evaluation Board of the Faculty of Economics and Administrative Sciences at Selçuk University has issued an Ethics Committee Decision dated May 7, 2024, numbered 07/44. In addition, permission letters were obtained from the relevant institutions to conduct the survey with the academic staff of the universities.

The survey form for the study consists of four sections, and a total of 76 statements. The first part of the survey includes statements related to identifying the demographic characteristics of the participants. The second part of the questionnaire form contains the "Sustainability and Human Resource Management Scale" developed by Göç (2021), the third part contains the "Organizational Communication Ethics Scale" developed by Tumorbağa (2019), and the fourth part contains the "Organizational Citizenship Behavior Scale" compiled by Basım and Şeşen (2006) (Vey & Campbell, 2004; Williams & Shiaw, 1999) and adapted into Turkish. The scales are designed according to a 5-point Likert scale ranging from "1-Strongly Disagree" to "5-Strongly Agree."

In their study targeting academics, Taşhyan and Hırlak (2014) found a statistically significant and positive relationship between organizational communication effectiveness and organizational citizenship behavior. Sungur's (2024) thesis study found that sustainable human resource management has a statistically significant and positive effect on organizational citizenship behavior. No study has been found in the literature that addresses the variables of "Sustainable Human Resource Management," "Organizational Communication Ethics," and "Organizational Citizenship Behavior" together. Based on the limited studies in the literature, the model of this research was developed considering that sustainable human resource management and organizational communication ethics may have a statistically significant and positive effect on organizational citizenship behavior, and that sustainable human resource management may have a statistically significant and positive effect on organizational communication ethics. The model of the research is shown in Figure-1.

Figure 1. Research Model



The hypotheses developed based on the research model are as follows:

H1. Sustainable human resource management has a positive and statistically significant effect on organizational communication ethics.

H2. Sustainable human resource management has a positive and statistically significant effect on organizational citizenship behavior.

H3. Organizational communication ethics has a positive and statistically significant effect on organizational citizenship behavior.

4. FINDINGS

4.1. Findings Related to Frequency Analysis and Participants' Demographic Characteristics

According to the findings obtained from the frequency analysis, when the demographic characteristics of the participants were examined, it was determined that 46.1% were female and 53.9% were male; 70.9% were married and 29.1% were single. It was observed that 29.1% of the participants were aged 18-32, 45.2% were aged 33-47, 25.0% were aged 48-65, and 0.7% were aged 65 and above. It was determined that 11.9% had a bachelor's degree, 24.5% had a master's degree, and 63.6% had a doctorate. It was observed that 4.8% had worked at the same institution for less than 1 year, 38.9% for 1-10 years, 26.9% for 11-20 years, and 29.4% for 21 years or more. In terms of total working time, 2.2% had been working for less than 1 year, 33.6% for 1-10 years, 28.3% for 11-20 years, and 35.8% for 21 years or more. It was found that 77.1% of the participants work at Selçuk University, 21.6% at Konya Technical University, and 1.3% at KTO-Karatay University and 34.9% are Research Assistants and Research Assistants with a PhD, 10.4% are Lecturers and Lecturers with a PhD, 14.6% were Assistant Professors, 17.0% were Associate Professors, 21.0% were Professors, and 2.0% held other titles. It was observed that 22.3% of the participants had administrative duties, while 77.7% did not have any administrative duties. Finally, when the basic scientific fields of the participants were examined, 35.5% were in the social sciences, 24.7% in the health sciences, 36.6% in the natural sciences, and 3.3% in education sciences.

4.2. Validity Analysis and Findings

The Kaiser-Meyer-Olkin (KMO) test was conducted to measure the relationships between the scale items used in the study and their suitability for factor analysis. For the scale to be used in the analyses and for the test to be acceptable, the KMO value is expected to be greater than 0.50 (Çokluk et al., 2018). As a result of the analyses, the significance value of the KMO test result being less than .005 ($p=.000$) and the KMO value being excellent is considered appropriate due to the high correlation between the scale items.

The suitability of the sustainable human resource management scale for factor analysis is shown in Table 1.

