

Building Ethical Capital through Human Resource

A. K. Mishra ¹ & P. S. Aithal ²

¹ Associate Professor, Madan Bhandari Memorial College, Affiliated to Tribhuvan University, Kathmandu, Nepal,

OrcidID: 0000-0003-2803-4918; Email: anjaymishra2000@gmail.com

² Professor, Institute of Management & Commerce, Srinivas University, Mangalore, India, OrcidID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

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ABSTRACT

Purpose: *Both in the professional world and the academic world, there is a rising interest in modern-day business ethics. However, ethical violations continue to occur in the course of business operations, prompting academics and professionals to re-evaluate the current state of affairs and devise innovative new approaches to the problem of effectively managing ethics in business organizations. The goal of this study is to assess the most successful means of creating an ethical culture in the workplace for building ethical capital within the greater framework of human resource management practices.*

Design/Methodology/Approach: *This is a review paper. Content analysis was done to compare and contrast the existing knowledge and potential practice based on model analysis considering Structure-related, organizational and individual constraints in the workplace. The classroom discussions among professional appearing as Masters scholars having more than 5 years of experience has enlightened the contextual comparison of the theoretical body of knowledge in the study.*

Findings/Result: *In light of this, although attempts to market ethics are primarily directed on utilizing and developing clear, documented formal mechanisms, the literature argues that alternative tools are equally important and required to accomplish this goal. Due to the significant impact that HRM ethics and practices are believed to have on staff employees, there has been a recent surge in interest in the study of the role that Human Resource Management (henceforth, HRM) plays in promoting ethical behavior in the workplace through standards, training, and codes. In the workplace, the institutions and interactions all work together to do what's right, even when it's difficult to do the right thing, core values will drive value-creating initiatives. Compliance will keep us out of trouble, but virtuous ethics will produce value for both our co-workers and our organization as a whole.*

Originality/Value: *A comprehensive examination of the role that HRM systematically signifies in generating an ethical workplace for the organization.*

Paper Type: *Review paper*

Keywords: Workplace, Culture, Ethical capital, Structure-related, Compliances, Motivation, Human resource management

1. INTRODUCTION :

Recently, there has been a resurgence of interest, not just in the academic world but also in the professional world, in analyzing the significant part that ethics plays in the context of organizations (Feldman, 1996) [1]. Recent research (Baker et al., 2006) [2] suggests that this role is increasingly being recognized as favorable and advantageous for both the organizational performance of the association and the exhibition of the association on a worldwide scale. For sure, it has been contended that a more prominent accentuation on morals and righteousness in hierarchical choices and ways of behaving adds to a more refined hierarchical culture, a lower likelihood of disappointment because of moral breaches [3], a more prominent simplicity in getting satisfaction for the individuals from the association (Mishra, 2022) [4], and eventually, expanded esteem age, not just by uplifting outlooks and conduct by interior specialists like workers. All in all, morals might be respected a resource for business, and to the degree that the living of ideals morals is made apparent in associations, extraordinary organizations can be accepted to be really made due (amazing organizations can be believed to effectively be run).As a result,

the adoption of ethics has grown widespread in the business sector. This is most likely due to the fact that managers have somehow become aware of the enormous benefits that can be acquired by acting ethically [5, 6,7,8,9,10,11,12, and 13].

To this day, not much has been done to conduct an analysis of the role that human resource management (HRM) plays, particularly in connection to the influencing power that HRM practices have on promoting ethics and virtues among employees.

Codes of ethics, bulletins, memoranda, and other clear and formal practices have traditionally been the primary focus of the majority of the formal ethics programs that have been implemented throughout history. On the other hand, the usage of such mechanisms is usually connected with window-dressing goals. This is definitely owing to the pressures and expectations of societal institutions such as government agencies, the media, and even trendsetting members of the business community (Weaver et al., 1999). Since these mechanisms may be readily detached from day-to-day organizational activity, Sims and Brinkman (2003) argue that moral failure in corporations is a predictable logical conclusion (Weaver et al., 1999). As a result, ethics programs should not be centered only on these mechanisms; rather, they should explore additional organizational mechanisms via which employees might actually sense that top management takes ethics seriously. According to Buckley et al. (2001) and Weaver & Trevio (2001), the content of Human Resources (HR) practices as well as the process by which they are developed is believed to be important instruments for communicating the company's desired standards and values. Consequently, these mechanisms could be Human Resources (HR) practices [14, 15, and 16]. As a result of this and in an effort to shed light on how HRM may be extremely useful in promoting ethics, the purpose of this study is to seek to understand the role that HR plays in building an ethical workplace i.e., formation of ethical capital the supply of methods, instruments, and practices for making esteem, however for characterizing and refining values, that an economy has. Capitalism, followed by human capital need to be complemented through ethical capital for successive operation of business in 21st century (Umair Haque, 2010) [17].

