

Ethical Considerations in Human Resource Management in Kenya: Theory and Practice

Githui Donatus Mathenge (corresponding author)

School of Business, Kimathi University College of Technology, P O box 657, 10100, Nyeri, Kenya.

*E-mail: frdonatusmathenge@yahoo.com

Abstract:

This paper presents the concepts of fairness, rights and justice in human resource management through an examination of ethical theories and their application to managerial challenges which typically confront human resource managers in Kenya and in other countries. The main research drivers were focused on the personnel compensation, fair treatment in promotion among genders, rewarding and appraisal performance and provision of environment for employee's growth and advancement. The literature review employed various theories such as: Virtue Theory, Utilitarian Theory, Rawlsian Theory of Justice, and Kantian Theory. Of course, these approaches are considered in relation to the HRM implications.

Purpose: The main purpose of the paper was to investigate the role of ethical consideration in Kenyan human resource management trends.

Methodology and Research design: The paper employed a case research design. A survey of the selected study population from Nairobi Province of Kenya was carried out by the use of questionnaires through focus group discussions. The sample size of this research was estimated at 149 participants

Findings: The findings suggest that the current human resource management is weak and should therefore employ ethical consideration to reengineer itself.

Conclusion: This study is focused on the ethical considerations in human resource management in Kenya. 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.

Keywords: Ethical consideration, Human resource management, Theories and principles, Kantian theory, Aristotelian ethics, Utilitarian Principle

1. Introduction

Human resource management in Kenya remains to be the most vital section, that can develop and nurture ethically inclined professionals. Yet this very department is faced with ethical dilemmas which have caused a lot of ethical and moral issues. Though all HRM departments are expected to foster the growth of ethical education and embracement in an organization, they are often faced with stiff resistance from the top level management units and the nature of political performance in any economy (Micell & Near 2001; Fisher & Lovell 2009). 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 an 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).

In the absence of a fully separate ethics department, HR departments in Kenya and many other countries can struggle with this ethical burden. One of the ways the HR department can support ethical management for their company is through the maintenance of a code of ethics (Vickers 2005; Fisher & Lovell 2009). This paper presents the concepts of fairness, rights and justice in human resource management through an examination of ethical theories and their application to managerial challenges which typically confront human resource practitioners in Kenya and other countries.

1.1 Problem Statement

Most organizations in Kenya are currently faced with notable challenges of attracting and retaining qualified personnel. As the economy struggles with inflation, many employees are currently changing jobs as others are retrenched unnotified. This is now becoming a major ethical dilemma which if left unchecked will cause untold suffering to various employees. Fairness and justice in employee management in Kenya hangs in the air, especially where qualified employees are denied access to promotion or even given employment opportunities. According to Wells & Schminke (2001), employee compensation, fair treatment in promotion and rewarding have a positive implication on motivating employees in any organization and could thus result into increased performance and delivery. This is not possible without employing ethical theories and principles (Gichure 1997) which form the basis and foundations of ethical organizations. The research will have implications for effective personnel management thus fostering dedication and freewill drives to work by employees.

1.2. Research Objectives

The research consisted of two categories of objectives, the general objectives and specific objectives.

1.2.1 General Objectives

The general objective was to critically establish the extent of ethical considerations in human resource management in Kenya through adoption of ethical theories and principles.

1. 2.2 Specific objectives

- (i) To identify the status, problems and the needs of employees' compensation in strengthening their role in effective performance of human resource management.
- (ii) To investigate how fair promotions contribute to employee motivation and how human resource managers improve the fit between professional productivity and effectiveness.
- (iii) To establish the extent with which employees are rewarded for their efforts in organizational growth and performance.
- (iv) To investigate the extent with which human resource managers create avenues for employee growth and career advancement.

1.3 Hypotheses formulation

For the purpose of this research, the following hypotheses were formulated.

H₁: If employees are well compensated, they will be able to perform and cannot leave the organization

H₂: With respect to fairness in promotions, employees' motivation is spurred and their productivity is heightened.

H₃: When an organization takes an initiative to reward its employees fairly and equitably, its growth and competitive advantages is maintained.

H₄: The sustained growth of an organization will depend on how regular employees are given opportunities to grow, both personally and academically.