Table 1. Suitability of the Sustainable Human Resource Management Scale for Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Sample Adequacy		,952
Bartlett Sphericity Test	Approximate Chi-Square	8094,794
	df	351
	Significance	,000

As a result of factor analysis, the sustainable human resource management scale consisting of 27 items is explained by five sub-dimensions at a rate of 60.870%. The variance of the first dimension is 42.585%, the variance of the second dimension is 5.948%, the variance of the third dimension is 4.826%, the variance of the fourth dimension is 4.121%, and the variance of the fifth dimension is 3.390%. Since they were overlapping items with less than a 0.10 difference in more than one factor at the beginning of the analysis (Karagöz, 2021), items 6, 7, 9, 12, 13, and 30 were removed from the scale.

The suitability of the organizational communication ethics scale for factor analysis is shown in Table 2.

Table 2. The Suitability of the Organizational Communication Ethics Scale for Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Sample Adequacy		,948
Bartlett Sphericity Test	Approximate Chi-Square	7130,552
	df	91
	Significance	,000

As a result of factor analysis, the organizational communication ethics scale consisting of 14 items is explained by two sub-dimensions at a rate of 75.710%. The variance of the first dimension is 60.998%, while the variance of the second dimension is 14.712%. At the beginning of the analysis, no items were removed from the scale because there weren't any overlapping items with less than a 0.10 difference in more than one factor.

The suitability of the organizational citizenship behavior scale for factor analysis is shown in Table 3.

Table 3. The Suitability of the Organizational Citizenship Behavior Scale for Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Sample Adequacy		,878
Bartlett Sphericity Test	Approximate Chi-Square	3373,941
	df	120
	Significance	,000

As a result of factor analysis, the organizational citizenship behavior scale consisting of 16 items is explained by five sub-dimensions at a rate of 67.308%. The variance of the first dimension is 35.020%, the variance of the second dimension is 11.638%, the variance of the third dimension is 8.7430%, the variance of the fourth dimension is 6.292%, and the variance of the fifth dimension is 5.615%. At the beginning of the analysis, items 10, 11, and 14 were removed from the scale because they were overlapping with a difference of less than 0.10 in more than one factor (Karagöz, 2021).

4.3. Reliability Analysis

Cronbach's Alpha values were examined to determine the reliability of the scales. The reliability result of the three scales used in the study is presented on Table 4 below.

When examining the confidence intervals specified in Yıldız and Uzunsakal (2018), it was concluded that the scales have a high level of reliability since all scales fall within the confidence interval "0.80 < α < 1.00".

Table 4. Reliability of the Research Application

Scales	Before Factor Analysis		After Factor Analysis	
	Cronbach's Alpha	Number of Items	Cronbach's Alpha	Number of Items
Sustainable Human Resource Management	,957	33	,946	27
Organizational Communication Ethics	,950	14	,950	14
Organizational Citizenship Behavior	,876	19	,852	16

4.4. Normality Tests

Descriptive statistics for the variables and findings for the normality analysis are presented in Table 5.

Table 5. Descriptive Statistics and Normality Test of Scales

	Mean	SD.	Min-Max	Skewness	SE.	Kurtosis	SE.
Sustainable Human Resource Management	3,4645	,58337	1,37-5,00	,097		,557	
Organizational Communication Ethics	4,0687	,65129	1,43-5,00	-,817	,104	,864	,209
Organizational Citizenship Behavior	3,9381	,42847	2,56-5,00	,109		,355	

Mean.: Arithmetic Mean; SD.: Standard Deviation; Min.-Max.: Minimum-Maximum Values; SE.: Standard Error.

When examining the descriptive statistics for the variables, it was found that sustainable human resource management had an average of 3.46, organizational communication ethics had an average of 4.06, and organizational citizenship behavior had an average of 3.93. Within the 5-point Likert scale, the average values of the relevant variables are evaluated as low level in the range of “1.00-2.33”, medium level in the range of “2.34-3.66”, and high level in the range of “3.67-5.00”. In this context, it was observed that the participants' perceptions were at a medium level for sustainable human resource management. It was concluded that participants' perceptions of organizational communication ethics and organizational citizenship behaviors were at a high level. This result may be related to the educational level, commitment to their professions, organizational cultural values, and organizational satisfaction of the sample group in which the research was conducted.