2. STATEMENT OF THE PROBLEMS :

Shaping an Ethical Workplace Culture: In a utopian workplace, the institutions and interactions all work together to support a set of fundamental values that goes beyond individual concerns. When employees are motivated to do what's right, even when it's difficult to do the right thing, core values will drive value-creating initiatives. This will lead to increased shareholder value. Ethics, which may be defined as the values that an organization exemplifies in the objectives, rules, and practices it upholds, are at the core of every successful workplace culture. And the quality of the culture of an organization is directly correlated to the quality of the experiences that may be had inside that organization. Our experience of a company is enriched or diminished depending on whether we are employees, consumers, or clients; a good culture enhances our experience, while a poor culture does the opposite.

It should not come as a surprise to us that ethical workplace culture is linked to increased ethics; this correlation should be expected. According to the findings of certain studies, the culture of an organization is the single most important factor in determining the amount of additional market value that a company will generate for each rupee that its shareholders invest. The ethics that are instilled in an organization's culture have a crucial role in both the production and maintenance of value.

In the present context, we need to deduct the conclusive study to overcome ethical issues as infinite human behavior cannot be controlled only by laws with a view to build ethical capital [4, 17, 18, 19, 20, and 21].

3. OBJECTIVES :

The purpose of this study is to investigate the specific role that HR professionals play in the formation of ethical workplace cultures, including the establishment of an organizational ethos and the promotion of trust, the methodical examination of means and outcomes, the application of consistency and repetition, as well as the protection and promotion of ethical standards for building ethical capital.

4. METHODOLOGY :

This is an intellectual analysis of the researchers through long experience of teaching and classroom discussion under engineering and management professional level master's scholars having more than

5 years experiences has enlightened the contextual comparison of theoretical body of knowledge in the study on Ethics and Human Resources related subjects in different colleges and universities of India and Nepal. Content analysis was deployed to assess the Structure-related, organizational and an individual constraint in the workplace for creating ethical human capital as human capital is the key to success in the competitive world.

5. RESULTS AND DISCUSSION :

5.1 Conceptualization of Ethics:

Value is the value who valued the value as core of mental construct. It is worth allocating which is Abstract in nature with global Acceptance as no concern with the object being object Free that generally determines. Behaviour. Values allude to the significance and getting through convictions or standards, in view of which every one of us makes decisions throughout everyday life. They seriously influence the emotion of a person. The values can be individual, social, or institutional. The impact of value management has been illustrated in water supply but it apt more in human behaviour (Mishra, 2019) [22]. As shown in fig 1, Value has 2 wings up that distinguish between right and wrong on an individual level means moral and the societal level means ethical. The efficient investigation of human activities according to the perspective of their legitimacy or impropriety, as a means for the fulfilment of a definitive satisfaction is ethics. It is an arrangement of moral standards and a part of the reasoning that characterizes what is really great for people and society. It alludes to how should be accomplished what is great and how could not to be avoided what is terrible. Our thoughts of morals have been gotten from religions, ways of thinking and societies collectively whereas morals are the same at the individual level. Moran and Ethics are interchangeable but dynamism takes a lot of time, cost, efforts and energy that is why it is called relatively permanent.

