ETHICAL CONSIDERATIONS OF HUMAN RESOURCE PRACTICES- WITH SPECIAL REFERENCE TO INDIAN CULTURE

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Abstract

The focuses of this paper was to investigate the role of ethical consideration in human resource management. Ethical Issues in HRM are privacy issues, race, gender and disability, recruitment and employment issues, cash and compensation plans, employee responsibility, performance appraisal, privacy issues, safety and health, restructuring, dismissals and layoff, professional training, etc. For this study, the research design chosen is descriptive in nature and the sampling technique chosen is convenient sampling. The universe of the study includes service sectors organizations like education, tour and travels, health care, banks and financial organization and others within the Dehradun. A sample of 179 respondents was collected. The collected data after being coded were analyzed using Statistical Package for Social sciences (SPSS) and various statistical tests were applied based on hypotheses and matching variables.

Keywords

Ethics, Human Resource Management, compensation plans, performance appraisal,etc.

Introduction

Ethics has emerged an important aspect and drawn the attention of researchers in both academic and professional spheres to analyse the important role that ethics plays in the organisational context. In general ethics is defined as "a study of values and customs of a person or a group. It covers the analysis and employment of concepts such as right and wrong, good and evil, and responsibility." Ethical issues are important, and ethical violations are not all that uncommon. Ethical issues in the workplace are often invisible. The highly esteemed ethics scholar from the University of Michigan, LaRue Hosmer (1987:313), observed more than two decades ago that ethical dilemmas "arise almost continually in human resource management" -- noting that ethical considerations need to be integrated with financial, legal, and behavioral forms of reasoning to arrive at decisions considered to be "right," "proper," and "just" for the various stakeholders involved. As the framework of the business environment has become global in scope, the ethical challenges that Hosmer expressed have grown increasingly

complex, the commitment between employer and employees has become fuzzier, and the importance of employees in creating and sustaining strategic competitive advantage has become more apparent yet more difficult (Pfeffer & Veiga, 1999; Dowling et al., 2009). Human resource management professionals and scholars have recognized the complex challenges involved with creating human resource systems that are aligned, congruent, and connected with their corporation's strategic mission (Becker & Huselid, 2006), and capable of producing the high trust and commitment from employees that are conditions followers to sustaining long-term wealth creation (Senge, 2006). Developing the quality performance approach to management is a key role of the human resource management function (Pfeffer, 1998), and necessary to establishing a reputation of trust and integrity for organizational leaders (Schein, 2004).

Ethical considerations are becoming increasingly important to HR departments in all industries (Vickers 2005). A tension often exists between a company's financial goals and strategies to improve profits, and ethical considerations with right-behavior concerns. Since human resources departments are often most focused on employees and employee behavior, it falls to them to define ethical behavior, communicate specialized ethical codes, and update or elaborate on existing right-behavior expectations (Wooten 2001). Human resource management systems are expected to communicate ethical values and so improve company performance (Collins & Clark 2003; Bartels et al 1998). The management of human resources (HR) can involve complex ethical dilemmas. Ethical dilemmas are broadly defined as situations in which two or more values are in conflict. Human resource dilemmas are the most common type of ethical issue at work and they generally involve fairness in working relationships (Willey 2000). Examples of human resource dilemmas include ethical problems that arise when people work together, such as discrimination, favoritism, harassment, work-life balance, inconsistencies in pay or discipline, or simply how people get along. Ethical dilemmas are most difficult when they combine several of these business areas. New employees are especially vulnerable because they can be overwhelmed with information and they may not yet be socialized into and ethical culture. Senior managers may send mixed messages or even demonstrate unethical behavior. Unethical behavior increases in organizations: 1) when employees are not sure what behavior is ethical, 2) when there are clear opportunities to engage in unethical behavior, and 3) when employees feel pressured to behave unethically (Travino & Nelson 2010).

