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broadly defined as situations in which two or more values are in conflict. Human resource dilemmas are the most common type of ethical issue at work and they generally involve fairness in working relationships (Willey 2000). Examples of human resource dilemmas include ethical problems that arise when people work together, such as discrimination, favoritism, harassment, work-life balance, inconsistencies in pay or discipline, or simply how people get along. Ethical dilemmas are most difficult when they combine several of these business areas. New employees are especially vulnerable because they can be overwhelmed with information and they may not yet be socialized into an ethical culture. Senior managers may send mixed messages or even demonstrate unethical behavior. Unethical behavior increases in organizations: 1) when employees are not sure what behavior is ethical, 2) when there are clear opportunities to engage in unethical behavior, and 3) when employees feel pressured to behave unethically (Travino & Nelson 2010).

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

1.1 Problem Statement

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

1.2. Research Objectives

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

1.2.1 General Objectives

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

1.2.2 Specific objectives

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

1.3 Hypotheses formulation

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

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