INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
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CONTRIBUTIONS TO BOOKS
- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES
- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS
- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

ETHICAL ISSUES IN HUMAN RESOURCE MANAGEMENT PRACTICES UNDER FEDERAL CIVIL SERVICE OF ETHIOPIA: THE ROLE OF HUMAN RESOURCE PRACTITIONER

FENTAYE KASSA HAILU
LECTURER
FACULTY OF BUSINESS & ECONOMICS
UNIVERSITY OF GONDAR
GONDAR

ABSTRACT

A code of ethics is one of the most important components of any occupation and professional. It is a set of guidelines for conducting oneself in performing and discharging his or her duties and responsibilities according to such professional competency standards. This is to promote and maintain reputation, trust, integrity and honour of those in such professions.Ethics in human resource management are the policies and values that serve as operational guidelines for the management of people at work. Managing human resources often requires ethical decision making in which fairness plays a role. The purpose of this study was to examine ethical issues in HRM practices in the Federal civil service of Ethiopia and the roles of Human resource practioners in promoting ethical practices with a view to achieving employee well-being and satisfaction at work as well as organizational performance. In this study Qualitative research method was employed. Document review was applied as a method of data collection in this qualitative research. Data analysis in this study was based on content analysis and Data analysis and collection were performed simultaneously. As a result of this study a code of ethics for Human resource practitioners in public sector under the Federal Civil Service of Ethiopia was developed. The code of ethics was comprising of: Treating others with integrity, legality and nondiscrimination; Reliable proficiency and continuous learning in HR professionals; Upholding Confidentiality and information sharing; Stably being role models in the Human resource ethics code; Thoughtfulness in handling conflict of interests in Human resource management; and Ensuring Political neutrality. Approaches were suggested for the implementation of code of ethics: awareness; commitment; and engagement mechanisms.

KEYWORDS

Civil service, Code of ethics, Human resource practitioner.

INTRODUCTION

The Ethiopian civil service is a century old initially organized in the crude form of the 20th century European civil service model. As civil service is the reflection of its political economic system, it is expected to serve the purpose of the government of the day.

The 1960s were remarkable period in Ethiopian civil service history. During this time modern personnel orders, policies and directives were introduced. Central Personnel Agency was established in the same period. The purpose of all these reforms was to establish uniform and rule driven civil service all over the nation. Almost all orders and directives were adopted from the western personnel management systems mainly from US of America. The personnel establishments and the reforms were having the following effects. Uniform personnel management system had been established through out the nation; Western type of merit principles were introduced for the first time in the nation's history; The principle of equal pay for equal value of work had been introduced with position classification job evaluation method; and Central Personnel Agency was established (Addebabay, 2011).

The 1974 Ethiopian revolution had introduced a suede socialist military government which abuses many of the merit principles and relative work ethics of the Emperor era. During this period (1974 – 91) civil service professionalism is deteriorated and its impartiality put in question. As a result, the civil service of the day was with low moral. In 1991, the incumbent government seized power. The political and economic systems of the government became multi - party democracy and market driven economy respectively. The changing role of government witnessed federalism and devolution. Therefore, the role of civil service is changed. The main role of the civil service is to serve the government of the day impartially and competently. Therefore, introducing a civil service reform that works for Ethiopia was a top agenda of the government. The Ethiopian government is engaging in civil service reform for the last ten years in the following major areas. Top Management system reform sub program; Human Resource Management System Reform Sub Program; Service Delivery improvement Reform Sub Program; Government Expenditure and Control reform Sub Program; and Ethics Sub Program (Addebabay, 2011).

The main rational behind civil service reform in Ethiopia is the need to reinvent a civil service which resembles the new political and economic order of the nation which is federal, democratic and market oriented .Subsequent reasons of reforming the civil service can be: Top leaders in the civil service were not visionary and supportive; Top leaders were not developed and managed adequately; systematically and rationally as a result they were with low level of leadership competencies; Low level of civil servants' performance resulting from incompetence and low level of morale; Inefficient service as a result of poor design of work and wrong employees' attitude towards clients or citizens; Inappropriate utilization of public resources. For instance public resource utilization was input driven and resources were not tied to results that accountability losses its ground; and Unethical practices in delivering the service. For example, bribes, kick backs, embezzlement, and etc(Addebabay, 2011).

