



The Influence of Ethical Human Resource Practices on Social Responsibility.

Dr. Ram Bajaj^{1*}

¹*RNB Global University-Bikaner

*Corresponding Author: Dr. Ram Bajaj

*RNB Global University-Bikaner

ABSTRACT

The objective of the study is to examine the influence of human resource management (HRM) ethics, encompassing dimensions such as acquisition, development, and retention, on social responsibility and its various aspects. The research focused on Gurgaon Mobile Communications, probing whether the implementation of ethical HRM practices correlates with achieving Corporate Social Responsibility (CSR). The investigation was structured around two primary hypotheses, leading to the emergence of seven sub-hypotheses aimed at exploring the interplay between these variables. The research sample consisted of 169 employees selected from a pool of 300 within the company. Data collection primarily relied on a questionnaire designed by the researcher utilizing established metrics. Statistical methods such as arithmetic mean, standard deviation, coefficient of variation, relative importance, correlation coefficient, regression coefficient, as well as the utilization of statistical software such as SPSS V.26 and Smart PLS v.3.3 were employed. Analytical techniques such as t-tests, F-tests, and percentages were utilized for data analysis, adopting a descriptive analytical approach. One of the key findings of the study indicates a statistically significant relationship between HRM ethics and CSR across its economic, legal, moral, and voluntary dimensions, highlighting the impact of HRM practices on fostering social responsibility.

Keywords: human resource management ethics, social responsibility

INTRODUCTION

Human resources are deemed the most invaluable asset within an organization, as they are instrumental in achieving its objectives. Without this resource, structures, buildings, and equipment would merely be inert and purposeless. Hence, organizations must prioritize and invest significantly in this resource. This necessitates human resource management to adhere to ethical principles in all aspects of its operations, elevating its practices to match the importance of the human capital and exemplifying high moral standards.

Recognizing the critical role of human resource management, many organizations have tasked their Human Resources Management Departments with developing and overseeing ethical programs. This entails handling more intricate responsibilities to ensure the adoption of ethical behaviors that align with societal and environmental requirements.

Present-day organizational leaders face the challenge of integrating societal ethical norms into responsible business conduct. They understand that material success or achievements are meaningful only when they contribute to the welfare of the state and its people. The distinction between narrow business objectives and broader social responsibilities is becoming increasingly blurred. Business leaders now comprehend that their obligations extend beyond shareholders to encompass society and the environment. They are expected to strike a balance between the social, economic, and environmental aspects of their operations while creating shareholder value.

In light of these considerations, the current research aims to explore the intersection of human resource management ethics and social responsibility.

METHODOLOGY

The Problem

The ethics of HRM considered one of the most important capabilities that characterize human resources management and it mainly reflects with the social responsibility of the company, and from here emerged the research idea and the importance of Zain Telecommunications Company and its great role in dealing with society, so the researchers addressed this topic, as the company deals and provides a service For millions of subscribers, the research problem is represented by the presence of some complaints and complaints by citizens about the service provided to them by the company. The research problem can be formulated with the following question (Does adopting ethical practices for human resources management lead to the realization of Zain Telecom's social responsibility). A number of the following questions:

- (1) What are the ethics of human resources management and the extent of their availability in the researched company?
- (2) What is the level of adoption by the researched company of social responsibility?

- (3) What is the nature of the relationship between the ethics of human resources management and social responsibility in the researched company?
- (4) What is the effect of human resource management ethics on social responsibility practices in the researched company?

The Significance

- The current research is one of the first researches that dealt with the ethics of human resources management and its relationship to social responsibility, and the researchers hopes to bridge the deficiency that the Arab library suffers from in this area through intellectual discussion of the most important writers and researchers related to research variables and try to include them in the current research relying on a group of modern foreign sources Obtained from the World Wide Web internet.
- The scientific importance of research is highlighted by the importance of introducing its research variables and trying to reach the largest possible amount of information and intellectual proposals that the researchers addressed by introducing the ethics of human resource management, which is one of the most important trends in business organizations and the extent of its reflection on social responsibility.
- The research dealt with Gurgaonfor cellular communications, one of the most important pioneering communications in Iraq. We hope that the results of the research will contribute to providing a broader understanding of the researched company by providing the necessary information to improve its organizational performance.
- An attempt to identify the most important problems and obstacles that Gurgaonfaces for cellular communications through the ethics of human resources management, and then present a set of conclusions and recommendations that would help the management of the researched company by improving the performance of its human resources, as well as its contributions to the community that can enhance the reality of the researched company.