To determine whether the data conforms to a normal distribution, skewness and kurtosis values were examined. According to the analysis results, it was observed that the skewness and kurtosis values of Sustainable Human Resource Management, Organizational Communication Ethics, and Organizational Citizenship Behavior were within the range of “-1.5 to +1.5.” Tabachnick et al. (2013) state that skewness and kurtosis values must be within the range of “-1.5 to +1.5” for variables to be normally distributed. Based on this perspective, it was concluded that the data were normally distributed. In other words, it can be stated that the variables are normally distributed based on the descriptive and statistical findings. Therefore, “parametric analyses” were used in the analyses performed on the data.

4.5. Correlation Analysis

Pearson correlation analysis was performed to examine the relationships between the variables used in the study. The closer the coefficients obtained from the correlation analysis are to 1, the stronger the relationship between the two variables. “In general, a correlation between 0.1 and 0.3 is considered weak; a correlation between 0.3 and 0.5 is considered moderate; a correlation between 0.5 and 0.8 is considered strong; and a correlation greater than 0.8 is considered very strong.” (İslamoğlu & Alnaçık, 2019). The correlation analysis findings obtained for the variables are shown in Table 6.

According to the correlation analysis results obtained in Table 6, there is a strong, positive, and statistically significant relationship ($r=0.575$; $p<0.01$) between sustainable human resource management and organizational communication ethics; there is a moderate, positive, and statistically significant relationship ($r=0.465$; $p<0.01$) between sustainable human resource management and organizational citizenship

behavior; and there is a moderate, positive, and statistically significant relationship between organizational communication ethics and organizational citizenship behavior ($r=0.365$; $p<0.01$).

Table 6. Correlation Analysis Findings

Scales	Sustainable Human Resource Management	Organizational Communication Ethics	Organizational Citizenship Behavior
Sustainable Human Resource Management	1		
Organizational Communication Ethics	,575**	1	
Organizational Citizenship Behavior	,465**	,365**	1

4.6. Regression Analysis

Regression analyses were performed to test the effect of independent variables on dependent variables. The effect of sustainable human resource management on organizational communication ethics (Model-1), the effect of sustainable human resource management on organizational citizenship behavior (Model-2), and the effect of organizational communication ethics on organizational citizenship behavior (Model-3) were examined. The findings of the regression analyses related to the variables in the models are presented in Table 7, Table 8, and Table 9, respectively.

Table 7. The Effect of Sustainable Human Resource Management on Organizational Communication Ethics

Model-1	R ²	F	Beta (β)	t	p
Sustainable Human Resource Management	,331	269,462	,575	16,415	,000

Dependent Variable: Organizational Communication Ethics

According to the regression analysis conducted under Model-1, the model established between sustainable human resource management and organizational communication ethics is significant ($p=0.000<0.05$). Based on this analysis, sustainable human resource management positively affects organizational communication ethics and explains 33.1% of organizational communication ethics ($R^2=0.331$). In other words, sustainable human resource management is a significant predictor of organizational communication ethics in a positive direction. Based on the regression analysis results for Model-1, *H1 hypothesis is accepted*.

Table 8. The Effect of Sustainable Human Resource Management on Organizational Citizenship Behavior

Model-2	R ²	F	Beta (β)	t	p
Sustainable Human Resource Management	,216	150,183	,465	12,255	,000

Dependent Variable: Organizational Citizenship Behavior

According to the regression analysis conducted under Model-2, the model established between sustainable human resource management and organizational citizenship behavior is significant ($p=0.000<0.05$). According to this analysis result, sustainable human resource management positively affects organizational citizenship behavior and explains 21.6% of organizational citizenship behavior ($R^2=0.216$). In other words, sustainable human resource management is a significant predictor of organizational citizenship behavior in a positive direction. Based on the regression analysis results for Model-2, *H2 hypothesis is accepted*.

Table 9. The Effect of Organizational Communication Ethics on Organizational Citizenship Behavior

Model-3	R ²	F	Beta (β)	t	p
Organizational Communication Ethics	,133	83,639	,365	9,145	,000

Dependent Variable: Organizational Citizenship Behavior

According to the regression analysis conducted within the scope of Model-3, the model established between organizational communication ethics and organizational citizenship behavior is significant ($p=0.000<0.05$). Based on this analysis, organizational communication ethics positively affects organizational citizenship behavior and explains 13.3% of organizational citizenship behavior ($R^2=0.133$). In other words, organizational communication ethics is a significant predictor of organizational citizenship behavior in a positive direction. Based on the regression analysis results for Model-3, *H3 hypothesis is accepted*.