Review of Related Literature

Driscoll and Hoffman, (1998) said that "HR as the ethics office isn't an oxymoron" and "Safeguarding the company is human resources' job. Increasingly, HR managers are taking the lead in recognizing the need for ethics programs and in making them happen".

Driscoll and Hoffman, (1998) claim that even in smaller companies that do not have the resources for a separate ethics function", ethics initiatives properly fit as part of the human resources department" .

The Danley, et al. (1996) survey revealed that besides dealing with the many delicate ethical issues within HR practice, 83% of HR managers see themselves as currently taking the most responsibility for ethical leadership and guidance in their organisations (followed by top management, legal counsel, immediate supervisors, etc.). The results also showed that the responsibility gap as perceived by HR regarding its role in discharging the responsibility for ethical guidance and leadership, is 12%. This represents the percentage difference between those who are responsible and those who should be responsible for corporate ethical guidance.

Pickard, (1995) states that since ethics is about people's behaviour, HR departments ought to be interested in managing ethics. He further claims that HR concerns itself with people's standards and behaviour as well as performance – in ethics management, standards and behaviour are also crucial factors. Ethics also plays a part in performance management in that performance is affected by ethically related issues, e.g. "treating others with respect" would influence the interpersonal relationship dimension present in performance appraisal systems.

Brewster et al.(2003) suggest that "HR is well-positioned to make an important contribution to creating, implementing and sustaining ethical organisational behaviour within a strategic HR paradigm"

Foote and Robinson, (1999) said that when ethical responsibility for the organisation is placed explicitly with the HR function, line managers are allowed the 'freedom' to absolve themselves of any ethical responsibility for their actions.

Huselid, (1995) found that the beauty of achieving high caliber and well motivated employees lies on how well the management manages and values such employees.

Wooten, (2001) stated that providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology.

Miceli & Near, (2001) said that the consequences of unethical behaviour are negative, both for employees and the organization.

Weaver & Trevino, (2001) said that HRM can provide training to managers in how to communicate and reward ethical standards. For example, managers could be taught how HRM systems such as selection or performance management can be used to promote fairness.

Objectives and Methodology

Objective of the Study

1. To have a comprehensive knowledge about the ethical consideration in HRM.
2. To study the extent to which ethical issues are considered in HRM practices in selected service organizations of Dehradun.
3. To analyse the employees sensitivity towards ethical issues in HRM practices in selected service organizations of Dehradun.

Assumption of Hypothesis

It was hypothesized that the employees sensitivity towards ethical issues in HRM practices does not vary across experience of the employees and organization associated with

It was hypothesized that Research Methodology

The present research is descriptive as well as exploratory in nature. Both primary and secondary data were collected personally from other source. A structure questionnaire was designed covering different dimension of ethics and its moral consideration in human resource management. Data was collected via personally-administered questionnaires from different sources. A brief invitation and introduction to this research was provided to participants before they started filling out the questionnaires. The questionnaire items was developed, rephrased and selected to suit the context of the study and to represent the variables in the research. The researcher developed 22 variables for study. A five-point Likert scale, with anchors ranging from "strongly disagree" to "strongly agree", was used for all questions. Pre-testing of the items and their measurement was conducted by going through the results of the focus groups (employees) and by asking the human resource managers in the selected companies. All developed items were relevantly matched to the effects, critical role and benefits of ethical drivers in human resource management, with respect to personnel compensation, fair treatment in promotion among genders, rewarding and appraisal performance and provision of environment for employee's growth and advancement. Selecting a sample is a very important step for a positivistic study. It was not possible to survey the entire population

of a particular study because of limited funding and time. 179 Employees from 10 different service organizations conveniently selected from Dehradun city were chosen as participants. A complex process is normally involved in determining the sample size for a survey. If a sample size is small, the results may not properly represent the entire population. If the sample size is large, the survey may not be able to be carried out due to cost and time restraints.   The sample size of this research was estimated at 179 participants. The information was analyzed and evaluated to determine their usefulness, consistency, credibility and adequacy. Reliability test of data was carried out using SPSS software and found to be 0.828 which indicates data is reliable enough for further study. Kaiser-Meyer-Olkin (KMO) was carried out to check the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed. The result indicates the KMO measure is 0.617. Quantitative data was analyzed by using descriptive statistics and other standard quantitative methods. Descriptive statistics was employed using SPSS analysis tools. Data collected from the survey was entered into the statistical package, SPSS (statistical package for social science) for analysis, discussion and presentation of the results in this research.