1.2. Literature review

1.2.1 Overview of the section

The ethical approaches to HRM are diverse (Willey 2000), so one of the interests of this study is to depict different ethical arguments for the management of human resources in the organization before making what the most viable proposal for the present and future times. The focus of this chapter was centered on personnel management and ethics as well as on theories such as: Virtue Theory, Utilitarian Theory, Rawlsian Theory of Justice and Kantian Theory. Of course, these approaches are considered in relation to the HRM implications.

1.2.2 Ethical considerations in Personnel management and employee motivation

The beauty of achieving high caliber and well motivated employees lies on how well the management manages and values such employees (Huselid, 1995). As matter of fact personnel management will involve resource planning, monitoring, rating employees for appraisal and rewarding them. In an effective organization, work is planned out in advance (Legge 1998). Planning is the process of setting the performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done (Wells & Schminke 2001; Fisher & Lovell 2009).

Employee developmental needs are evaluated and addressed, by organization with good management practice .Developing in this instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods (Wiley 2000). 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 (Wooten 2001).

In effective organizations, rewards are used well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative (Wren 1994). Good performance is recognized without waiting for nominations for formal awards to be solicited. Recognition is an ongoing, natural part of day-to-day experience. A lot of the actions that reward good performance — like saying "Thank you" — don't require a specific regulatory authority (Vickers, 2005). Nonetheless, awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many nonmonetary items. The regulations also cover a variety of contributions that can be rewarded, from suggestions to group accomplishments (Micell & Near 2001).

1.2.3 The application of ethical theories and principles in Human resource management

1.2.3.1 Virtue theory.

Aristotle (384-322 BC) is responsible for much of the thinking about the virtues one should cultivate. In his most important ethical treatise, the "Ethica Nicomachea" (Nicomachean Ethics), he sort through the virtues as they were popularly understood in his day, specifying in each case what is truly virtuous and what is

mistakenly thought to be so. According to Gichure (1997), Aristotle used the idea of the Golden Mean, which is essentially the same idea as the Buddha's middle path between self-indulgence and self-renunciation. Courage, for example, is the mean between two extremes: one can have a deficiency of it, which is cowardice, or one can have an excess of it, which is foolhardiness. The virtue of friendliness, to give another example, is the mean between obsequiousness and surliness.

MacIntyre (1985) noted that Aristotle did not intend the idea of the mean to be applied mechanically in every instance: he says that in the case of the virtue of temperance, or self-restraint, it is easy to find the excess of self-indulgence in the physical pleasures, but the opposite error, insufficient concern for such pleasures, scarcely exists. This caution in the application of the idea is just as well, for while it may be a useful device for moral education, the notion of a mean cannot help us to discover new truths about virtue.

Aristotle distinguished between theoretical and practical wisdom. His concept of practical wisdom is significant, for it goes beyond merely choosing the means best suited to whatever ends or goals one may have. The practically wise person also has the right ends. This implies that one's ends are not purely a matter of brute desires or feelings; the right ends are something that can be known. The ethical argument proposed by Aristotle that addresses individual characteristics and disposition or virtues has not received much attention neither from the HR academics nor from professionals, although a resurgence of interest in virtue ethics has been led by the work of MacIntyre (1985) and Solomon (1992, 1993). It may be possible that the ancient scholastic origins of the theory make it hard to apply to a modern organizational concept.

Micell & Near (1992) presented four points he considered that Aristotle would concentrate if he had to advice in achieving excellence for the individuals and the organizations: truth, beauty, goodness and unity. Legge (1998) exposes that corporative excellence is a form of human excellence, because it is produced by the people that believe in what they are doing. He also assures that the organizational success and personal satisfaction require of abundant doses of those four virtues. Finally, he mentions that the basic virtues proposed by Aristotle that allow people to work together in a good way are: Courage, temperance, liberality, magnificence, pride, good temper, cordiality, truthfulness, justice, astuteness. Virtue is not something that is done; it is more like a way of being. It causes difficulties to apply virtues in HRM practices. In virtue ethics, integrity is a main issue for HRM (Huselid 1995) and shows up in the discussions about professional codes of practice in the world, however the academic community affirms that it has been markedly absent in contemporary HRM (Legge 1995a, 1995b; Woodall 1996). It is easy to elaborate a list of virtues and apply them in the organization but they have to be immersed in the contemporary social, economic or political context, in order to be included in ethical frameworks.