To alleviate the above problems step by step, the government has embarked on civil service reform program which is comprehensive, indigenous and sensitive for global realities. The purpose of the civil service reform program is to create efficient and effective civil service that serves the government of the day ethically and professionally. The objective of this paper was to examine ethics in HRM practices in the public organization in Ethiopia and the roles of HR practioners in promoting ethical practices.

REVIEW OF LITERATURE

Attempt is made in this section to review some theoretical underpinnings and related researches.

CONCEPTS AND THEORIES

Dessler (2008, p.553) asserted that ethics refers to the principle of conduct governing an individual or a group. Ethical decisions always involve two things. First, they involve normative judgements. A normative judgment implies that something is good or bad, right or wrong, better or worse. Second, ethical decisions involve morality. Morality is society's accepted standards of behaviour. Moral standards address behaviours of serious consequences to society's well-being such as murder, lying and slander. They cannot be established or changed by decisions of authoritative bodies like legislatures (Dessler, 2008). Steiner and Steiner (1994, p.178) asserted that ethics "is the study of what is good and bad, right and wrong, and just and unjust." It is the "discipline dealing with what is good and bad and with moral duty and obligation. Ethics can also be regarded as a set of moral principles or values. Morality is a doctrine or system of moral conduct… refers to that which related to principles of right and wrong in behaviour" (Carroll 1993, p. 92).According to Yalokwu (2002, p.395), "ethics is the principle of conduct that govern a person or a group. Ethical people are trustworthy, fair and impartial; they respect the rights of others and are concerned about the impact of their actions on society. Unethical people, on the other hand, are selfish and unscrupulous, they will say or do whatever is required to achieve their personal interests or ends."

Theories can be presented in the forms of core principles to guide ethical choice (Miles and Huberman 1994) and for decision making. In general, principles of ethical conduct include: the categorical imperative, the conventionalist ethic, the disclosure rule, the doctrine of the mean, the golden rule, the intuition ethic,

the market ethic, the ends-means ethic, the might-equal–right ethic, the organization ethic, the practical imperative, the principle of equal freedom, the proportionality ethic, the professional ethic, the rights ethic, the theory of justice, and the utilitarian ethic (Steiner and Steiner 1994). These principles are the basis for ethical decision making and guidelines for ethical conduct by individuals and organizations or institutions. Therefore, in developing and implementing a code of ethics these principles should be taken into account.

On the whole, ethical issues have been of marginal significance to the unfolding academic debates around human resource management. The Harvard analytical framework for HRM (Beer et al, 1984: 16) was one of the earlier models to suggest that, as well as organisational well-being, HRM had to concern itself with the promotion of individual and societal wellbeing. This reasserts the primacy of the stakeholder as opposed to the shareholder model of the firm, an issue on which the battle lines have been clearly drawn in business ethics literature. The 'business is the business of business' proponents are aligned on one side (Friedman, 1962; Sternberg, 1994, 1997) and those who suggest that organisations should meet the needs of a wider range of stakeholders, including employees (Freeman, 1984; Royal Society of Arts, 1995; Wheeler and Sillanpaa, 1997), on the other.