Table 1 indicates the demographic characteristics of the respondents

	Categories	Count	Percentage
Age wise classification	Up to 25 Years	10	5.6
	25-35 Years	97	54.2
	35-45 Years	49	27.4
	45-55 Years	17	9.5
	above 55 Years	6	3.4
Gender wise classification	Male	99	55.3
	Female	80	44.7
Marital status	Married	135	75.4
	Unmarried	44	24.6
Educational Qualification	Graduate	4	2.2
	Post-Graduate	63	35.2
	Professional qualification, if any	112	62.6
Income wise classification	Below Rs.15000 PM	4	2.2
	Rs15001to Rs.25000 PM	69	38.5
	Rs.25001 to Rs.40, 000 PM	98	54.7
	Rs.40, 000 To Rs60000PM	5	2.8
	Rs 60000 and above	3	1.7
Organisation wise classification	educational organisation	99	55.3
	Tour and Travel Organisation	19	10.6
	Health care organization	29	16.2
	Bank and financial organization	15	8.4
	Telecom services organization	17	9.5

Table 1 shows the demographic characteristics of respondents. It is seen that sample is the representation of middle age respondents as almost two third respondents' falls in the age group up to 25-45 years. Sample is having both representations of male and female respondents however male members are more in number. . Almost three fourth (75.4%) respondents falls in the married categories. It is seen that sample is the combination of highly educated respondents as almost two third respondents(62.6%) employees hare having Post graduation and other professional degree to their credit. . it is seen that sample is the composition of well educated and having monthly income more than Rs. 25000 PM . majority of the respondents are the educational organization.

Table 2 Experience wise Classification of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 Years	110	61.5	61.5	61.5
	5-10 Years	62	34.6	34.6	96.1
	10 to 15 Years	4	2.2	2.2	98.3
	More than 15 Years	3	1.7	1.7	100.0
	Total	179	100.0	100.0	

Using a conceptual framework and method it is perceived that larger the experience of the employees better will be experience of handling conflict, resolution and rationale. The length of time spent in an organisation leads to the development of shared understandings and experiences. It is, therefore, reasonable to conclude that employees who remain working for the same organisation over a considerable period of time do so because they are happy with the HRM policies and practices in these areas and behave ethically. . With this in mind, an attempt was directed to know from the employees about the period of association with present organsiation. The information presented in the above table reveals that majority of the employees are associated with present organsiation since last 5 years. This was indicated by 61.5% respondents in the sample. Other 34.6%, 2.2%, 1.7% employees indicated that they are associated with present organsiation since last, 5-10 years%, 10 to 15 years%, and More than 15 years respectively.   This signifies that sample is dominated by the fresher and having less experience of working in the organisation.

Table 3 Realistic and effective enforcement of Ethical Practices within the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To a great extent	48	26.8	26.8	26.8
	To a considerable extent	86	48.0	48.0	74.9
	To some extent	30	16.8	16.8	91.6
	To a little extent	15	8.4	8.4	100.0
	Total	179	100.0	100.0	

Every profession has distinct ethical obligations to the public. These obligations include professional competency, integrity, honesty, confidentiality, objectivity, public safety, and fairness, all of which are intended to preserve and safeguard public confidence. Unfortunately, all too often we hear reports in the media of moral dilemmas and unethical behavior by professionals. In recent years, there have been increasing discussions in the professions about how to make sure that proper ethical conduct is not only advocated as an ideal but also practiced. Yet, even once a code of ethics has been adopted, each organization has had to struggle with issues of both enforcement and education. With these into account an attempt was made to know from employees whether the **Realistic and effective enforcement of Ethical Practices are followed within the organization** . it was found that little more than one fourth(26.8%)employees were of the opinion that it is followed to a great extent. 48% employees felt that it is followed to a considerable extent remaining 16.8% and 8.4% employees respectively indicated that it is being followed very occasionally.