1.2.3.2 Utilitarian principle

This principle is based on the reasoning made by Jeremy Bentham (1748-1832), properly considered the father of modern Utilitarianism. It was he who made the Utilitarian principle serves as the basis for a unified and comprehensive ethical system that applies, in theory at least, to every area of life. Never before had a complete, detailed system of ethics been so consistently constructed from a single fundamental ethical principle.

Bentham's ethics began with the proposition that nature has placed human beings under two masters: pleasure and pain. Anything that seems good must either be directly pleasurable, or thought to be a means to pleasure or to the avoidance of pain. Conversely, anything that seems bad must either be directly painful, or thought to be a means to pain or to the deprivation of pleasure. From this Bentham argued that the words right and wrong can only be meaningful if they are used in accordance with the Utilitarian principle, so that whatever increases the net surplus of pleasure over pain is right and whatever decreases it is wrong (Solomon, 1993).

According to Miller (1996), Bentham did not allow for distinctions in the quality of pleasure or pain as such. He never thought that the aim of Utilitarianism was to explain or justify ordinary moral views; it was, rather, to reform them. It can be said that the utilitarian ethical framework for HRM is very concerned with the outcomes or ends. Its objective is to maximize profits and two strategies are used:

(1) The manager plans to achieve the greatest benefit; and

(2) The rules in the organization for the workers are fashioned on utilities. These strategies may cause conditions of stress and anxiety in the personnel because the managerial perspective assumes that the individual right in terms of privacy or fairness is contrary to on the benefits to the organization. However, there are obstacles on predicting the potential outcomes of the different individual utilities.

1.2.3.4 Rawlsian Theory of justice

According to Rawls (1971), Rawlsian theory of Justice is for the most part centered on normative ethics. It has had some impact in metaethics as well (Jackson & Sillanpaa, 2000). To argue for his principles of justice, Rawls (1971) used the idea of a hypothetical contract, in which the contracting parties are behind a "veil of ignorance" that prevents them from knowing any particular details about their own attributes. Thus one cannot try to benefit oneself by choosing principles of justice that favor the wealthy, the intelligent, males, or whites.

To his critics, this represents a reemergence of a conservative form of intuitionism, for it means that new moral theories are tested against ordinary moral intuitions. If a theory fails to match enough of these, it will be rejected no matter how strong its own foundations may be. In Rawls's defense it may be said that it is only our "reflective moral judgments" that serve as the testing ground--our ordinary moral intuitions may be rejected, perhaps simply because they are contrary to a well-grounded theory. If such be the case, the charge of conservatism may be misplaced, but in the process the notion of some independent standard by which the moral theory may be tested has been weakened, perhaps so far as to become virtually meaningless (Barry 1973).

The Rawlsian theory of justice is similar to the approach of utilitarianism but the difference is with it lies in the attempt to allow individual interests greater weight in argument. This Theory points out two principles:

(1) The individual has an equal right to basic liberty, and

(2) Inequalities in distribution are to the benefit of all.

This is a contract based approach that is based on two ethical elements: Fairness and equality. Wooten (2001) argues that the ethical principle should be to support liberty and not redistributive justice to impose greater equality.

1.2.4.5 Kantian theory

Immanuel Kant (1724-1804) acknowledged that actions resulting from desires cannot be free. Freedom is to be found only in rational action. Moreover, whatever is demanded by reason must be demanded of all rational beings; hence, rational action cannot be based on a single individual's personal desires, but must be action in accordance with something that he can will to be a universal law (Legge 1997). Kant's most distinctive contribution to ethics was his insistence that our actions possess moral worth only when we do our duty for its own sake. He first introduced this idea as something accepted by our common moral consciousness and only then tried to show that it is an essential element of any rational morality.