Any emphasis on ethics and employee well-being in the HR debate is therefore very contentious and has become more so as organisations have struggled for survival in the last 20 or so years. The ethical dimension of HR policy and practice has been almost ignored in recent texts on HRM, where the focus has shifted to 'strategic fit' and 'best practice' approaches. The focus on high performance HR practices developed in the US (Huselid, 1995) and in the UK (Guest and Peccei, 1994), and widened out through seminars (such as the ESRC/BUIRA seminar series on 'The contribution of HR strategy for business performance', special issues of journals (Human Resource Management Journal, Vol. 9, no. 3, 1999) and a plethora of research projects and articles, both supportive (Guest, 1997; Tyson, 1997; Tyson and Doherty, 1999) and more critical (Purcell, 1999). However, there is enough argument to the contrary to suggest that employee well-being and ethical treatment are as justifiable a focus as 'strategic fit' and 'best practice'. There are a number of reasons for this. First the `enlightened self-interest' model of business suggests that a business will be more successful if it pays attention to ethics, as this will enhance its reputation with customers and improve motivation among employees (Wilson,1997). Secondly, the `business of business is business' argument is also not paramount in not-for-profit organisations, including most of the public sector, social business, nongovernmental organisations (NGOs) and the voluntary sector. Finally there is a powerful argument that the wider economic system and ultimately the business organisations within it exist to serve human and societal needs rather than the opposite.

An enduring academic and professional interest in ethical issues is present around the subject of organisational justice, in the exercise of both substantive and procedural justice. Interest in the former has been sustained by a concern with fairness and equal opportunity Research into discrimination, particularly in the areas of recruitment, selection and career development, has addressed issues of gender, marital status, race and ethnicity and, more recently age. Voluntary action on fairness and equal opportunity by organisations, individuals and professional groups has included codes of professional practice and training both within professional education and subsequent professional updating. Equality legislation since the mid 1970s has acted as the main spur. Turning to procedural justice, this has always been a strong theme in both professional practice and academic research in industrial relations. Fair process as well as fair outcome has been an abiding concern in collective bargaining, remuneration, job evaluation and recruitment. However, once again, the changes brought about by current HRM approaches have led to a marginalisation of these issues. In the case of reward management, for instance, 'good practice' has traditionally highlighted the role of job evaluation as a basis for ensuring fairness and justice; more recently this has been substituted by an emphasis on strategic focus, flexibility and individual and group performance.

Finally there has also been some interest in the role of the HR specialist as a guardian of ethics, with the HR function assuming the role of `ethical stewardship' and ethical leadership. Most discussion of this has appeared sporadically in professional HR journals. For example, some writers have stressed the HR manager's role in raising awareness about ethical issues, in promoting ethical behaviour and in disseminating ethical practices more widely among line and project managers. Another ethical role for HR professionals involves communicating codes of ethical conduct, providing training in ethics, managing compliance and monitoring arrangements, and taking a lead in enforcement proceedings (Arkin, 1996; Pickard, 1995; Johns, 1995; Wehrmeyer, 1996). Where ethical conduct is questioned, HR managers have traditionally overseen arrangements for the handling of discipline and grievances. For some (Connock and Johns, 1995), the mantle of ethical leadership should not just be worn by HR managers alone; the responsibility should also be placed firmly on the shoulders of the whole senior management team and line managers. This is an argument that is very much in keeping with moves to make HRM the concern of a wider group of organisational stakeholders.

IMPORTANCE OF THE STUDY
This study will help in founding an initial body of knowledge for further contribution and development towards a solid knowledge base for a code of ethics for HR practitioners in public sector under the federal civil service of Ethiopia. It can also be used as a ground for further studies and consistent development on the subject which will lastly add up to the diversity of literature in this field. It will also provide the basis for practitioners and academics to develop approaches to transferring the code of ethics concept into practice. It will serve as information for the government to consider for application to reinforce productivity and efficiency in public sector.

STATEMENT OF THE PROBLEM
The task of preparing detailed ethical principles and rules is primarily that of the professional associations and that all members of the associations have the responsibility to accept, implement and enforce such requirements. In Ethiopia, due to the absence of an organized strong national professional association there is no comprehensive set of ethical standards to govern the behaviors of HR practitioners. Of course, However, a common code of ethics has been applied in every public sector which governing the behavior of all employees in providing services to the public irrespective of the nature of services provided. HR practioners are governed by the common code of ethics which does not address the specific services they provide.

There fore, this research study provided answers to the following questions:
1. What are the ethical issues applicable to the practice of HR practitioners in the public sector?
2. What are the laws, rules, regulations, and policies related to the ethical requirements for HRM under the Federal civil service of Ethiopia?
3. What are the codes of ethics applicable in other countries?