The Aims

Among the goals that the research seeks to achieve are the following:

- Presenting a theoretical framework on the concept of the two research topics, as well as their origins, touching upon the theories of ethics of human resources management and identifying the most important social responsibility strategies.
- Determine the nature of the relationship between the ethics of human resources management and social responsibility.
- Disclosure of the ability of the researched company to embrace ethical human resources in applying its practices through (acquisition, development, and retention) according to the viewpoint of the sample members.
- Knowing the level of the impact of the ethics of human resources management in the researched company as well as knowing which ethics dimensions have an impact on social responsibility.
- Presenting a set of recommendations to the company based on the findings of theoretical and field research, which can help the researched company.
- Raising the motivation of the researched company towards the advantages that can be achieved through the ethics of human resources management and its role in supporting the social responsibility of the aspects that should be paid more attention

The Hypothesis The research has adopted two main hypotheses, from each of which three subhypotheses emerge, as follows:

The first main hypothesis: There is no significant correlation between the ethics of human resource management in its combined dimensions and the social responsibility in its combined dimensions. Three subhypotheses emerge from this hypothesis:

- There is no significant correlation between the dimension of acquisition and social responsibility in its combined dimensions.
- There is no significant correlation between the dimension of development and social responsibility in its combined dimensions.
- There is no significant correlation between the dimension of retention and social responsibility in its combined dimensions.

The second main hypothesis: There is no significant influence relationship to the ethics of human resource management with its combined dimensions of social responsibility with its combined dimensions. Three subhypotheses emerge from this hypothesis:

- There is no significant impact relationship to the dimension of acquisition in social responsibility with its combined dimensions.
- There is no significant impact relationship to the dimension of development in social responsibility with its combined dimensions.
- There is no significant impact relationship to the dimension of retention in social responsibility with its combined dimensions.

THEORETICAL BACKGROUND

HRM Ethics

1. Ethics Concept

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- There is no significant impact relationship to the dimension of development in social responsibility with its combined dimensions.
- There is no significant impact relationship to the dimension of retention in social responsibility with its combined dimensions.

2. HRM Ethics Concept

The concept of human resource management ethics is one of the modern concepts in the literature of human resource management, as it has received great attention in the main areas of human resource management (acquisition, development and retention). The social aspect that exists in the ethical dimension of human resource management differs as it aims to pay attention to the functions of human resource management ethically in the organization to achieve the welfare of the stakeholders. Therefore, the ethical orientation of human resources management is based on another meaning, which is directing jobs in the main areas of human resource management (acquisition, development and retention) to create, enhance and maintain employee morals in order to form an ethical work force in the organization, as ethics relates to the extent to which current employees deal with ethical standards Or the principles of morality, related to correct and wrong behavior, when performing their official and other roles (Gamage & Silva, 2016: 156).

Therefore, the ethical issues of human resources management play a role every time an individual or group of individuals is harmed in an incorrect and unpredictable manner in the job, in a manner beyond their control, as the moral, financial, legal and behavioral factors should be analyzed and addressed to ensure the nature of the harm caused, and effective measures for the relationship Existing causation, and whether those affected have been respected or violated, given that all HRM systems and processes have the potential to inflict harm, it is possible for the entire organization, its values and practices to be subject to an ethical analysis process (Smith et al, 2018:

3). The ethics of human resource management is defined as “it is a distinct perspective with a unique set of characteristics and theories of knowledge, that is, different but linked to both the prevailing and critical perspectives of human resources management.” Human resource management frameworks concerned with the ethical analysis of human resource management supported by a specific set of cognitive assumptions (Greenwood, 2012:

356). It was also referred to as “the extent to which human resource management functions are directed to create, strengthen and maintain ethics within the employees, to generate an ethical workforce in the organization (Aruna & Viruli, 2016: 1). He defined it (Rani, 2017: 832) as“ the extent to which it is accomplished. Directing the human resource management functions to create a force of ethical employees in the organization for the purpose of retaining and motivating them.

