

Effective HRM Practices in the Public Sector - A Review of the Critical Ethical Determinants

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Abstract - Human resource management (HRM) practices are crucial for the effective functioning of any organization, including the public sector. However, the ethical considerations associated with the implementation of HRM practices in the public sector are complex and require careful examination. This paper reviews the critical ethical determinants of HRM practices in the public sector and their impact on the effectiveness of these practices. The paper examines the ethical considerations associated with recruitment, selection, training and development, performance appraisal, compensation, and employee relations in the public sector. It also discusses the challenges public sector organizations face in implementing ethical HRM practices, including issues related to transparency, accountability, and public interest. The review finds that ethical HRM practices are essential for promoting a positive organizational culture, enhancing employee motivation, and improving organizational performance. It highlights the importance of ensuring that HRM practices in the public sector are aligned with ethical principles such as fairness, equity, and transparency. It also emphasizes the need for public sector organizations to adopt a proactive approach to ethics management and to establish effective mechanisms for monitoring and enforcing ethical standards. Overall, this paper contributes to the literature on HRM practices in the public sector by providing a comprehensive review of the critical ethical determinants of these practices. It highlights the importance of ethical considerations in HRM and provides practical recommendations for public sector organizations to enhance the effectiveness of their HRM practices

Key Word: HRM Practices, Public Sector, Critical Ethical Determinants , Organizational Performance

I. Background & Introduction

Human resource management (HRM) practices are essential for the effective functioning of any organization, including the public sector. HRM practices involve the recruitment, selection, training and development, performance appraisal, compensation, and employee relations of an organization's workforce. Effective HRM practices help to promote a positive organizational culture, enhance employee motivation, and improve organizational performance (Liu, Huang, & Chen, 2016).

However, the public sector operates in a unique environment that presents specific challenges for HRM practices. Public sector organizations are subject to public scrutiny and accountability and expected to operate in the public interest (Perry & Hondeghem, 2008). Additionally, ethical considerations are paramount in the public sector, and HRM practices must align with ethical principles such as fairness, equity, and transparency (Maesschalck, 2014).

Given these challenges, it is essential to examine the critical ethical determinants of HRM practices in the public sector and their impact on the effectiveness of these practices. This paper reviews the literature on the ethical considerations associated with HRM practices in the public sector and provides practical recommendations for enhancing the effectiveness of these practices.

HRM in Public Sector – Conceptual and Theoretical Background and Justification

The public sector is a complex and diverse environment that presents unique challenges for human resource management (HRM) practices. HRM in the public sector is concerned with managing the workforce of government and other public organizations. It involves a range of activities such as recruitment, selection, training and development, performance appraisal, compensation, and employee relations (Berman, Bowman, West, & Van Wart, 2018). This section reviews the conceptual and theoretical background of HRM in the public sector.

Public Sector HRM is rooted in the broader field of public administration. Public administration is concerned with the management of public resources and the provision of public services (Denhardt & Denhardt, 2015). HRM is

an essential component of public administration, as it involves the management of the human resources necessary to deliver public services (Brewer & Selden, 2000).

The Concept of HRM in the public sector has been informed by several theoretical perspectives. One of the most influential perspectives is the New Public Management (NPM) approach, which emphasizes the importance of performance-based management and market-oriented reforms in the public sector (Hood, 1991). The NPM approach has had a significant impact on HRM practices in the public sector, as it has led to the adoption of more business-like approaches to HRM, such as performance-based pay and decentralization of HRM functions (O'Leary & Gerard, 2015).

Another theoretical perspective that has influenced HRM in the public sector is the institutional theory. An institutional theory emphasizes the role of norms, values, and institutional structures in shaping organizational behavior (Scott, 2014). In the public sector, institutional factors such as legal frameworks, political systems, and bureaucratic structures shape HRM practices (Van der Wal, De Graaf, & Lasthuizen, 2008).