OBJECTIVES
The general objective of the study was to examine the ethical issues applicable in the Human resource management practices in the federal civil service of Ethiopia, the role of HR practitioners.
The specific objectives of this study were:
(1) To study the essential ethical issues applicable to the practice of HR practitioners in the public sector
(2) To review the laws, rules, regulations, and policies related to the ethical requirements for HRM in the civil service of Ethiopia
(3) To study the code of ethics of HR related and HR associations in selected countries.
(4) To develop a code of ethics for HR practitioners in the Federal civil service of Ethiopia.

METHODOLOGY
According to Silverman (2000) methodology is "a general approach to studying research topics." It defines how we will go about studying any phenomenon where a research method is "a specific research technique". Some qualitative methods include: observation; text and documents; interviews; and audio and video recoding (Silverman 2000). Document review and interview are considered major methods of data collection in qualitative research (Creswell 2007).
DATA COLLECTION
The goal of qualitative research is to "produce high quality, meaningful and relevant data, such that it is possible to emerge valuable insights within a social context" (Whiteley 2002, p.4). The quality of the data collected and used depends on the methods used to collect such data. The researcher "should determine

the most practical, efficient, feasible, and ethical methods for collecting data as the research progresses" (Marshall and Rossman 1999, p.138). Therefore, document review was applied as data collection methods in this study.

Document ReviewBased on discussion of the use of documentation as data by Marshall and Rossman (1999), documents review in this study was conducted in two major parts. The first part involved a review of laws, rules, regulations, and policies related to the ethical requirements for HRM in the public sector under the federal civil service of Ethiopia. The second part involves a review of the code of ethics of civil service in Eastern and Central Europeancountries in the context of EU, Studies on ethical principles on three countries and OECD member countries were conducted, and the code of ethics of HR related and HR associations in selected countries were also conducted.

DATA ANALYSIS
Data analysis in this study was based on content analysis (Weber 1990; Creswell 2009). Data analysis and collection were performed simultaneously.

FINDINGS AND DISCUSSION
This section presents the discussion of findings in responding to each of the four research objectives.

The essential ethical issues applicable to the practice of HR practioners in the public sector were presented as follows:

Ethics is the study of what is good and bad, right and wrong, and just and unjust (Steiner and Steiner 1994). It is a set of moral principles or values (Carroll 1993) and a part of culture (Trompenaars and Hampden-Turner 1998). It overlaps with the law as the law is what society thinks are minimal standards of conduct and behaviour. So if a person breaks a law or violates a regulation, he or she is also behaving unethically (Carroll 1993). Thus ethics is behaviours expected beyond the compliance with the law. To achieve this expectation code of ethics is developed and promoted by most of the professions. Code of ethics is a published statement of moral expectations for employee or professional conduct (Kreitner 1998). It is a component of professional requirements (Bowie 1991).

Ethics is about people's behaviour, and this is a key concern of HR departments, so HRM has an active role to play in raising corporate ethical awareness and facilitating ethical behaviour (Van Vuuren & Eiselen, 2006), especially if there are not enough financial resources in the company to fund a separate ethics position. In that respect, Winstanley *et al.* (1996) noticed that one role identified for HR is that of ethical stewardship, taking charge of raising awareness about ethical issues and promoting organisational ethics. Thus, HRM plays a highly important role in handling these topics (Buckley *et al.*, 2001; Weaver & Treviño, 2001; Winstanley *et al.*, 1996; Van Vuuren & Eiselen, 2006), as HR policies and practices are highly important in transmitting the ethical values encouraged in the organisation (Foote & Robinson, 1999). Such an important role can be somehow noted in the frequently use of those mechanisms (e.g., performance appraisal, promotion policy, etc.) by practitioners (Guillen *et al.*, 2002). This was also noticed by Greengard (1997), who stated that underlying organizational values and official statements should necessarily be perceptible during the recruitment process, employment interviews, orientation sessions and performance reviews in order to generate an organisational culture that truly emphasises ethics.