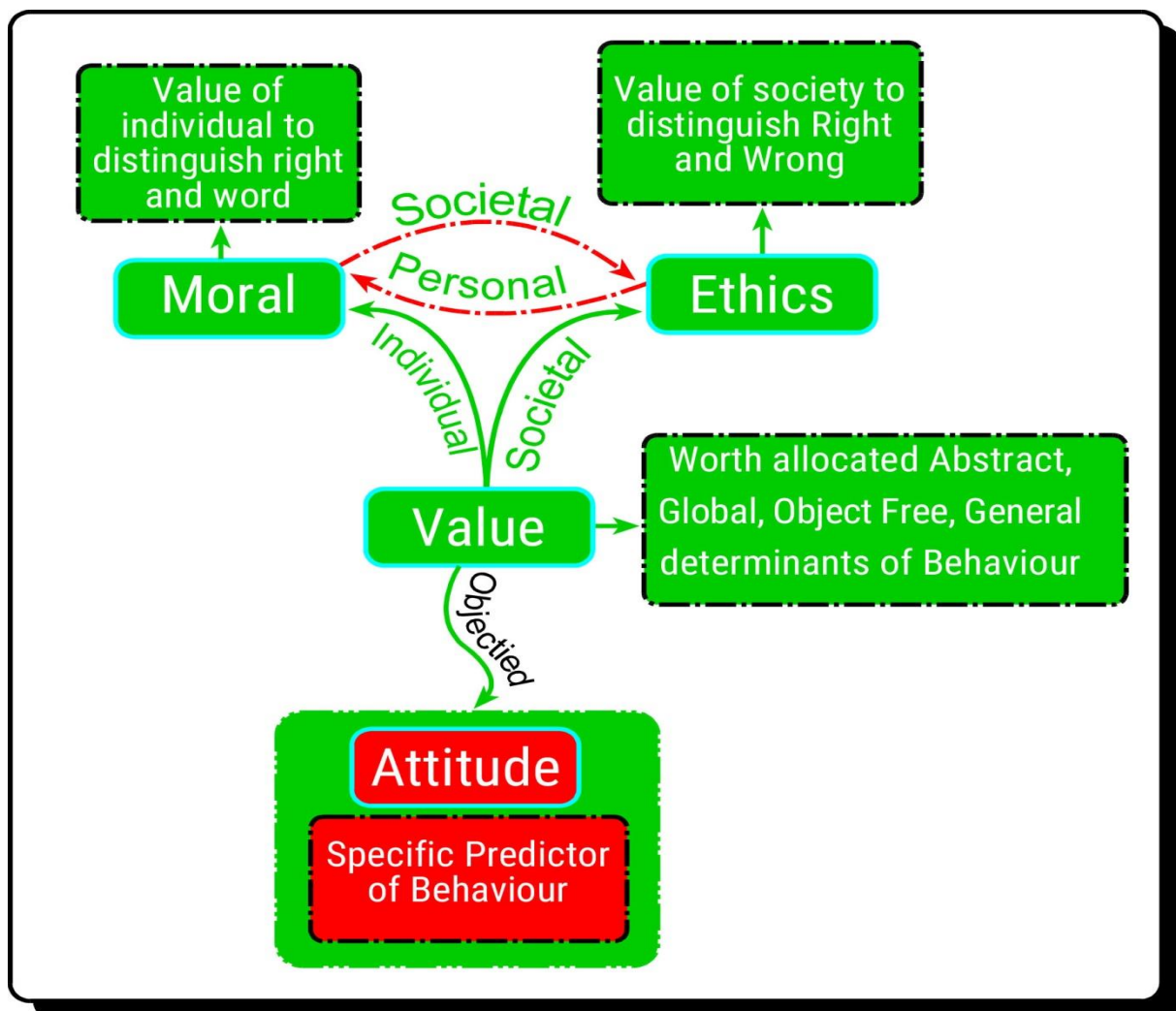


Fig. 1: Mental Construct

Ethics refers to a set of guiding principles that may help us lead fulfilling lives both as people and collectively. Morals incorporate work as well as incorporate entertainment, family, schooling, local area, governmental issues, and religion as well. We draw our goals from our values. When we are at workplace, our values may be broken down into three categories: personal, organizational, and professional. It is always a challenge to maintain nexus at individual, social and national level through society, personal and organizational targets to the same. In a reference book (Mishra, 2022) [4] focuses the significance of ethics in business also highlighted similar. The more complicated our goals are, the more complex it is to articulate our complex values. A significant component of being ethical in the workplace involves not just stating and sharing our values, but also developing those values in order to assess behaviours, policies, people, and events.

Employees who can pick up new skills easily and remain flexible in the face of shifting conditions are star performer as a valuable asset to any organization. Employees who are morally engaged and who are internally driven learn new things and adjust to changing circumstances more quickly than workers who are ethically disengaged and who are motivated externally. Trust is earned via ethical clarity, and trust may help reduce stress and avoid tension in challenging circumstances in the workplace.

The "OODA" loop, which stands for "Observe, Orient, Decide, and Act," is a method that may be used to assist individuals in trying circumstances in determining the best action to proceed. This process illustrates how a person or group may notice what is occurring, evaluate the meaning of what is happening, choose the appropriate course of action, and then ultimately take action. If the loop moves at too sluggish of a pace, there is a chance of missing out on significant possibilities. When there is a high level of trust between employees and management, the feedback loop moves more quickly, which provides a significant edge over the competition.

A thorough collapse of the OODA loop, on the other hand, may lead to an endless loop of moral separation, doubt, and "I win/you lose" competition inside an association, (for example, on account of a representative work stoppage), and it most certainly loses an incentive for customers. Societies in the working environment that are deficient in morals frequently plunge into a demise twisting and a moral breakdown, which may be a precursor to a financial collapse. Evidence from Construction industry of Nepal can be viewed during procurement among professionals (Yadav et al, 2016; Mishra, 2020) [23 and 24]. In inference, businesses that prioritize cultivating good, virtuous ethical cultures get both financial and reputational rewards that is why when a manager invest in social capital the outcome is good governance and smooth operation, including the following:

- ☉ Enhanced levels of job satisfaction among workers.
- ☉ An increase in the degree of legal conformity and adherence to rules.
- ☉ An increased commitment from the organization.
- ☉ A greater level of collaboration.
- ☉ A higher rate of successful management of change.
- ☉ An increase in the ability to recruit high-potential personnel.
- ☉ Reduce the amount of turnover.
- ☉ Reduction in the expense of medical treatment
- ☉ Lower legal risk.

In contrast of Nepal, People are in position of ethical dilemma as most of bureaucratic professionals and staffs are not investing in social capital as they want quick gratification in terms of economy rather than sustainable gratification in terms of respect and reputation whereas few of them invest in social capital with a view to get respect and reputation in return. however, few among few felt dissatisfied during first phase due to lack of social culture to respect those investor as this type of ethical investment is intangible which gets less priority in comparison to that of tangible economical but when you took path of ethics you get satisfaction and get united but if economics win then conflict and division. Let's your ethics win over economy being bridge between public and politics as bureaucratic officer rather than just follower of politicians who give you instant gratification through transfer and promotion by job rotation and enlargement.