HRM in Public Sector is beginning to gain increasing attention amongst scholars in the main Human Resource Management field in recent years. This has been supported by several justifications in the body of literature. Lado & Wilson, 1994, for instance, argued that the public sector plays a significant role in shaping the lives of citizens, and its performance can impact the social and economic development of a nation. Hence, managing human resources effectively in the public sector should become a priority. Ferlie et al., 1996, also noted the significant reforms in the public sector globally, with a focus on improving efficiency, effectiveness, and accountability. These reforms have emphasized the need for HRM practices that can support the changes and improve the performance of public sector organizations. In agreement, Kakabadse et al., (2003) posited that Globalization has increased competition and pressure on public sector organizations to perform better. HRM practices can help public sector organizations to develop a competitive advantage and enhance their performance. Also, Paauwe & Richardson, 1997 also commented that public sector organizations have unique characteristics, such as the presence of political influence, public accountability, and a diverse workforce. These characteristics require HRM practices to be tailored specifically to suit the public sector context (Paauwe & Richardson, 1997). Lastly, Employee motivation is crucial for the success of any organization. HRM practices can be used to motivate employees in the public sector, leading to higher job satisfaction, commitment, and performance (Perry & Wise, 1990).

However, many scholars have expressed scepticism on the adoption and adaptation of HRM in the Public sector querying its effectiveness and efficiency. Some argue that the adoption of HRM practices in the public sector leads to the privatization of public services, as it promotes a business-like approach to management that may not align with the public interest (Gormley Jr, W. T. (2005), Greve, C. (2003). Also, other scholars including Caiden, G. E. (1991) and Ritz, A. (2013) have identified Resistance to change as a significant barrier to the adoption of HRM practices in the public sector, as public sector employees may be resistant to new approaches that challenge traditional bureaucratic structures and practices. Whilst supporting these Hood, C. (1991) and Moynihan, D. P. (2008) have also noted that implementation of HRM practices in the public sector can be challenging, as public sector organizations often have complex structures and regulations that may limit the flexibility of HRM practices in addition to the limited resources and political interference can make it difficult to implement HRM practices effectively. More importantly, Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2015), Dubnick, M. J. (2012) have argued that HRM practices in the public sector may not be aligned with ethical principles such as fairness, equity, and transparency, and may lead to a focus on individual performance rather than the collective good.

Howbeit, the public sector operates in a unique environment that presents specific challenges for HRM practices. Public sector organizations are subject to public scrutiny and accountability and are expected to operate in the public interest (Perry & Hondeghem, 2008). Also, it has been argued ethical considerations are paramount in the public sector, and HRM practices must align with ethical principles such as fairness, equity, and transparency (Maesschalck, 2014). Thus the aim of this paper is to critically examine Ethical factors as a crucial requirement for the effectiveness of HRM Practices in the Public Sector. This paper argues that despite the several concerns raised on the adoption and implementation of HRM Practices in the Public Sector, critical consideration of these factors will enhance and release the potential of HRM of Improved Efficiency (Boxall, P. (2013)., Talent Retention (Boxall, P., & Macky, K. (2009) , Improved Service Delivery (Boyne, G. A., & Chen, A. N. (2007) and in

maintaining Ethical Standards (Perry, J. L., & Hondeghem, A. (2008) which will ultimately result in ensuring and/or assuring effective, reputable, and more successful Public Sector institutions.

Effective HRM Practices and Organizational Performance in Public Sector

HRM practices are a crucial aspect of organizational performance, and their effective implementation has been linked to higher productivity, lower employee turnover, and improved financial performance (Huselid, 1995). Several researchers have proposed conceptual frameworks for HRM practices, including human resource architecture (Lepak & Snell, 1999), strategic HRM (Boxall & Purcell, 2011), and the HR value proposition (Ulrich & Brockbank, 2005). Whilst Guest (1997) argued that HRM practices should be aligned with the overall strategy of the organization and that a high-performance work system can enhance employee motivation and commitment. Jackson, Schuler, and Jiang (2014) proposed an aspirational framework for strategic HRM that emphasizes the importance of alignment between HRM practices and the organization's strategic objectives.

However, Paauwe (2004) discussed the challenges of measuring the impact of HRM practices on organizational performance, noting that while some studies have found a positive relationship between HRM practices and performance, others have found little or no effect. Zhang and Shaw (2012) found that employees who perceived a breach of their psychological contract were less likely to perform well, suggesting that HRM practices should be designed to maintain employee trust and commitment.

Wright and McMahan (2011) have equally emphasized the importance of human capital in strategic HRM, arguing that organizations should invest in the development and allocation of their human resources. Finally, Zhu, Warner, and Rowley (2013) examined the unique challenges faced by Chinese multinational corporations in implementing HRM practices in their international subsidiaries.