The role of Human Resource practitioners within the context of organisational ethics has some attention over recent years. Winstanley, Woodall and Heery 1996) suggested that the HR function included a role of ethical stewardship that involved raising awareness about ethical issues, promoting ethical behaviour and in disseminating ethical leadership practices amongst leaders and managers. They also describe the as including communicating codes of ethical conduct, devising and providing ethics training to employees, managing compliance and monitoring arrangements, and taking a lead in enforcement proceedings. Woodd (1997) suggests that HR specialists need to be at the heart of policy design and implementation, to raise the issues and stimulate debate on ethics in the employment of people.

In this section a review of laws, rules, regulations, and policies related to the ethical requirements for HRM in the Federal civil service of Ethiopia was conducted and presented in the following manner.

Constitution of the Federal Democratic Republic of Ethiopia Article51/1995 prescribed thegovernment shall formulate and implement the country's policies, strategies and plans in respect of overall economic, social and development matters. It shall establish and implement national standards and basic policy criteria for public health, education, science and technology as well as for the protection and preservation of cultural and historical legacies. In accordance with Article 55(1) of the Constitution Proclamation No. 8 of 1995 provides for the Federal Civil Service Commission. It is an autonomous institution of the Federal Government and is accountable to the Council of Ministers. The Commission, inter alia: to prepare and, upon approval, follow up the implementation of policies and laws concerning the civil service; to issue general criteria on education and work experience necessary for civil service positions; and to ensure that the recruitment, placement, promotion transfer, training and observance of discipline of employees of the Federal civil service are effected in accordance with the law.

The Federal Civil servant proclamation no. 262/2002 prescribed theObligations and Ethics of Civil Servants. In the Article 53, any civil servant shall be loyal to the public and the Constitution; devote his whole energy and ability to the service of the public; discharge the functions specified in his job description and accomplish other tasks ordered legally; observe laws, regulations and directives related to the civil service. In the Article 54, any civil servant shall adhere to the provisions of this Part and other directives issued by the government on ethical conduct of civil servants. Article 57 prescribed that any civil servant may not use his position to promote his political interest and thereby engage in 'discriminatory practices. Article 58 prescribed Conflict of Interest. Article 59 also prescribed that no civil servant may demand or accept any gift in return of services rendered or expected.

The civil or public service is broadly defined as those employees of the state who are covered by national and civil service laws. In Ethiopian context civil servants are government employees that are governed by The Federal Civil servants' Proclamation number 515/2006. The public service as a profession, as it developed, espoused the value of probity, neutrality, and fairness, among many others. It has embraced the merit principle in setting up career structures from recruitment to promotion. Many of the merit principles are adapted to Ethiopian Civil Servants' Proclamation from US American civil service merit principles (Adebabay, 2011). These are: recruit, select, and advance on merit after fair and open competition; treat employees and applicants fairly and equitably; provide equal pay for equal work and reward excellent performance; maintain high standards of integrity, conduct, and concern for the public interest; manage employees efficiently and effectively; retain or separate employees on the basis of their performances; educate and train employees if it results in better organizational or individual performance; protect employees from improper political influence and protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations.

The Ethics and Anti Corruption Commission of Ethiopia which was established in line with the recommendation of the Civil Service Reform Program delivers the following major results since its establishment ten years a go. Achievements of Ethics & Anti - corruption which are relevant to strengthen professionalism in the civil service are: Promoting Ethical principles in the civil service through the establishment of Ethics Officers which is highly relevant to strengthen professionalism ; Reinforcing ethical principles in the civil service with different preventive and curative mechanisms ; Establishing corruption investigation mechanisms ; and Carrying out surveys on the status of corruption in Ethiopia in collaboration with different research and Education institutions. Protecting institutions and individuals from rent seeking practices is a critical issue in Ethiopian development agenda. This has greater contribution in promoting and strengthening professionalism in the civil service (Adebabay, 2011). In the accordance to this the Ethics and Anti Corruption Commission of Ethiopia has set twelve principles that the civil servants must adhere to: which includes integrity, loyalty, transparency, confidentiality, honesty, accountability, serving the public interest, exercising legitimate authority, impartiality, respecting the law, responsiveness and exercising leadership.