5.2 Assessing Workplace Culture:

Cultures in the workplace might vary greatly from one another. Some people have higher ethical standards than others. The first thing that needs to be done in order to improve a culture is to analyse

its existing status. When evaluating ethical cultures, three aspects are taken into consideration: the organization's ethical content, the degree to which ethics are integrated into day-to-day practice operations, and the degree to which individuals adhere to ethical standards in their own actions. A common understanding on ethics begins where law ends should be provoked in way to create relativity free work culture in terms ethics as relativity applies in physics, not in ethics:

5.2.1 Ethical content:

Ethical workplace cultures prioritize a higher priority to self-greatness values like mindful, sympathy, genuineness, and the commitment to guard the privileges of all people and of nature. Wealth, power, pleasure, and renown are examples of self-enhancing values, but these other values take precedence. In point of fact, contrary to the widespread perception, individuals all across the world place a higher prioritize on selfless, ethical values than they do on self-enhancing values. When it comes to conducting business, selflessness means putting the welfare of others ahead of one's own rights. This includes putting an emphasis on providing employees with fair working conditions, equitable pay and advancement open doors, as well as showing resistance, sympathy, faithfulness, and trustworthiness in one's cooperations with clients, clients, and workers. These qualities, whenever cultivated and upheld, act as the establishment whereupon moral business tasks may be constructed in organizations.

5.2.2 Ethical Operations:

When we state that one company's culture is "more ethical" than another, we are referring to the degree to which the company's values, processes, and rules are able to appropriately handle the many aspects of the company's day-to-day operations. In order to integrate ethics into its daily operations, an ethically suitable workplace culture would make use of important tools including on boarding, performance and promotion processes, restructuring, communications, and employee feedback. An organization with a lower ethical standard will fail to resolve the discrepancies that exist between its stated values and the way it ethically conducts its business, and it will only make use of a tiny percentage of the tools that are available to mould an ethical culture.

5.2.3 Ethical Individuals:

The work environments in which representatives at all levels endeavor toward self-rising above values and stick to moral obligations are, by definition, more moral than those work environments in which representatives endeavor toward self-upgrading values or abuse their moral commitment. Ethical workplace cultures are formed when there is a combination of ethical content that is grounded in self-expanding values, ethical operations that make full use of all the tools at their disposal, and consistency at both the organizational and individual levels.

5.3 Building Blocks of an Ethical Workplace:

Workers will meet or exceed expectations if they feel that their association and its chiefs are dependable, fair, and well mannered, and assuming they accept that the association's qualities and practices are morally reasonable. HR experts can shape their practices so they reflect values that reach out past themselves, so laying the basis for representatives to meet the objectives of a moral work environment. Consistence, reasonableness, trust, and a moral self-idea that is put to use are the four components that must be present in any ethical workplace. Cultivating an ethical workplace culture involves working focused and methodical attention to these elements.

5.3.1 Compliance:

Compliance is a term that relates to the organization's standards, values, and ethical expectations that have been defined through its management practices. The concept of compliance serves as the bedrock upon which an ethical workplace culture is built. The norms, values, and expectations of the organization need to be presented in clear terms so that every work can comprehend them and can link them directly to the actions they do in their employees every day. If employees are unable to comprehend how the values of the company protect its mission and improve their personal commitment to that mission, then they are more likely to regard compliance as an annoying add-on rather than as an integral part of their daily lives.

The minimal degree of compliance that is required by law and regulation must be met by all businesses. However, meeting legal compliance requirements is not enough to create an ethical culture in the workplace. Cultures that are effective in the workplace promote compliance by elucidating the norms, values, and ethical expectations in a manner that is easily understood by all employees, and by communicating these norms, values, and expectations in a variety of different methods.

5.3.2 Fairness:

When we talk about policies and practices that have an impact on employees and the work they do, we refer to this concept as "fairness." It is possible to build trust in an organization if the employees have the perception that its leaders are fair and just. Both leadership and managerial skill should be used to foster it among employee. Leadership is like love which starts from mind and managerial is like arrange marriage which starts from body. To bring change, we should use leadership ability where as to maintain the newly adopted change we need management. Something that comes from body to mind function like slow and steady wings the race but mind to body functions very fast but difficult to sustain. If, on the other hand, employees perceive that the policies and practices of the organization or those of its leaders are unfair or unjust, then this will lead to mistrust, which will hinder performance. The manner in which managers interact with their staff employees is one of the primary factors that employees use to form opinions about the fairness of a firm and the leaders who run it. They investigate the decision-making process, human relationships, information exchange, remuneration and promotion, as well as the distribution of resources. Concerns about justice are prompted by each of these three factors: procedural justice, interpersonal justice, and informational justice. A diminished impression of an organization's overall fairness results from deficiencies in any one of these characteristics or from breaches of those factors.