5. CONCLUSION, DISCUSSION AND RECOMMENDATIONS

Employees are an organization's most valuable resources. They are irreplaceable assets that provide a competitive advantage for the organization's continuity. It is clear that ensuring the sustainability of human resources within an organization depends on a number of organizational and managerial factors. Similarly, employees' tendency toward ethical behavior is also related to many organizational and managerial factors. Ethical values in the communication process between managers and employees contribute to the formation of an ethical communication culture, which in turn can increase ethical communication among employees themselves. Ensuring the sustainability of human resources and the establishment of ethical communication as a culture within the organizational environment also depends on the attitudes and behaviors of the management level of the organization. It can be said that the existence of such an organizational environment can reinforce citizenship behaviors.

The findings of this study reveal that sustainable human resource management and organizational communication ethics generate positive organizational outcomes and play a significant role in shaping employees' attitudes and behaviors toward their organizations. The variables forming the basis of the study have been addressed in various studies. However, no study has been found that addresses them together as multiple variables. This makes the study unique.

The findings obtained based on the research results of the study are evaluated below:

- Sustainable human resource management is a positive predictor of organizational communication ethics. Based on the analysis results, H1 is accepted. With this result, it is possible to state that sustainable human resource management encompasses practices that increase the competitive power of academic organizations and lead to positive social, environmental, and economic outcomes. Similarly, it is possible to state that ethical values in organizational communication are embedded in the organizational system. Therefore, it can be stated that the process starting with the recruitment and selection of academic staff, when managed successfully, creates positive effects on behavioral patterns within the organization. The findings are supported by the literature. Bin Ahmad and Jasimuddin (2021) found that human resource management practices have a significant effect on communication satisfaction. Al-Tarawneh's (2020) study and Taamneh et al.'s (2017) study, conducted specifically on academics, draw attention to the relationship between the existence of work ethic values and human resource management practices.

- Sustainable human resource management is a significant predictor of positive organizational citizenship behavior. Based on the analysis results, H2 has been accepted. According to this result, it is possible to say that sustainable human resource management achieves success through sustainable practices. Indeed, sustainable human resource management encompasses practices that prioritize the long-term employment of employees, increase organizational commitment, and strive to improve employee well-being. The display of citizenship behavior is a result of the success of these practices. This is because employees who love their job and profession are more willing to make an effort for organizational effectiveness. The findings are also supported by literature. This result is similar to the findings of Sungur's (2024) study. In his study, the author found that sustainable human resource management practices positively affect organizational citizenship behavior. Nawangsari and Sutawidjaya (2018) found that human resource management practices affect organizational citizenship behavior as a result of their studies conducted on academics.

- According to the findings of this study, organizational communication ethics is a significant predictor of positive organizational citizenship behavior. Based on the analysis results, H3 is accepted. This is an important finding reveals the fact that “organizational communication ethics can achieve positive organizational outcomes,” the importance of which has not yet been discovered. In the process of transferring information through organizational communication, the ability to determine and control the behavior of the other party arises. The presence of ethical values in the communication process ensures that the other party exhibits similar behaviors. In this context, organizational communication ethics is an

important tool. The presence of constructive behaviors in organizational communication ethics can be considered a source of motivation that encourages employees to exhibit role-transcending behaviors. It can be said that human resources who feel important and valued may be inclined to consciously increase their duties and responsibilities for organizational effectiveness. An academic's voluntary display of role-transcending behaviors beyond their role-embedded behaviors is a desired behavior pattern for universities and all institutions in general. The findings are supported by the literature. This result is similar to the findings of a study conducted by Taşlyan and Hırlak (2014) specifically on academics. The authors found that organizational communication effectiveness significantly predicts organizational citizenship behavior. In the study by Tabancalı and Çakıroğlu (2017), it was also found that as communicative ethics, a sub-dimension of ethical leadership, increased, organizational citizenship behavior and its components also increased. Karabey and Battal's (2020) studies also found that as employees' degree of adoption of ethical standards increased, organizational citizenship behavior increased. Chan and Lai's (2017) studies also revealed that communication satisfaction affects organizational citizenship behavior. The authors emphasize the necessity of appreciating employees' positive behaviors and ensuring communication satisfaction in their studies. The results of Manafzadeh et al.'s (2018) study are similar to the findings of this study. The authors' study found a significant and positive relationship between the effectiveness of organizational communication and organizational citizenship behavior.