These provisions are the basis for the need for developing and implementing the code of ethics for HR practitioner in public sector under the Ethiopian civil service in this study.

In this part a study of code of ethics of HR related and HR associations in some selected countries was conduct and presented as follows: A study was conducted on the codes of ethics of civil service in Eastern and Central Europeancountries in the context of EU. Despite the difference in legal traditions and systems of governance in EU member states, there is a general consensus about the principles or values of public administration, which reflects key components of good governance. These components include: rule of law, political neutrality, loyalty to constitutional government (national, local or regional), honesty, impartiality, competence (technical and managerial), justice, serving public interests, accountability, efficiency and effectiveness, openness and transparency, reliability and predictability, citizen's participation (European principles for public administration).

Most of these principles are linked to ethics in the public service and are mentioned in the Model Code of Conduct for Public Officials, adopted by the Committee of Ministers of the Council of Europe in 2000. Reliability and predictability, openness and transparency, efficiency and effectiveness and accountability are considered to be administrative law principles in the EU. One may question how countries- candidates creating their own codes of conduct keep in mind EU principles of public administration and integrate them in new documents.

Studies on ethical principles on three countries and OECD member countries were also conducted. It is important that there is general agreement amongst key stakeholders on the principles that will guide the ethical behaviour of public officials. However, there is no general agreement concerning a correct number of principles, although principles concerning accountability, integrity, honesty, impartiality, serving the public interest and obedience to law are universal(Alan Lawton, 2004). The seven principles of the Nolan Committee in the UK are selflessness, integrity, objectivity, accountability, openness, honesty and leadership. The principles chosen by the USA government include loyalty, public duty, honesty, impartiality, obedience to law and fairness. The New Zealand principles are concerned with integrity, professionalism, lawful obligations, honesty, loyalty, efficiency, and respecting the rights of others. The twelve principles chosen by the OECD members are concerned with leadership, accountability, transparency, relations with the private sector, the duties and rights of public officials, standards and guidance which are integrity, loyalty, transparency, confidentiality, honesty, accountability, serving the public interest, exercising legitimate authority, impartiality, respecting the law, responsiveness and exercising leadership. Whatever the agreed upon set of principles chosen they will be applicable to all groups, although how they are applied will vary and it is considered that they should be positive rather than negative in tone.

A comparative study of the codes of ethics of an HR related and seven HR associations in six countries, Australia, Canada, Singapore, Thailand, UK, and USA was conducted (Jamnean Joungtrakul, 2010). The common provisions by ranking are: (1) confidentiality of information; (2) knowledge and professional competency; (2) respect of human rights and dignity; (3) compliance with laws, rules and regulations; (4); Conflict of interests; (5) assistance and support to peers; (6) honesty and integrity. A comparative study of the codes of ethics of six professions in Thailand, medicine, architecture, engineering, law, education, and nursing was conducted. The common provisions by ranking are: (1) conflict of interests; (2) non-discrimination; (3) confidentiality of information; (4) integrity; (5) professional competency; (6) fairness; and (7) ethics role model.

These findings were used as a basis for developing the code of ethics for HR practitioners in the public sector under the civil service of federal republic of Ethiopian to be presented and discussed next.

Based on the literature review, document review and analysis by taking into account the role of Ethiopian culture a set of code of ethics for HR practitioners in the public sector under the Civil Service of Federal republic of Ethiopia was proposed. The final code of ethics was presented in the following manner.