Kant's ethics is based on his distinction between hypothetical and categorical imperatives. He called any action based on desires a hypothetical imperative, meaning by this that it is a command of reason that applies only if we desire the goal. For example, "Be honest, so that people will think well of you!" is an imperative that applies only if you want people to think well of you. Because nothing else but reason is left to determine the content of the moral law, the only form this law can take is the universal principle of reason. Thus the supreme formal principle of Kant's ethics is: "Act only on that maxim through which you can at the same time will that it should become a universal law." His ethics is a deontology. In other words, the rightness of an action depends on whether it accords with a rule irrespective of its consequences. From the discussion on the Kantian Theory, considered as a right based framework for HRM it can be inferred that there are two principles:

(1) What is right for one person is right for everyone, so it is necessary to do unto other as you would be

done by (law of universality and reversibility). And

(2) The principle of respect for people, in which they have to be treated as ends in themselves and not as means to an end. This is a deontological ethical approach to business ethics due to its focus on duty, and this is a perspective that links ethics to things that are good in themselves.

At the present time, the rights-based models still continue to be relevant to HRM in some areas that has to do with personnel selection, occupational testing, equality, working schedules, employee development, etc. However, in general at the HRM level these approaches are not being completely applied because they are identified as not practical and not profitable for the organization (Apel 1989).

1.3. Chapter Three: Research Methodology

1.3.1 Introduction

This chapter describes the proposed research design, data collection and the techniques for data analysis that was used.

1.3.2 Research Design

The study was modeled on a case study design. Kothari (1990) defines a case study as a powerful form of qualitative analysis and involves careful and complete observation of a social unit be it a person, family, cultural group or an entire community and/or institution.

By using case studies, researchers were able to probe, collect data and explain phenomena more deeply and exhaustively

1.3.3 Data collection method

Data was collected via personally-administered questionnaires from different sources such as the staff dining halls. The advantage of this method was that both the cost and the time required were low.

1.3.4 Data collection procedure

A brief invitation and introduction to this research was provided to participants before they started filling out the questionnaires. If they accepted the invitation, questionnaires were handed out to them. Otherwise, they did not receive any questionnaires. After 30 minutes, the completed, anonymous questionnaires were directly collected by the researchers.

1.3.5 Items and measurement

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 four (4) research drivers with twelve (12) research variables for study. A five-point Likert scale, with anchors ranging from “strongly disagree” to “strongly agree”, will be used for all questions. Pre-testing of the items and their measurement will be 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 will be 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. The research items and variables have been presented in table 1 below.

1.3.6 Sampling and Demographics

Selecting a sample is a very important step for a positivistic study. Hussey & Hussey (1997) noted that the sample should be unbiased and large enough to satisfy the needs of the research. It is impossible to survey the entire population of a particular study because of limited funding and time. 100 Employees from 20 different companies based in Nairobi Province of Kenya were chosen as participants because of their daily encounter with business owners. Similarly 49 human resource managers from the same 20 companies (both

public and private) were also chosen to help in data sourcing, because of the overall effects of ethical considerations to employee management.

1.3.7 Sample selection

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 149 participants.

1.3.8 Data analysis method

The information was analyzed and evaluated to determine their usefulness, consistency, credibility and adequacy. Quantitative data was analyzed by using descriptive statistics and other standard quantitative methods (Kontio, Lehtola & Bragge, 2004). To analyze our data we employed descriptive Analysis models. To get a perspective of the four research drivers that gather the 12 variables, 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.

1. 4. Results and findings

One hundred and forty nine hand delivered survey accesses were recorded during the designated survey collection period. This represents 45% of all human managers practicing in Nairobi Province of Kenya. None of the surveys were found to contain no responses or respondent duplicated survey attempts and thus none was neglected. We noted that not all participants provided responses to all the survey questions.

1.4.1 Frequency demographics based on variables with regard to human resource management drivers

The frequency demographic and respondents characteristics are summarized in table 2. The analysis of the data involved a purely descriptive analysis, which had frequency, percentage, cumulative percentage and the means of central tendencies which included mean, median and standard deviation (Table 2). Below is a description of what the data gathered from the survey regarding each of the variables of the research driver.

1.4.2 Compensation

The driver had variables labeled V_1 to V_3 . With regards to V_1 .it was noted to have mean score 3.57, median of 4.00 and standard deviation 1.108. V_2 : noted a mean score 3.73 median of 4.00, and standard deviation 1.155. V_3 : the variable came out with a mean score 3.43, median 3.00 and standard deviation 0.934. The driver of compensation remains to be a significant dimension in the employee motivation. This confirms the hypothesis H_1 : If employees are well compensated, they will be able to perform and cannot leave the organization.