If the organization upholds ethical values like respect, honesty, accountability, care, compassion, and loyalty in its daily operations, then representatives will see the way of life and the heads of the organization as being fair and just. At the point when workers, then again, see that pioneers are acting to upgrade their own advantages, making uncalled for approaches, or disregarding great strategies and methodology that are as of now set up, representatives won't just conclude that the firm treats them unreasonably however will likewise pull out their help for the organization. When employees arrive to work, they bring with them a hardwired expectation of fairness. To summarize, we all want to see justice in addition to receiving our pay checks. The most successful ethical workplace cultures incorporate ethical values into each and every facet of their work in a way that is seamless.

5.3.3 Motive-based Trust:

The evaluation that employees carry out on the ethical standing of coworkers and those with whom they come into contact while on the work is what is meant by the term "motive-based trust." Employees are continually revising their evaluations of managers and coworkers based on their experiences of conduct and seen qualities. They place their experience in those individuals whose objectives seem to be ethical. Managers who set an ethical example for their employees by acting ethically will cultivate a trust that is founded on their motives. As a result, their employees will continue to have trust in them even when they behave unethically themselves. The following are some of the most essential qualities that must be had by trustworthy managers:

- ☞ A disposition that welcomes constructive criticism.
- ☞ The capacity to acknowledge ethical transgressions and to accept personal responsibility for them.
- ☞ The action to seek forgiveness and to make amends, as well as the ability to do so.

At the point when chiefs and pioneers areas of strength for are models — when they show widespread moral qualities - representatives will live up to assumptions and, surprisingly, do an amazing job to invest extra energy and work to guarantee the association's outcome in accomplishing its objectives. The best moral working environment societies purposely and consistently advance dependability in administrators and pioneers by advancing and in any event, upholding great job displaying and relationship building.

5.4 Ethical Working Self-Concept:

The term "ethical working self-concept" alludes to the degree to which representatives integrate the moral upsides of the association into their idea of what their identity is and the commitments that

accompany being individuals from that association. This new identity for representatives at each level is the most powerful of the four factors that are important to assemble a moral working environment culture; by the by, it can't be created without the other three. On the off chance that workers characterize themselves and the things that are essential to them as far as the qualities that the association maintains, then those representatives will constantly try to act in a way that is harmonious with those qualities [25, 26 and 27]. Under same organization the different teams have different level performance even if numbers of employees are same. In Construction companies of Nepal, employees' number is not issue but productivity seems to be questioned [28].

To offer a notable example, the leaders of Coca-Cola have maintained their values in the Five Ps. The values that are articulated in terms of ethics by the company's employees are as follows:

- People:** “We are at great place to work where people are inspired to be the best they can be.”
- Planet:** “We are a responsible global citizen that makes a difference.”
- Partners:** “We nurture a winning network of partners and build mutual loyalty.”
- Portfolio:** “We bring to the world a portfolio of beverage brands that anticipate and satisfy people’s desires and needs.”
- Profit:** “We maximize return to shareowners while being mindful of our overall responsibilities.”

Each of these tenets was then translated into particular goals that were intended to be carried out all throughout the world. Research has shown that employees who have an ethical working self-concept are more likely to exhibit the greatest levels of ethical judgment and action, as well as the drive to go above and beyond what is required of them in their job description. However, employees will only make investments of this kind if the organization they work for takes responsibility for establishing and upholding the first three pillars of an ethical workplace culture. The tale of Coca-Cola demonstrates that a strong source of value can be unlocked by bringing together the personal goals of individuals with the work that they do.

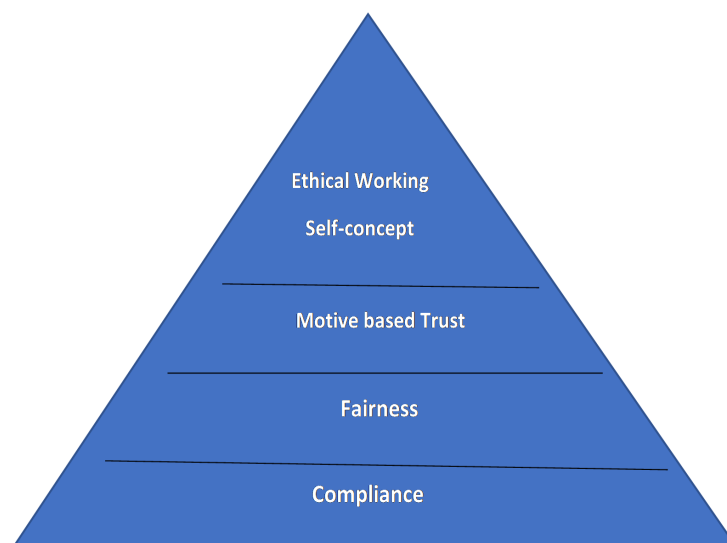


Fig. 2: Four Building block Ethical Culture

	Compliance is required with ...	Employees are treated fairly according to the standards of...	Management builds motive based trust by ...	Formation of an ethical working self-concept by all employees is ...
Virtuous workplace culture	Law & self-transcending ethical values tied to firm’s value-creating	Law & self-transcending values tied to firm’s value-	Evaluating all managers on trust-building behaviors & attributes	Actively fostered and facilitated

	competencies	creating competencies		
Positive workplace culture	Law & self-transcending ethical values	Law & self-transcending ethical values	Encouraging & supporting all managers to model ethics	Encouraged
Compliant workplace culture	Law & social convention	Law & social convention	Chance & ad hoc interactions	Nor activated