Table 4 Management Sensitivity towards giving ethical consideration in HRM practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To a great extent	21	11.7	11.7	11.7
	To a considerable extent	59	33.0	33.0	44.7
	To some extent	58	32.4	32.4	77.1
	To a little extent	36	20.1	20.1	97.2
	Not at all	5	2.8	2.8	100.0
	Total	179	100.0	100.0	

Human resource management remains to be the most vital section, that can develop and nurture Ethically inclined professionals. The management of human resources (HR) can involve complex ethical dilemmas. Ethical dilemmas are Public Policy and Administration Research broadly defined as situations in which two or more values are in conflict. Human resource dilemmas are the most common type of ethical issue at work and they generally involve fairness in working relationships. The important ethical issues includes promoting professional competency, integrity, honesty, confidentiality, objectivity, public safety, and fairness, all of which are intended to preserve and safeguard public confidence. The management sensitivity

towards these are the important to enforce ethical consideration in HRM practices. The study revealed that little more than one tenth(11.7%) employees were of the opinion that management is sensitive to a great extent in giving ethical consideration in HRM practices . almost two third employees were of the opinion that management is either sensitive to a considerable extent or to some extent in giving ethical consideration in HRM practices. Remaining 20.1% and 2.8% employees respectively indicated that management is sensitive either to a little extent or not at all sensitive in giving ethical consideration in HRM practices .

Table 4 –A Management Sensitivity towards giving ethical consideration in HRM practices Across Employees of Different Organisation

		organisation wise classification					Total
		Educational Organisation	Tour And Travel Organisation	Health Care Organization	Bank And Financial Organization	Telecom Services Organization	
within the organization	To a great extent	13	3	2	3	0	21
	To a considerable extent	29	6	8	6	10	59
	To some extent	32	8	11	2	5	58
	To a little extent	21	2	7	4	2	36
	Not at all	4	0	1	0	0	5
Total		99	19	29	15	17	179
Pearson Chi-Square		14.870[a]	16	.534			

Table 4 B Management Sensitivity towards giving ethical consideration in HRM practices Across Employees of Different Experience

		year wise classification				Total
		0-5 Years	. 5-10 Years	10 to 15 Years	More than 15 Years	
within the organization	To a great extent	8	13	0	0	21
	To a considerable extent	42	17	0	0	59
	To some extent	34	21	0	3	58
	To a little extent	21	11	4	0	36
	Not at all	5	0	0	0	5
Total		110	62	4	3	179
Pearson Chi-Square		33.295[a]	12	.001		

Chi square test was carried out to test the hypothesis that there is no association of management sensitivity towards ethical issues in HRM practices across the experience of the employees and organization associated with. From the table 4 –A calculated value of chi square is 14.870 with 16 degree of freedom and 5% level of significance which is less than the table value(26.30)

hence null hypothesis is accepted indicating that there is no association between no association of management sensitivity towards ethical issues in HRM practices across the experience of the employees and organization associated with. The information presented in the table 4 B reveals that the calculated value of chi square is 33.295 with 12 degree of freedom and 5% level of significance which is greater that the table value(21.03 hence null hypothesis is rejected indicating that there is association between of management sensitivity towards ethical issues in HRM practices across the experience of the employees of different experience.