1.4.3 Fair promotion

In order to have efficiency and effectiveness in an organization, there should be fair and equal chances to promotions and advancements. The driver had its variables labeled as V_4 to V_6 . V_4 : had a mean score: 3.85 and, median of 4.00 and, standard deviation: 0.857. V_5 : noted to have a mean score 3.65, median of 4.00 and standard deviation 0.999. V_6 : was observed to have a mean score 3.57, median of 4.00 and standard deviation 1.006. Promoting all employees for their efforts if done on equality principles will often spur good motivation among them. This confirms the hypothesis H_2 : With respect to fairness in promotions, employees' motivation is spurred and their productivity is heightened.

1.4.4 Rewarding

Every effort of employees needs to be rewarded however small it may be. This recognition has a motivating action on the employees, and can help reduce turnover. The driver had important variables labeled V_7 to V_9 . V_7 : For this variable the median score is 3.55, median of 4.00 and the standard deviation is 1.101. V_8 : noticed a mean score 3.03, median of 3.00 and standard deviation 1.133. V_9 had a mean score 3.86, median

of 4.00 and standard deviation 0.956. The result of the study shows that the employee rewarding has a crucial impact on stimulating employee motivation to work. In response to the driver we confirm the hypothesis H_3 : When an organization takes an initiative to reward its employees fairly and equitably, its growth and competitive advantages is maintained.

1.4.5 Employee growth

Human resource departments ought to ensure that employees' careers are constantly looked into to help ensure that constant improvement in performance is sustained. As noted from the responses of demographics in the research, the driver had variables labeled V_{10} to V_{12} . V_{10} : From the analysis, this variable had a mean score of 3.37, median of 4.000 and standard deviation of 1.059. V_{11} : scooped a mean score was of 2.77, median of 2.50 and standard deviation 1.233. V_{12} : The analysis of the data gave rise to a mean score 3.18, median of 3.00 and standard deviation 1.156. Under the drivers of employee growth, our hypothesis H_4 states that the sustained growth of an organization will depend on how regular employees are given opportunities to grow, both personally and academically. The descriptive analysis supported this hypothesis

1.5 Discussion and suggested Recommendations

1.5.1 Discussion

As noted in the literature review section, achieving high caliber and well motivated employees lies on how well the management manages and values such employees (Schumann 2001). As matter of fact personnel management will involve resource planning, monitoring, rating employees for appraisal and rewarding them. In an effective organization, work is planned out in advance (Vickers 2005)). Planning is the process of setting the performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done (Wooten 2001).

HRM can help all employees understand ethical dilemmas using behavioural role modelling, interactive video, ethical games, personal reflection, and moral dilemma discussions (Wells & Schminke 2001). At least three types of training are used to develop ethical behaviour in employees (Miceli & Near 2001). First, HRM can provide employee training in how to diagnose potentially problematic situations. This type of training could be Code of ethics and provide clear definitions of wrong-doing (Wooten 2001).

Second, HRM can provide general training (employee growth) on how to apply ethical frameworks to resolve problems (Wiley 2000). For example, managers could be taught how to apply universal moral principles to ethical problems at work (Schumann 2001). Finally, 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 (Weaver & Trevino 2001). At its heart, all of these approaches should communicate that the consequences of unethical behaviour are negative, both for employees and the organization (Miceli & Near 2001).

1.5.2 Suggested Recommendations

From the findings of the responses of the focus groups and the discussion of the research, the following recommendations were formulated based on the ethical theories and principles.

(i) In virtue ethics, integrity is a main issue for human resource management (Travino & Nelson 2010). It is therefore relative that to elaborative a list of virtues be set and applied in the management of employees in Kenya. For instance, according to Aristotelian ethics, corporative excellence is a form of human excellence, because it is produced by people that believe in what they are doing. This therefore assures the fact that the organizational success and personal satisfaction require communalism between management and employees, identifying and rewarding the roles played by employees, fostering the excellence of employees and by being fair in judgment and decision making.

(ii) According to Utilitarian principle, an ethical consideration in human resource management Kenya is

wanting. This is because many organizations want to maximize their profits at the expense of the needs of their employees. Therefore clear guidelines on ethical practices have to be established and incorporated in human resource training and eventual practical management approaches be established in organizations to be overseen by integrity and ethical committees. This should be based on ends of profit maximizing and employee welfare improvement.