3. Ethical Role of HRM Manager Moral leadership focuses on existing values within the community that are firmly established to mobilize people to pursue its important goals. For example, Gandhi led the Indian independence movement on the basis of moral force and its slogan was nonviolence that ended British rule in India. Gandhi's leadership inspired other moral leaders such as Dr. Martin. Luther King and Nelson Mandela to stand against injustice through high moral values, so when looking at the shadow of globalization, moral leadership can focus on issues of inequality in individual income, poverty and environmental degradation, as the lack of management confidence has important implications for managing the workforce and influencing attitudes And employee behavior, and in this regard, five dimensions of trustworthy managerial behavior for ethical managers have been mentioned, namely: (Khan,2018:84)

- Integrity / sincerity, honesty and truthfulness.
- Aptitude / ability, technical knowledge and skill to perform work successfully.
- Consistent behavior / actions that is consistent, fair and predictable.

- Fulfillment / intentions and motives that protect the human being.
- Openness / desire to share ideas and information freely and accurately. Therefore, the ethical manager must reflect these values to build people's confidence. The manager is responsible for promoting and creating an organizational culture that promotes trust among people.

Doing business ethically by managers of human resources management at all levels should set an example in terms of words and actions even though what they do is much more important than what they say if HR managers use company resources personally or increase their expense accounts or create By giving preferential treatment to their friends for them, this behavior reflects an image that this behavior is acceptable to all employees, so managers should be considered for their actions, and who should be rewarded with increased wages and who should be punished for sending a message to all employees that their actions are correct, when the employee is rewarded for achieving Impressive results in an ethical manner, it indicates to others that this work is acceptable, and when the employee does an unethical act, managers must punish him and spread the truth by making the result visible to everyone in the organization, this practice sends a message that committing a mistake has a price and it is not in the interest of the employees to act in an unethical manner.

Moral (Coulter & Robbins, 2016: 199).

CSR 1. CSR Concept

The leaders of organizations at the present time face a difficult task in trying to apply societal ethical standards in the practice of responsible business, as there is no point in material success or achievement unless it serves the needs or interests of society. This shift and expansion of the meanings of corporate social responsibility began based on concerns related to the environment, the quality of social relationships, business performance and the increasing influence of stakeholders on the behavior of small organizations. There was also a conscious approach for corporate managers to comply with the standards imposed by responsible business management, in order to voluntarily engage the principles of social responsibility of organizations in everyday business (Badulescu et al, 2018: 2).

Corporate social responsibility was addressed not only in the field of management but also in the fields of economics, finance, marketing, operations and sociology, accordingly, different theoretical views were adopted, including stakeholder theory, resource-based theory, senior level theory, institutional theory, and theory. Behavioral, economic theories of information and incentives (Wang et al, 2020: 1), so it is difficult to develop a specific definition of social responsibility. In the relevant literature, there is no consensus on the definition of corporate social responsibility, and it can be said that corporate social responsibility is not defined, regionally and culturally, as it carries different meanings according to where we are, the person who interprets it, or even the organization that adopts its practice. The concept of social responsibility has evolved. For companies over time, and it differed according to the state and cultural background, the researchers concluded that although there is some agreement on defining the dimensions of the social responsibility of organizations, it is difficult to define a global vision of the social responsibility of organizations, due to the factors that determine the context (Herrera & Rosas, 2020: 1).

Social responsibility as the social obligation to influence society beyond the goals of profit maximization in order to achieve its intended goals, as it must be dealt with as a planned approach that is institutionalized within the organization and translated into management practices, including human resource management practices, to be in line with it (Jamali et al, 2014: 2). So both (Armstrong & Taylor, 2014: 106) indicated that corporate social responsibility is practiced by organizations when they conduct their business in an ethical manner, taking into account the social, environmental and economic impact of how they work, so that the basic idea of corporate social responsibility is that business and society are intertwined and not distinct entities for that. Society has certain expectations of appropriate business behavior and results, so we must root them in a broad understanding of the interrelationship between the company and society.