Table 5 Centrality of values and principles in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To a great extent	36	20.1	20.1	20.1
	To a considerable extent	68	38.0	38.0	58.1
	To some extent	45	25.1	25.1	83.2
	To a little extent	27	15.1	15.1	98.3
	Not at all	3	1.7	1.7	100.0
	Total	179	100.0	100.0	

"The value concept is able to unify the apparently diverse interests of all the sciences concerned with human behavior. A psychologist wrote these words that proclaim the centrality of the value concept. Sociologists and anthropologists have echoed similar opinions. These theorists view values as the criteria people use to evaluate actions, people, and events. With these in mind an attempt was made to know from the employees about the Centrality of values and principles in the organization. It was found that little more than one fifth (20.1%) respondents were of the opinion that there is Centrality of values and principles in the organization to a great extent. 38% respondents were of the opinion that there is centrality of values and principles in the organization to a considerable extent. 25.1% employees said that there is centrality of values and principles in the organization to a some extent and 15.1% employees indicated that there is centrality of values and principles in the organization to a little extent. Very few 1.7% employees revealed that there was no centrality of values and principles in the organization.

Descriptive Statistics

The first output from the analysis is a table of descriptive statistics for all the variables under investigation. Typically, the mean, standard deviation and number of respondents (N) who participated in the survey are given. Looking at the mean, one can conclude that Treating employees ethically can garner long-term employee trust and loyalty. It has the highest mean of 4.31. Higher standard deviation (1.29261) of variable like Organization provides educational programs to strengthen ethical values of the employees indicates that employees view on this issue is diverse.

Table 6 Ethical Consideration in Human Resource Practices : A Descriptive Statistics

Description	N	Mean	Std. Deviation
Treating employees ethically can garner long-term employee trust and loyalty	179	4.3128	.86920
Organization has transparent communication & one-to-one discussions about performance	179	3.0615	.97820
Only the best internal candidate with the right fit is selected.	179	2.9385	1.02311
Favoritism does not encourage in the organisation.	179	2.8380	1.09724
Organisation promotes work-life balance to enables employees to work better	179	3.0894	.90743
Employees are not differentiated on the basis of their race, gender, origin and their disability.	179	3.5251	1.37522
Employees get equal salaries for similar use of knowledge and professional skills	179	2.4358	1.35334
Organization provides equal salary for equal work.	179	2.5363	1.23278
Organisation does not has discriminatory criteria for promotion	179	2.7374	1.27786
Employees are encouraged to think independently	179	3.0168	1.05721
Organization provides educational programs to strengthen ethical values of the employees	179	2.5866	1.29261
Organization provides a wide variety of financial and non-financial rewards for excellent performance	179	2.5419	1.24168
Organization promotes recognition of achievements of employees.	179	2.8268	1.02121
Ethical values are incorporated into the mission statement of the human resources department .	179	2.9106	1.08765
Organization provides equal employment opportunity to all employees.	179	3.1285	.95413
Organization provides healthy working environment	179	3.6983	.88594
Organization conducts training programmes in ethics for managers	179	2.3184	1.09864
Dismissal does not depends on age, gender, and race of the employees	179	3.6760	.96921
Organization encourages employees to participate in decision making process.	179	2.6927	1.17105
Organization provides professional training in the fields of healthcare, human services and public service and safety	179	2.1844	1.15854
Organization is able to put its values and principles into practice	179	2.9721	.93874
Selection of employees is based on technical skills, values and attitudes of employees.	179	3.6648	.77128
HRM ethics boost the morale of employees	179	1.5698	.79279
Valid N (listwise)	179		