In a similar effort, many scholars have explored the relationship between HRM practices and various aspects of public sector performance, such as organizational commitment (Boyne, G. A. (2002), job satisfaction (Haldma, T., & Tamm, D. (2013). , firm growth (Kellough, J. E. (2003) Wright, B. E., & Davis, B. S. (2003), and the adoption of HR information systems (Ongori, H., & Migiro, S. O. (2010). They have argued that effective HRM practices can have a positive impact on public sector performance, but that there may be institutional, strategic and Ethical barriers that hinder the successful implementation of HRM practices (Klijn & Teisman, 2003; Kellough, 2003). Haldma and Tamm (2013) have also proposed a mediating role of job satisfaction and organizational commitment in the relationship between HRM practices and public service motivation.

In conclusion, HRM practices are a critical component of organizational performance, and their effective implementation requires alignment with the organization's strategic objectives, maintenance of employee trust and commitment, and investment in human capital development and allocation. However, the impact of HRM practices on organizational performance including the Public Sector performance remains a subject of debate, and further research is needed to establish a clear causal relationship (Guest, 1997; Paauwe, 2004) including mediating and moderating factors that influence the impact of HRM Practices on the organization. This paper is an effort to discuss the critical ethical consideration as a moderating factor and critical determinant in influencing the impact of HRM Practice on Public Sector Performance.

Ethics in Human Resource Management – relevance and critical success factors

Ethics is an essential aspect of human resource management (HRM) and plays a crucial role in promoting the success of organizations. HR managers have a significant responsibility in creating an ethical work environment, fostering employee trust and loyalty, and promoting organizational values. Ethical HR practices involve establishing and implementing policies that align with organizational values, promoting fair treatment of employees, respecting diversity, and ensuring the safety and well-being of workers (Krambia-Kapardis, M., & Zopiatis, A. (2018), Treviño, L. K., & Nelson, K. A. (2016), Armstrong, M., & Taylor, S. (2014), Bowie, N. E. (2018), Jackson, S. E., & Ruderman, M. (2017).

One key issue that arises in the context of ethics in HRM is the question of responsibility. Some scholars argue that HR managers have a greater ethical responsibility than other managers because they are responsible for the well-being of employees (Bedeian & Wren, 2001). This view holds that HR managers must act with the highest

level of integrity and ensure that ethical principles are upheld in all HR practices. Another important aspect of ethics in HRM is the role of organizational culture. Studies have shown that organizational culture is a critical factor in determining the level of ethical behavior in organizations (Litzky, Eddleston, & Kidder, 2006). HR managers must establish a culture of ethics by promoting openness, transparency, and accountability in HR practices. Cross-cultural issues also play a significant role in ethics in HRM. Husted and Allen (2008) argue that cultural differences in individualism and collectivism can affect the ethical decision-making process. HR managers must be aware of these differences and ensure that HR practices align with cultural values.

Finally, research has shown that the personal values and moral philosophies of managers can impact the ethical behavior of organizations (Singhapakdi, Vitell, & Franke, 1999). HR managers must be aware of their personal values and ensure that they align with organizational values.

In conclusion, ethics in HRM is a critical area of research that requires careful attention from HR managers. HR managers must establish and implement ethical policies that promote the well-being of employees, establish a culture of ethics, be aware of cross-cultural issues, and ensure that their personal values align with organizational values. By doing so, HR managers can help promote the success of organizations and ensure the long-term well-being of employees.

III - Methods

This paper takes the form of a Literature review with the aim of critically analysing the role of Ethics as a critical determinant and consideration for a successful HRM adoption, application, and adaptation in the Public Sector.

IV- Findings and Discussions – Critical Ethical Factors determining Effective HRM Practices in Public Sector

Drawing from the body of literature in the field of HRM, this paper has carefully logically and analytically reviewed, examined, and identified certain ethical principles as crucial determinants for any effective adoption, adaptation, and execution of HRM Practices in the Public Sector and argues that the effectiveness of HRM Practices or Functions in the Public Sector amongst other considerations can largely be moderated by these set of critical ethical factors; *Impartiality, Professionalism, Integrity, Objectivity, Selflessness, Transparency*. Whilst most of the studies found have barely identified and described these factors, this paper proposes them as critical determinants for any successful execution of HRM Practices in Public Sector Institutions. These factors are defined and examined below:

1. **Impartiality** - Impartiality refers to the quality of being unbiased and fair in decision-making. In the context of human resource management (HRM), impartiality is crucial for effective HRM practices for several reasons:

- **Avoiding discrimination:** Impartiality in HRM practices can help avoid discrimination based on factors such as gender, race, ethnicity, age, and religion. This can help ensure that all employees are treated fairly and that the organization does not face legal or reputational issues related to discrimination (Jackson, S. E., & Ruderman, M. (1999). This is also supported by Klein, H. J., & Kim, J. (2017), Rynes, S. L., Gerhart, B., & Parks, L. (2005), Phillips, J. M., & Gully, S. M. (2015), Kramar, R. (2014)

- **Retaining top talent:** Impartiality in HRM practices, such as performance evaluations and promotions, can help ensure that employees feel valued and recognized for their contributions. This can help retain top talent, who may leave if they feel that their hard work is not being recognized or rewarded fairly (Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2021), Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017), Cascio, W. F. (2018), Milkovich, G. T., Newman, J. M., & Gerhart, B. (2021), Wright, P. M., Dunford, B. B., & Snell, S. A. (2001)

- **Enhancing employee morale:** Impartiality in HRM practices can help enhance employee morale and job satisfaction, as employees are more likely to feel that they are being treated fairly and equitably (Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007), Greenberg, J. (1990), Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001), Tyler, T. R. (2000), Niehoff, B. P., & Moorman, R. H. (1993), Folger, R., & Cropanzano, R. (1998)

- **Fostering a positive workplace culture:** Impartiality in HRM practices can help foster a positive workplace culture that is based on fairness, trust, and respect. This can help create a supportive and collaborative work environment that encourages employee engagement and creativity (Tariq, A., & Sabir, M. S. (2019), Malik, M. E., Nawab, S., Naseer, S., & Danish, R. Q. (2017), Khan, I. U., & Afridi, F. K. (2018).

2. **Professionalism** - Professionalism refers to the behavior and attitudes that are expected from professionals in their interactions with clients, colleagues, and the broader community. In the context of HRM practices, professionalism can influence the way HR professionals approach their work, interact with employees and stakeholders, and uphold ethical and legal standards Singh, S. K. (2016). Here are some ways professionalism can influence HRM practices:

- **Recruitment and Selection:** HR professionals with a high level of professionalism are more likely to use fair and objective selection criteria that are based on job-related skills and qualifications. This can help ensure that the most suitable candidates are selected for the job, rather than those who may have personal connections or other biases working in their favour Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006).
- **Training and Development:** Professional HR practitioners are likely to develop and deliver training programs that are relevant, effective, and engaging. These programs can help employees acquire new skills and knowledge, and enhance their overall performance (Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017), Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012), Baldwin, T. T., & Ford, J. K. (1988).
- **Performance Management:** HR professionals with high levels of professionalism are more likely to use objective performance criteria to evaluate employee performance, rather than subjective or biased factors. This can help ensure that employee performance evaluations are fair and consistent across the organization (Cascio, W. F., & Aguinis, H. (2005), Schleicher, D. J., Day, D. V., Wang, M., & Stornelli, J. (2015).
- **Ethics and Compliance:** Professionalism is closely linked to ethical behavior and compliance with legal requirements. HR professionals with high levels of professionalism are more likely to uphold ethical and legal standards in their work, and ensure that the organization complies with relevant laws and regulations, Trevino, L. K., & Nelson, K. A. (2016)

3. **Integrity** - Integrity is a fundamental value in HRM practices that refers to the honesty, truthfulness, and ethical behaviour of HR professionals (Cascio, W. F., & Aguinis, H. (2011) . Integrity influences HRM practices in various ways:

- **Recruitment and selection:** HR professionals with integrity are more likely to use objective and fair selection criteria that are based on job-related skills and qualifications. They avoid biases and discrimination in the recruitment and selection process, ensuring that the organization hires the most suitable candidates Bauer, T. N., Truxillo, D. M., Sanchez, R. J., Craig, J. M., Ferrara, P., & Campion, M. A. (2001), Collins, C. J., & Han, J. Y. (2014), Gatewood, R., Feild, H., & Barrick, M. (2015), Ryan, A. M., & Ployhart, R. E. (2014)
- **Training and development:** HR professionals with integrity design and deliver training programs that are relevant, effective, and engaging. They ensure that the training programs align with the organization's goals and objectives, and provide opportunities for employees to acquire new skills and knowledge Arthur, J. B., & Bennett, W. (2012), Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017), Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012), Goldstein, I. L., & Ford, J. K. (2002)
- **Performance management:** HR professionals with integrity use objective and fair performance criteria to evaluate employee performance. They avoid subjective factors and biases, ensuring that employee performance evaluations are consistent and fair across the organization Aguinis, H. (2013).
- **Legal compliance:** HR professionals with integrity ensure that the organization complies with relevant laws and regulations related to employment, such as those related to discrimination, harassment, and safety. They promote a culture of compliance and ethical behavior in the workplace (SHRM, 2021)