(iii) Kantian ethics remain relative in current human resource management. For instance, with justice principle, human resource managers in Kenya ought to consider the liberty of their employees, by ensuring that their rights are not violated, and Inequalities in distribution are to the benefit of all. This is a contract based approach that is based on two ethical elements: Fairness and equality. Willey (2000) assure that “It has certainly not been used in either academic or professional HR circles, although there is the potential for it to be used in complex pay and remuneration negotiations as well as any other form of employee promotion.

(iv) The application of Kantian theory would also remain imperative in human resource management in Kenya. Based on his deontological ethics, the rightness of an action depends on whether it accords with a rule irrespective of its consequences. Hence, human resource managers should adopt the following principles in their management approaches:

- (a) What is right for one person is right for everyone, so it is necessary to do unto other as you would be done by (law of universality and reversibility).
- (b) The principle of respect for people, in which they have to be treated as ends in themselves and not as means to an end. This is a deontological ethical approach to business ethics and would be relevant to human resource management in Kenya, due to its focus on duty, and this is a perspective that links ethics to things that are good in themselves.

1.5.3 Practical and Theoretical Implications of the research

Our research has implication for the personnel management by human resource managers. It shows that a specific focus should be regarding on the obstacles employees have had to deal with. Even if this study emphasized many challenges, it did found the reason why employees have had to increase their turnover. This has been caused by poor compensation, lack of employee recognition and their rights protection as well as unfairness in rewarding them. Consequently, the case of human resource managers, a specific focus should be put on ensuring that ethical considerations are adopted in the human resource management approaches. Our research has implications for social action in relation to the thorny subject matter of human resource management quality. For instance an organizational context where human resource managers and employees are segregated could hinder their effort to perform and to access to top management position. Our research also has implications for human resource managerial action in the sense that it will be always beneficial for our organization to let express different sensibilities and approach to problem-solving within the framework to promote participative management among human resource managers and their employees.

1.5.4 Limitations and Future Research

In the context of human resource management and ethical considerations, additional research with large samples will be necessary to support the current findings and its validity. Additional research is required to generalize these findings to the human resource managers employed specifically in the government institutions and the private sector. Also global level categories have to be included in the additional research to generalize the current research findings.

1.5.5 Conclusion

This study is focused on the ethical considerations in human resource management in Kenya. 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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Table 1: Research drivers and their variables

Table 1: Developed drivers for effective human resource management

Management driver	Research variable	Measurement
Compensation	V ₁	My financial needs are well recognized by my employer
	V ₂	My health needs are well catered for by my employer
	V ₃	I do receive periodic salary increment when I attain additional education and skills
Fair Promotion	V ₄	My employer has gender sensitive promotions programme
	V ₅	Promotions are always based on merit
	V ₆	No favoritisms exist in promotions
Rewarding	V ₇	I am always rewarded for my efforts
	V ₈	Appraisal is based on performance and work dedication
	V ₉	There is fairness and transparency in rewarding for my efforts
Employee growth	V ₁₀	My employer gives me room for career growth and advancement
	V ₁₁	There are always well established avenues for career progression
	V ₁₂	Based on my advancement, I am always given an increment in salary and increased job security

Table 2: Summary of descriptive analysis of the Frequency demographics based on variables with regard to human resource management drivers.

Driver	Variable	Frequency	Percentage	Measures of Central Tendency		
				Mean	Median	STD Deviation
Compensation	V ₁	148	99.3	3.57	4.00	1.108
	V ₂	147	98.7	3.73	4.00	1.155
	V ₃	145	97.3	3.43	3.00	0.934
Fair Promotion	V ₄	137	91.9	3.85	4.00	0.857
	V ₅	136	91.3	3.65	4.00	0.999
	V ₆	137	91.9	3.57	4.00	1.006
Rewarding	V ₇	138	92.6	3.55	4.00	1.101
	V ₈	138	92.6	3.03	3.00	1.133
	V ₉	137	91.9	3.86	4.00	0.956
Employee Growth	V ₁₀	134	89.9	3.37	4.00	1.059
	V ₁₁	134	89.9	2.77	2.50	1.233
	V ₁₂	134	89.9	3.18	3.00	1.156