The first code of ethics was, treating others with integrity, legality and nondiscrimination. HR professionals must Set a clear, systematic and fair criterion on manpower planning and management; recruitment and selection, job placement and assignment, transfer and promotion, staff separation, training and development, reward management, performance appraisal and make it known thoroughly. The second code of ethics was, reliable proficiency and continuous learning in HR professionals.HR professionals must strive to meet the highest standards of competence and commit to strengthen their competencies on a continuous basis. HR professional must Study, review and understand the rules, regulations, laws and policies concerning manpower planning, recruitment, selection and placement, promotion and transfer, staff separation, training and development, reward management, performance appraisal to gain thorough knowledge and understanding and be able to apply to work appropriately and correctly. The third code of ethics was upholding Confidentiality and information sharing.HR professionals consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communications and facilitating informed decision making. HR professionals should provide suggestions, advice and assistance to others and peers of the same profession in planning and management of manpower, recruitment, selection, placement, appointments, promotions and transfers staff separation, training and development, reward management, performance appraisal. The fourth code of ethics was, stably being role models in the HR ethics code. HR professionals are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct. HR professionals should Possess knowledge of the profession's ethics and be able to act strictly and firmly to those ethics guidelines. Act as an ethics role model in the profession to be an example to staff in other divisions/sections so that they realize and uphold as an example. HR professionals Conduct oneself under the frame of the law and the state policies related to work and try in every way to maintain rules, regulations and follow the path of justice in order to achieve objectives. HR professionals understand the principles of ethics and be able to apply to cope with the situations that may lead to a choice of personal survival and to perform duties justly with reason and the pros and cons of the consequences. The fifth code of ethics was thoughtfulness in handling conflict of interests in HRM. HR professionals must maintain a high level of trust with their stakeholders. They must protect the interests of their stakeholders as well as their professional integrity and should not engage in activities that create actual, apparent or potential conflicts of interests. HR professionals avoid demanding any self-benefits or any exchanges from applicants or other persons in order to be selected for a job, placement, appointment, promotion, transfer, staff separation, training and development, reward management, performance appraisal or use any information gained from the position to gain self-benefits. HR professionals avoid assigning a person who is involves or has a business relationship with any company that has interests in a government agency in making decisions for procurements related to training and development i.e. selecting an outside training institute, facilities, equipment, instruments and others. The sixth code of ethics was ensuring Political neutrality. HR professional are expected to implement the strategy and programme of the government in a loyal and reliable way, providing the superiors with objective advice and opinions, "in accordance with his/her best will and knowledge", abstaining from political activity, keeping distance from any political influence or pressure in attempt to performing human resource function.

CONCLUSSION AND RECOMMENDATION

Having developed the code of ethics for HR practitioners in the public sector under the federal civil service of Ethiopia, a set of the expected behaviour for a code of ethics of each HR function and a handbook should be developed to support the implementation. A three-step approach to implementation was recommended.

First, awareness: (1) use of the handbook; (2) ethics training for executives and employees; (3) appointment of an ethics champion; (4) ethics network; (5) HR ethics hotline; (6) promote Ethical issues through various means such as seminars, circulars, brochures, and etc. Second, commitment: (1) establishing a follow up and monitoring system for the code of ethics; (2) establishing a reward and recognition system for ethics behaviour; (3) integrate ethical issues in all HR activities; (4) linking of the code of ethics to disciplinary measures and related laws; (5) establish an HR ethics centre to be managed by a third party. Third, engagement: (1) establish and implement an HR professional certification and licensing system; (2) appointment of an HR ethics auditor or committee.

FUTURE RESEARCH

This study dealt with developing a code of ethics for HR practitioners in the public sector under the Federal civil service of Ethiopia. A set of the expected behavior for major HR functions was also developed to be a guideline for decision making of HR practitioners. It helps extend theories in HR ethics to the operative level where HR activities are in practice. In terms of practical contribution, this study provides ethical guidelines for management and HR practitioners to be able to perform their duties efficiently and effectively. A study of this type in HR commissions in other areas such as others government agencies, private organizations and non government organizations would expand the knowledge and understanding of codes of ethics as part of strategic HRM in a wider context. A quantitative study on this topic would enhance the knowledge, understanding and testing of generalizations of the theories in HR ethics in a Ethiopian cultural context.

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