Analysis and Discussion

Understanding ethical practices, its dimension and its implementation has been of a major interest for the employees and employer's relationship and long-term organizational success. Organisation's ethical decisions are significantly based on several moral factors and influenced by exogenous factors such as economy and social environment, government policy and so on. The study proposes a model that explains the ethical behavior of employers in terms of their

ethical perception, legal perception, method of compensation, age, and education. Keeping these into consideration, an attempt was made to assess the employee's perception towards ethical issues in HRM practices in various organizations. For this respondent were asked to rate their views on the following statement such as   Organization provides professional training in the fields of healthcare, human services and public service and safety, Organization conducts training programmes in ethics for managers, Organization provides a wide variety of financial and non-financial rewards for excellent performance, Organization encourages employees to participate in decision making process., Organization promotes recognition of achievements of employees., Ethical values are incorporated into the mission statement of the human resources department ., Organisation promotes work-life balance to enables employees to work better, Organization provides equal employment opportunity to all employees., Organization is able to put its values and principles into practice, Organisation does not has discriminatory criteria for promotion, Employees are not differentiated on the basis of their race, gender, origin and their disability., Selection of employees is based on technical skills, values and attitudes of employees., Organization provides equal salary for equal work., Employees get equal salaries for similar use of knowledge and professional skills, Employees are encouraged to think independently, Organization provides educational programs to strengthen ethical values of the employees, Only the best internal candidate with the right fit is selected., Organization provides healthy working environment, Dismissal does not depends on age, gender, and race of the employees, Organization has transparent communication & one-to-one discussions about performance, Favoritism does not encouraged in the organisation., Treating employees ethically can garner long-term employee trust and loyalty. Respondents were asked to rate the various statement on a scale of 1 to 5 in order of their preference. The exploratory factor analysis was used in order to identify the various ethical factors . Principal Component analysis was employed for extracting factors and orthogonal rotation with Varimax was applied. As latent root criterion was used for extraction of factors, only the factors having latent roots or Eigen values greater than one were considered significant; all other factors with latent roots less than one were considered insignificant and disregarded. The extracted factors along with their Eigen values are shown in table . The factors have been given appropriate names on the basis of variables represented in each case. The names of the factors, the statements, the labels and factor loading have been summarized in Tables 6. There are six factors each having Eigen value exceeding one for ethical issues in different HRM practices. Eigen values for six factors are 11.101, 2.008, 1.799,   1.469 ,   and 1.375 respectively.

The index for the present solution accounts for 74.298% of the total variations for the motivational factors. It is a pretty good extraction because we are able to economise on the number of choice factors (from 22 to 5 underlying factors), we lost 19.31% of information content for choice of variables. The percentages of variance explained by factors one to five are 11.101, 2.008, 1.799, 1.469, and 1.375, respectively. Large communalities indicate that a large number of variance has been accounted for by the factor solutions. Varimax rotated factor analysis results for ethical factors are shown in table 5which indicates that after 5 factors are extracted and retained the communality is .900, for variable1, .838for variable 2, 0.842 for variable 3 and so on. It means that approximately 90 % of the variance of variable1 is being captured by extracted factors together. The proportion of the variance in any one of the original variable which is being captured by the extracted factors is known as communality (Nargundkar, 2002).

Table 7 Principle components and Rotated Matrix

Description	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Comm unality
Organization provides professional training in the fields of healthcare, human services and public service and safety	.914					.900
Organization conducts training programmes in ethics for managers	.903					.838
Organization provides a wide variety of financial and non-financial rewards for excellent performance	.876					.842
Organization encourages employees to participate in decision making process.	.806					.877
Organization promotes recognition of achievements of employees.	.780					.861
Ethical values are incorporated into the mission statement of the human resources department .	.744					.828
Organisation promotes work-life balance to enables employees to work better	.735					.737
Organization provides equal employment opportunity to all employees.	.686					.786
Organization is able to put its values and principles into practice	.623					.782
Organisation does not has discriminatory criteria for promotion		.808				.844
Employees are not differentiated on the basis of their race, gender, origin and their disability.		.779				.810
Selection of employees is based on technical skills, values and attitudes of employees.		.686				.746