Fig. 3: Types of Ethical Culture

5.5 Building Ethical Workplace through Human Capital:

Human capital is the key of any organization as they form culture and ethics for successful operation. Morals and values go with an individual mindful that their decisions have results, both for them and others. Accordingly, morals and values fabricate believability, Authority abilities, further develop navigation, and give long haul gains by assisting with satisfying fundamental human requirements as being fair, legitimate and moral is one the essential human necessities. Breaks of morals in HR can lead to a universe of lawful difficulty, in both the common and criminal fields. Morals tackle the subject of how to fix relations in the public arena which have separated after violations, persecution, and political savagery as development of moral capital worried with others' inclinations and with the interests of society and association without mutual brutality and bring congruity among individuals having a place with various groups. Seeking after one's inclinations checks out. In any case, a moral individual should be willing - to some degree now and then - to put others' inclinations in front of personal circumstance in light of our obligation to society. Frequently morals succeed regulation in protecting the general public. The law hardware is many times tracked down going about as a quiet onlooker, incapable to save the general public and the climate. The distinction in the worth frameworks and variety makes Morals in large association where worker send from various society basic. Morals give direction to the representative in their organizational affairs. Soft power lies in organization builds ethical capital through its culture, its organizational values, and its national policies. Aristotle famously said that rather than always pursuing the ideal, culture should strive toward attaining the medium between extremes of too much and too little. When moral fortitude is overdone, it may lead to a sense of superiority. When it comes to moral bravery, insufficient amounts might lead to cowardice. Cultures of character that make ethics realistic, achievable, and appropriate to the complex demands of contemporary work may be developed in workplaces in which employees seek a balanced, pragmatic approach to carrying out their ethical values.

Understanding that excellent work can only be maintained in an ethical culture inside the workplace is maybe the single most crucial aspect for HR professionals to keep in mind. Work that not only has a high technical quality but also is pursued ethically and is socially responsible and that employees find interesting and pleasurable only occurs dependably in businesses that strive to cultivate a culture of character [29,30,31,32,33,34,35, and 36].

5.5.1 Ethics, Ethos and Building Trust:

The behaviours of the members who make up an organization are what determine its culture and ethos, which in turn determines its ethical environment. The ethics of management, which include policies governing how individuals should be treated and how they should conduct themselves, are the root cause of these behaviours. It should come as no surprise that HR departments play a significant role in the formation of an organization's culture and values.

The values of ethics and ethos mutually support and encourage one another in an ethical workplace culture. The manner in which members of the organization should interact with one another as well as with customers is discussed in an honest and direct manner by both managers and staff members. In addition to this, they have a profound comprehension of the duties and responsibilities that they owe to owners, investors, the local community, and the natural environment. These ideas and values are then expressed by management in the form of systems, policies, and practices, which are then investigated

to see whether or not they correspond to the organization's values. Ethics and ethos, when maintained with care, build trust, which is essential to increasing the involvement and dedication of employees as well as the satisfaction of consumers and clients. HR professionals are able to unlock employees in channelling their energy toward the accomplishment of the organization's mission when they successfully carry out their crucial ethics in building the ethical culture of their workplace.

To put it another way: strong ethics generate high trust. A high level of trust results in a high level of performance.

5.5.2 Means and Outcomes:

Up until fairly recently, practitioners concentrated on legal ethical compliance programs and people practices, while scholars researched the ethical components of workplace culture under the concept of organizational justice. However, in today's world, academic researchers and practitioners alike are coming to the realization that ethical workplace culture is the direct outcome of variables that are supported by research and practices that have stood the test of time. The strategies for building an ethical workplace culture and the consequences produced by such a culture are summarized in the model (fig. 3) that can be found above. The capacity to mould a culture of ethics in the workplace is indisputable proof that management talents are ethical.

5.5.3 Consistency and Repetition:

The HR personnel have to work with one another in a coordinated manner and reach out to other areas of the organization to complement their work if they want to develop a workplace culture that is ethical. Human resource management (HRM) and related functions are the key to developing and sustaining a culture of ethics in the workplace. Consistency and repetition are the two most ethical aspects of this process. Collaboration is the first step in achieving consistency; it involves crossing organizational barriers in order to integrate the work of many departments and functions. Employees are assisted in framing the challenges they face in terms of the organization's ethical and mission-driving values when the message is reiterated at multiple levels, departments, and geographical locations. This serves to remind managers of the ethical expectations that are placed on their employees [4, 9, 14, 26, 37, and 38].