This study contributes to literature in several ways. It expands on the applications of the variables "Sustainable Human Resource Management," "Organizational Communication Ethics" and "Organizational Citizenship Behavior" in the field. It develops knowledge and perspectives on the antecedents and outcomes of the relevant variables. Furthermore, in addition to presenting statistical results on employee attitudes and behaviors, it provides practitioners with an understanding of employee attitudes and behaviors. The fact that the study was conducted on academic staff working within a university has expanded its applications to the education sector. The joint consideration of the variables that constitute the subject of the study creates awareness for the implementation of these practices in universities. From this perspective, it is important to identify the effects of the application results on academics. The study provides guidance on making the necessary arrangements to increase the well-being and productivity of academics in their academic work. In addition to contributing to education organizations, it offers various benefits to entrepreneurs, organization owners and managers, and other relevant parties. Organizations can gain insight into the aspects they need to consider in their organizational and managerial strategies and policies in order to increase their employees' expectations, needs, and well-being, and can carefully design their practices.

In addition to its theoretical and practical contributions, this study also has certain limitations. The main limitation of the study is that only academic staff from universities in the province of Konya were included due to time and cost constraints. Another limitation is that this study is cross-sectional in nature, reflecting a specific time period.

Considering all these issues, a number of recommendations can be made for managers:

- Organizations and their management, while striving to ensure the sustainability of human resources and organizational sustainability, should pay attention to the sustainability of the human resources management practices they choose. To this end, all processes of the practices should be designed with a holistic approach, taking into account economic, social, and environmental factors.
- Care should be taken to ensure that there are no barriers to women's employment or careers due to social roles and gendered perspectives. Flexible working arrangements that help women balance their multiple roles and achieve work-life balance may also be preferred. These arrangements can be particularly beneficial for mothers.
- Appropriate practices should be adopted to prevent employees who experience differences due to language, religion, ethnicity, etc., from becoming alienated to the organization, their work, and their colleagues as a result of these differences. Group activities or social events that can foster cohesion among employees may be beneficial in this regard.
- Efforts should be made to ensure that employees work in a healthy, happy, and peaceful atmosphere at the workplace. It may also be beneficial to appreciate employees for their work, thank them, or support them with financial rewards. An employee who is satisfied with their organization and work environment will be more likely to work harder for organizational effectiveness.

- The management level of the organization must internalize communicative ethical elements. They must make it clear to employees that they take ethical elements into consideration when communicating. Employees want to be part of an organizational environment where they feel valued, respected, and appreciated for themselves and their ideas.

- Managers should take into account the feelings and thoughts of the other party during communication. They should choose their words with an awareness of the social and cultural structure to which the other party belongs. They should be good listeners as well as good speakers. In addition, managers' words and actions must be consistent. Furthermore, every organization's management level should be able to identify issues that hinder ethical communication and develop appropriate solutions for themselves.

- Managers should not make unfounded statements about employees, nor should employees make unfounded statements about managers. Employees should not share thoughts about each other that they are not certain about with others. During the communication process, statements that are humiliating, degrading, or insulting should be avoided.

- Managers can organize seminars for their employees on ethical and moral awareness. Managers themselves should act in accordance with ethical values in their attitudes and behaviors. They can delegate authority to encourage employees to work more diligently. This way, employees can feel trusted and empowered, enabling them to work harder for organizational success.

- Managers can participate in many activities on behalf of the organization and can include employees in this participation. They can spend time with their employees. Initiatives can be undertaken to strengthen civic virtue behavior patterns through various reward mechanisms.

In addition to the recommendations made for practitioners, future research could address the topic through longitudinal studies, apply it with different variables in different populations and samples, implement it in different sectors, and conduct public-private institution comparisons.

Management level of organization can consider the above recommendations to increase the impact of sustainable human resource management and organizational communication ethics on civic behavior. A recommendation that is valid for one organization may not be useful for another. Therefore, managers must be able to correctly identify their organizations and their target audience, which is their human resources. Giving employees a say in organizational and managerial decisions and making them feel valued can bind them to their organizations. A human resource that loves its organization and job, is loyal, trusts, and perceives an increase in its well-being can be sustainable, internalize ethical values in its communication, and exhibit extra role behaviors.

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