Organization provides equal salary for equal work.	.673					.827
Employees get equal salaries for similar use of knowledge and professional skills	.626					.679
Employees are encouraged to think independently	.601					.819
Organization provides educational programs to strengthen ethical values of the employees	.588					.699
Only the best internal candidate with the right fit is selected.	.557					.812
Organization provides healthy working environment		.871				.821
Dismissal does not depends on age, gender, and race of the employees		.824				.825
Organization has transparent communication & one-to-one discussions about performance			.856			801
Favoritism does not encourage in the organisation.			.681			.702
Treating employees ethically can garner long-term employee trust and loyalty				.953		.916
Eigen Values	11.101	2.008	1.799	1.469	1.375	
% of Variation	50.46	9.129	8.177	6.679	6.248	
Cumulative % of Variation	50.46	59.589	67.766	74.445	80.693	

From literature review it is recognized that human resource management play pivotal role in taking the organization forward. Researcher finds that ethical issues in human resource management practices in compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice can help in moving the organization ahead. It is commonly believed by researchers that Ethical behavior is conducting one's self in a way that is common with a certain set of values whether personal or institutional. Businesses are dependent on their reputations, so when a company withholds strong ethical values it brings positive results. The factor analysis results indicate that first factor is the ethical training and developmental issue which is the combination of the factors like Organization provides professional training in the fields of healthcare, human services and public service and safety Organization conducts training programmes in ethics for managers Organization provides a wide variety of financial and non-financial rewards for excellent performance Organization encourages employees to participate in decision making process. Organization promotes recognition of achievements of employees. Ethical values are

incorporated into the mission statement of the human resources department. Organisation promotes work-life balance to enables employees to work better Organization provides equal employment opportunity to all employees. Organization is able to put its values and principles into practice and account for 50.46% variance of total variance. Second factor is the ethical issues in gender and racial differences which is the combination of factors like Organisation does not has discriminatory criteria for promotion Employees are not differentiated on the basis of their race, gender, origin and their disability. Selection of employees is based on technical skills, values and attitudes of employees. Organization provides equal salary for equal work. Employees get equal salaries for similar use of knowledge and professional skills Employees are encouraged to think independently Organization provides educational programs to strengthen ethical values of the employees only the best internal candidate with the right fit is selected. And account for 9.129% of total variance. Third factor is the ethical work environment which is the combination of variable like Organization provides healthy working environment Dismissal does not depends on age, gender, and race of the employees and account for 8.177% of total variance. Fourth factor is the openness in the communication which is the combination of variable like Organization has transparent communication & one-to-one discussions about performance and Favoritism does not encouraged in the organization and account for 6.679% of total variance. Last factor emerged as promoting trust and loyalty ethically which is the combination of variable as Treating employees ethically can garner long-term employee trust and loyalty and account for 6.248% of total variance.

Conclusion and Suggestions

Ethics is the concept of having moral values and behaviours. Ethical behaviour is conducting one's self in a way that is common with a certain set of values whether personal or institutional. Businesses are dependent on their reputations, so when a company withholds strong ethical values it brings positive results. One effect of ethical behaviour is training the employees and developing them ethically. This will reduce the employee turnover. In a business, there are individual and organizational influences that affect ethical behaviour. The individual influences are value systems, which is a person's own set of moral values, locus control. Management of promotion and HR issues ethically and winning the trust of employees will enhance his loyalty and improve productivity. The openness in the communication will be able to build healthy work environment. The ethical organizational influences are a business's own code of conduct, an ethics committee or officers, training programs, an ethical

communication system, norms amongst the business, modelling, and a rewards and punishment system.

This study is focused on the ethical considerations in human resource management in some select organisation in Dehradun. Taken as a whole, our findings suggest that, there are some impediments associated with the current management and thus ethical consideration could help revamp the whole system. Even if these ethical principles are in multiple levels to develop and promote human resource management, it is imperative to study with more depth obstacles faced by employees in order to better understand how challenges they face and which can be eliminated if ethical consideration is adopted into human resource management to the development of their competencies and effective performance in general.

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