5.5.4 Guarding and Championing Ethics:

It is expected of HR practitioners to display and foster integrity, as well as an appreciation for the significance of such behaviour in sustaining an organization.

When doing so, practitioners are expected to the expectation that they will comply with all relevant legal duties in both the spirit and the text of the law. It is reasonable to anticipate that practitioners will have a deep sense of justice and a dedication to diversity, equal opportunity, and intergenerational parity. Practitioners should represent these values both in their words and in the acts that they do.

Human asset experts act as the two gatekeepers and bosses of working environment culture. This incorporates the way of life's moral substance, moral sufficiency, and moral consistency. As experts who are endowed with the time, ability, and capability of individuals in quest for their association's main goal, human asset experts act as the two gatekeepers and bosses of working environment culture. In their jobs as watchmen, HR experts have an obligation to defend individuals, clients, and clients of their enterprises against behaviour that degrades or destroys value (Mishra, 2019). The most important tool that HR professional's exhibit is a culture of ethical conduct.

HR professionals who take on the role of champions may contribute to the success of their workplaces. Trust may be built and human growth can be advanced when an organization's culture makes it a time for all of its members, at all times, in all of their operations, to work for values that transcend the organization itself. HR professionals have more sway than anybody else over the factors that contribute to a culture of trust in the workplace [4, 14, and 39].

5.6 Research Based Model for Ethical Workplace Culture:

5.6.1 Ethical Levers at work:

The first five levers all have to do with the basis of moral culture, consistence, and worry for moral clearness. This alludes to how much administrators and representatives comprehend and can apply the qualities, guidelines, and decisions that they are supposed to regard. At the point when the association's

qualities, standards, and rules are not substantial and pertinent to their work, ethics suffers as a result. An ethical stance and the ability to act ethically are prerequisites for compliance. The vast majority of employees will repress their ethical opinions if the relevant ethical concerns are not well explained or if they believe they do not possess the employees necessary to put their ethical judgment into action:

- Managerial competence
- Compliance
- Fairness
- Trust in Managers that is driven by their Motives
- The concept of self-work that is ethical
- A culture that promotes ethical behaviour in the workplace.

5.6.2 Communication with an Ethical Compass:

Studies have shown that an overwhelming majority of employees will disregard their own ethical assessment of a situation in favour of accepting an ethically questionable interpretation if it is communicated to them by their manager, making ethical communications between managers and employees absolutely necessary. It is important for management to provide a clear message about their commitment to ethics, and one way to do this is by informing employees that ethical processes are followed, that ethical activities will be acknowledged, and that unethical actions will be penalized.

5.6.3 Fairness Levers:

The principle of fairness serves as the foundation for an ethical culture in the workplace. Because employees evaluate fairness in terms of both organizational decision-making and interpersonal treatment, the levers connected to fairness make up the most complex aspect of a workplace culture. The respect for the rights of employees, the respect for the dignity of employees, the contribution of employees, the fairness in decision-making, and the consistency in decision-making are all fairness levers.

5.6.4 Motive-based Trust Lever:

Employees have faith in their managers and leaders when those managers and leaders openly acknowledge the value conflicts that can and will arise as a result of pursuing performance objectives and when those managers and leaders resolve those conflicts by adhering to the ethical values and expectations of the organization.

5.6.5 Levers for an Ethical and Self-Conceptually Sound Way of Working:

The fourth group of levers refers to the concept of an ethical working self-concept and focuses mostly on the character traits that the organization seeks to cultivate in its employees, managers, and staff leaders. The degree to which employees connect with the self-transcending values of their organization is a good indicator of the strength of their character in the workplace and enhances the chance that they will behave in a manner that is congruent with the ethical aims of the organization.

5.6.6 On boarding:

The culture of your workplace will be determined, in the end, by the people you choose to recruit, select, and promote. Therefore, the beginning of each employee's experience with your organization, often known as the on boarding process, is the greatest location to start establishing an ethical workplace. New employees are most receptive to the business's norms, values, and expectations during the period of their on boarding when they are just getting to know their co-workers and the organization. It is far simpler to in still ethical workplace values and expectations right from the beginning than to attempt to modify them after employees have been socialized members of the organization.

5.6.7 Programs focusing on Ethics and Compliance:

The most obvious and significant component of an ethical workplace culture is often a formal ethics and compliance program. This is the case in the majority of firms. The best morals and consistence programs are firmly coordinated with preparing and improvement divisions as well as senior administration systems. In many associations, the morals and consistence programs are overseen by the

legitimate office, and they often report straightforwardly to the general advice. HRM experts who need to foster a moral working environment culture need to comprehend the design and prerequisites of their association's morals and consistence programs to integrate them into a moral culture and a strategy.

5.6.8 Pay, performance, promotion and procedures:

The assessments that workers go with about the reasonableness of choices including remuneration, execution, advancement, and methodology make the "represent the moment of truth" contrast between a consistent moral culture from one viewpoint and a positive or upright moral culture then again. The dynamic measures for remuneration, execution, and advancement in consistent moral societies are just approximately perceived and explained, and they don't explicitly characterize or weight moral qualities and ways of behaving. Moreover, the methodology that is used in compliant cultures to arrive at decisions on salary, performance, and promotion are enforced in a passive or sporadic manner. Inconsistent application practices are not treated as a subject of ethical concern and are not rectified in a standardized manner [23, 27, and 39].