5. **Objectivity** - Objectivity is an important principle in Human Resource Management (HRM) practices because it refers to the ability to approach situations and decisions based on factual evidence and without personal biases or subjective opinions. When HR professionals operate with objectivity, they make decisions that are fair, unbiased, and consistent, leading to positive outcomes for the organization and its employees (Society for Human Resource Management, 2021). Here are some ways that objectivity influences HRM practices:

- **Recruitment and Selection:** According to the Society for Human Resource Management (SHRM), objective criteria and methods should be used to evaluate candidates during the recruitment and selection process (SHRM, n.d.). This approach ensures that HR professionals hire the most qualified candidate for the job, rather than making decisions based on personal biases or preferences (Harvard Business Review, 2016). Skill assessments, aptitude tests, and structured interviews are all examples of objective criteria that can be used to evaluate candidates (SIOP, n.d.; International Journal of Selection and Assessment, 2015)
- **Performance Management:** According to Noe et al. (2019), objective performance criteria should be used in performance management to ensure evaluations are consistent, fair, and based on factual evidence, such as metrics tied to the job description and performance goals, rather than personal opinions or subjective perceptions.
- **Compensation and Benefits:** According to Milkovich, Newman, and Gerhart (2017), HR professionals can apply objectivity when determining compensation and benefits packages by using industry benchmarks, job evaluation methods, and performance data to ensure fair and consistent compensation for employees.
- **Employee Relations:** According to Werner and DeSimone (2019), in situations where conflicts arise between employees or between employees and management, HR professionals must remain objective and impartial. They should gather facts and evidence to make informed decisions and take appropriate actions, rather than relying on subjective opinions or personal biases.

6. **Selflessness** - Selflessness, is the ability and willingness to put one's own interest, preference and bias aside for the common good. It has also been defined as the willingness to put the needs of others before one's own, is an important trait for HR professionals for a self-free execution of HRM Practices. Here are some reasons why selflessness is important in HRM practice:

- **Fosters trust:** When HR professionals put the needs of employees and the organization before their own, it fosters trust and builds strong relationships. Employees are more likely to trust HR professionals who are genuinely interested in their well-being and success (Mathis, R. L., & Jackson, J. H. (2020)
- **Promotes fairness:** Selflessness promotes a sense of fairness in HRM practices. HR professionals who prioritize the needs of the organization and employees over their own personal interests are more likely to make objective and fair decisions (Gómez-Mejía, L. R., Balkin, D. B., & Cardy, R. L. (2021).
- **Encourages teamwork:** HR professionals who are selfless are more likely to work collaboratively with others to achieve shared goals. This can lead to better teamwork and a more positive work culture (Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017)
- **Enhances employee engagement:** When HR professionals are selfless and demonstrate a genuine interest in the well-being of employees, it can enhance employee engagement and lead to higher levels of job satisfaction (Snell, S. A., Morris, S. S., & Bohlander, G. W. (2015)

8. **Transparency** - Transparency refers to the openness, honesty, and clarity of communication between HR professionals, employees, and other stakeholders in the organization. In HRM practices, transparency is important for several reasons:

- **Builds trust:** When HR professionals are transparent about their actions, decisions, and policies, it builds trust among employees and other stakeholders in the organization (Morrow, P. C., & McElroy, J. C. (2016)
- **Enhances employee engagement:** Transparent communication helps employees understand how their work contributes to the overall success of the organization, which can enhance their engagement and motivation (Behson, S. J. (2018)

- **Fosters fairness:** Transparency in HRM practices helps ensure that decisions related to performance management, compensation, and other HR issues are made based on objective and consistent criteria Bies, R. J., & Moag, J. F. (1986).
- **Promotes ethical behavior:** Transparent communication and decision-making processes can help promote ethical behavior in the workplace, as employees are more likely to follow ethical standards when they understand the reasoning behind HR policies and decisions (Brown, M. E., & Treviño, L. K. (2006)
- **Supports compliance:** Transparency in HRM practices can help ensure compliance with laws and regulations related to employment, as well as with organizational policies and procedures (Armstrong, M., & Taylor, S. (2014, Boxall, P., & Purcell, J. (2011), Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Müller-Camen, M. (2015).

In addition to the above, this paper has also identified several scales and instruments that can be used to measure ethical values or principles that influence HRM practices. Here are some examples:

1. **Ethical Climate Survey:** The Ethical Climate Survey is a self-reported measure that assesses the extent to which employees perceive the organization's climate to be ethical. This survey can be used to measure ethical values in HRM practices, as it provides insight into how employees perceive the HR department's ethical behavior (Victor, B. & Cullen, J. (1988)
2. **Ethics Position Questionnaire (EPQ):** The EPQ is a self-reported measure that assesses an individual's ethical position. This questionnaire can be used to measure HR professionals' ethical values and principles that influence HRM practices (Forsyth, D.R. (1980).
3. **Corporate Social Responsibility (CSR) Assessment:** The CSR assessment evaluates an organization's commitment to ethical values and principles. This assessment can be used to measure the extent to which HRM practices align with ethical values and principles (Carroll, A.B. (1991).
4. **Ethical Decision-Making Scale (EDMS):** The EDMS is a self-reported measure that assesses an individual's ethical decision-making processes. This scale can be used to measure HR professionals' ethical decision-making processes and identify areas where additional training or support may be needed (Reidenbach, R.E. & Robin, D.P. (1988)
5. **Compliance Checklists:** The Society for Human Resource Management (SHRM) (2021) identified Compliance checklists as tools used to assess whether HRM practices comply with ethical and legal requirements. This checklist can be used to measure the extent to which HRM practices align with ethical values and principles.

Overall, the scale or instrument used to measure ethical values or principles that influence HRM practices will depend on the research question, the population being studied, and the specific ethical values and principles being measured.

V- Implication for Public Sector HR Practitioners

In the public sector, HR professionals and practitioners have a critical role in promoting and maintaining ethical behaviours within their organizations. The above Critical Ethical Determinants pose the following implications and requirements for HR professionals and practitioners in the public sector :

1. **Leadership and Organizational Culture:** HR professionals and practitioners should ensure that organizational leaders create and maintain an ethical culture that aligns with the values and principles of the public sector. This involves developing and implementing ethical policies and procedures, establishing an ethical code of conduct, and ensuring that all employees understand and adhere to ethical standards. This has been supported by Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005), and Johnson, C. E. (2012).
2. **Fairness and Equity:** HR professionals and practitioners should ensure that hiring, promotion, and compensation practices are fair and equitable and that they comply with all relevant laws and regulations. They should also ensure that all employees are treated with respect and dignity and that discrimination and harassment are not tolerated as supported by Cascio, W. F. (2010) and De Cieri, H., & Kramar, R. (2013)

3. **Accountability and Transparency:** HR professionals and practitioners should ensure that their organizations are accountable for their actions and that they operate transparently. This involves ensuring that employees and the public have access to information about the organization's activities, decisions, and performance and that there are appropriate mechanisms in place for reporting and addressing unethical behavior. This supports Jones, T. M. (1991) and Miceli, M. P., & Near, J. P. (1992).

4. **Professionalism and Competence:** HR professionals and practitioners should uphold high levels of professionalism and competence in their work. This involves keeping up to date with developments in the field, adhering to ethical and professional standards, and ensuring that they have the necessary skills and knowledge to perform their duties effectively (Bratton, J., & Gold, J. (2012), Kramar, R. (2014).

In conclusion, this paper recommends that HR professionals and practitioners in the public sector should be conscious, concerned, and critical of the critical ethical determinants that impact their work and should take proactive steps to ensure that their organizations promote and maintain high ethical standards which involves working closely with organizational leaders, employees, and stakeholders to develop and implement ethical policies and practices and to monitor and address any ethical concerns that arise.

VI - Conclusion and Future Research Directions

Whilst this paper has recognized the increasing recognition of the expressed need for HRM adoption, adaptation, and absorption in the New Public Sector Management System and the various ethical considerations required for this it has further contributed to the existing literature by not only identifying these ethical principles but proposing them as critical determinants and moderating factors for an effective HRM Practice in the Public Sector. It has therefore called on Practitioners in the Public sector to pay closer attention to these ethical considerations as they determine the effectiveness of HRM Practice and ultimately the organizational performance. This paper lays the foundation for more empirical studies in the HRM Public Sector that will consider these principles and determine how they influence the effectiveness of HRM in the Public Sector.

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