5.6.9 Taking up a Leadership Role Oneself:

The cornerstone of an ethical workplace culture is leadership that serves as a role model for employees by adhering consistently to the organization's rules and procedures as well as the organization's values that are driven by its mission and transcend self-interest. Employees are more likely to trust in and associate with oneself rising above, mission-driven upsides of the organization assuming they are reliably shown positive good examples. In the best moral work environment societies routinely plan morals and values "reset" meetings for their chiefs. During these meetings, bosses at all levels are helped to remember the organization's central, mission-driving qualities and are raised to speed on the latest moral issues that are facing the association. They are likewise given help with fostering their own specialized strategies to rehash those qualities to their direct reports and to define the ethical dilemmas that they face.

5.6.10 Training and Professional Advancement:

Training and development for employees places an emphasis on work competency as well as career advancement. It also often includes ethics training that is applicable to the sector as a whole and is frequently provided via pre-packaged programs. Employees who perceive their work as a "calling" rather than a career or simply a job are found to be three to four times more likely to be very happy with their positions and less likely to quit their companies. This is in comparison to employees who view their work as a career rather than a job.

5.6.11 Workplace Communications and Routines:

The recorded and unrecorded conversations that employees have with one another about their regular work experience are a valuable asset for building the culture of an ethical workplace. A high level of inclusion, respect, and support for one another are hallmarks of effective communication. The positive sensations that are produced as well as the human connections that are confirmed around these moral qualities support bunch critical thinking of moral difficulties and open up more profound assortments of assets and activity. The factual "expanding and fabricating" impact of these positive feelings is especially essential for right reasoning moral societies as they try to determine the inner inconsistencies among their fundamental qualities into improving types of execution [7, 9,14, 23].

5.7 Research Based Model for Ethical Workplace Culture:

This research is the beginning for much empirical research with the following objectives:

- (1) To assess the practice of HR management for ethical human resources performance in the public sector of Nepal.
- (2) To analyze the role of demographic factors on Ethical Capital Formation.
- (3) To examine the perceptions of employees ethical issues factors in relation to human resource management.
- (4) To identify the barriers and motivators for ethical performance among the public sector human resources.
- (5) To explore the effective model to overcome ethical issues using human resource management.

These are some assumptions which might be true or not as expressed for testing in the form of a hypothesis test which needs to be tested.

H₀₁ There is no significant relationship between societal factors and ethical capital formation.

H₀₂ There is no significant relationship between personal factors and employee ethical performance.

H₀₃ There is no significant relationship between the working environment and employee ethical construct.

H₀₄ There is no significant relationship between organizational factors and employee ethics.

H₀₅ There is no significant relationship between family factors and employee ethics.

Following outcomes are yet to be achieved:

(1) Status of ethical practice in public sector of Nepal.

(2) The effect of demographic factors and ethical factors on ethical capital formation.

(3) Role of HR for building ethical capital will be illustrated and ecologically test in context of Nepal.

(4) Beneficiaries satisfaction on service quality along with appropriate tools and techniques will be developed.

(5) The ways and means to promote ethical workplace culture.

(6) A picture of current status of ethical capital will help for assuring maintenance of ethical workplace culture.

(7) Pragmatic recommendation for building ethical workplace context, if adopted by organizations, will be milestone recommendation for revitalization of Nepalese organizations.

6. CONCLUSION :

The development of a policy-making and relationship-building skill set, as well as an equal focus on both procedures and values, are both equal components in the construction of an ethical culture in the workplace for building ethical capital. Structure-related considerations such as defined standards, training, and codes are important. In workplace, the institutions and interactions all work together to support a set of fundamental values that go beyond individual concerns. When employees are motivated to do what's right, even when it's difficult to do the right thing, core values will drive value-creating initiatives. This will lead to increased shareholder value. Because the work itself is important and calls for the kind of collaboration that can only be fostered by ethics that are positive and virtuous, the ethics that govern our workplace cultures are important. Compliance will keep us out of trouble, but virtuous ethics will produce value for both our co-workers and our organization as a whole resulting higher ethical capital of the organization providing competitive edge for sustainability of the business. In the expressions of Kautilya "Similarly as it is unthinkable not to taste the honey that winds up in the tip of the tongue, so it is unimaginable for an administration partner not to eat up, a piece of Ruler's income." The expression 'kicking individuals while they're down' is a truism in English that alludes to this unscrupulous way of behaving for instance Overbilling Clients, Lying, Payoffs, Cash Under the Table, Kid, Persecuting Political Activism, etc. Even the Commission for the Investigation of Abuse of Authority (CIAA) expresses the issues of corruption time and again. It is an ongoing issue and all most all reports raise the questions on this issue draw the attention for conducting empirical research in the area considering public sector of Nepal.

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