2. Importance of CSR Organizations attach great importance to social responsibility activities, and this increased interest has been evident over the past decades, and despite their social orientation, organizations in their endeavor to do so achieve many benefits (Miao & Zhou, 2020: 1). With this increasing interest in the social dimension of commercial activities at the present time, citizens have become better informed and their values have changed, so they are increasingly aware of the environment and socially and demanding of companies more than just the effective production of goods and services, as companies have responded to the new social demands of their own interest groups by implementing liability measures. Corporate social responsibility, which includes all its environmental and social activities that go beyond just economic interests and move away from the traditional image of the company that focuses only on generating value for its shareholders, and corporate social responsibility can give a competitive advantage to companies and it is a strategy that the leading companies are already implementing, as its development is a result of changes in values. Fundamental to the developed world (greater concern for environmental degradation, discriminatory work practices, respect for human rights, etc.) and linked to three main factors:

(Garcia, et al, 2008: 27)

- Increased regulation: Regulations have been set up by international organizations (the United Nations, the organization for Economic cooperation and Development, and the European Union) and government sources, as it requires all economic agents to respect certain guidelines that work to serve the common good of society.
- Pressure from consumer markets: Consumer markets are changing gradually at the present time and an increasing number of consumers are making responsible purchases and selecting organic products or those produced according

to corporate social responsibility standards such as fair trade, limited use of nonrenewable resources and fair working conditions.

- Pressures from the financial market: These pressures have caused a change in the financial markets as an increasing number of investors are looking for (socially responsible investment), which refers to companies that develop good corporate social responsibility practices. Some studies have indicated that investors are not affected only by altruistic values due to the existence of a relationship. Positive between social and financial performance so it appears that companies with more sophisticated CSR policies and activities have fewer penalties, greater quality management, better reputation, and are able to recruit and retain the best employees).

3. CSR Dimensions

The model presented by Carroll was widely recognized in the literature related to social responsibility, which included four dimensions, which create the basis for an organization's social responsibility infrastructure. Carroll placed economic commitment at the base of the organizations' social responsibility hierarchy because it is vital to business survival. Any company or organization, even if it is a nonprofit organization, needs assets in order to succeed and sustain. According to Carroll, the first step in implementing CSR is business operations. And achieve profits, and confirms that profits are necessary to reward investors and owners, moreover, profits should be reinvested again to maintain business growth (Brin, 2019: 24). Legal corporate social responsibility focuses on maximizing profits while complying with the law, as well as on increasing sales and reducing costs to maximize shareholder returns in dealing with stakeholders in the market as these companies fulfill all their legal responsibilities such as fulfilling contract obligations, providing legally safe products to customers and respecting all guarantees, as They do what it takes to legally beat competition in dealing with non-market stakeholders (society and government) so they adhere to all laws and regulations such as not polluting more than the statutory limits and meeting all the correct legal standards (Lussier & Hendon, 2019: 1548). Ethical responsibility includes fair activities undertaken by the company that are expected by society. For example, fishing companies are allowed to fish unlimited quantities of fish on the seabed in the Middle East, but it is unethical to fish more than the market demands. Civil societies play an important role in defining ethical controls for companies so that these controls become formal laws (Brin, 2019: 25).

Voluntary responsibility is an activity or project that the organization adopts and is completely devoted to the expectations of the community, on the charitable level, business organizations can meet the desires of their community and in order to fulfill the charitable responsibility, organizations participate in various forms of giving, such as sponsoring sports activities, such as annual marathons or volunteers in donation campaigns, And so on, and the basic and underlying value behind charitable activities is to reveal the image of good citizenship for the company and raise its reputation (Brin, 2019: 25).

APPLICATIONS

The main aim of this section is to identify the most prominent results produced by the statistical tools used in the analysis, interpretation and discussion to find out the trends of the study variables within the organization in question as in the following paragraphs:

1. The Tool of Data Collection and Analysis

The researchers adopted the analytical descriptive approach in the implementation of this research. They adopted the questionnaire in the collection of data which was prepared by using the ideas of a number of researchers in the field as shown in table (1):

Table1 Measurements adopted in the preparation of the questionnaire and sub-dimensions

No.	main variables	type of variable	subdimension	points	measurements Source
1	Ethics of HRM	autonomous (explanatory)	Acquire	1-10	de Silva, Opatha& Gamage,2016
			Develop	11-18	
			Retain	19-29	
2	SCR	subordinate (responsive)	Economic Responsibility	30-33	Carroll,2002 Lewis et al,2004
			Legal Responsibility	34-37	
			Ethical Responsibility	38-41	
			Voluntary Responsibility	42-45	

Note: The questionnaire was prepared according to the five-dimensional Likert scale (1) Totally disagree (2) Disagree (3) Neutral (4) Agree (5) Totally agree

The researchers conducted tests of confidence and stability of the questionnaire in order to ensure cohesion with the goals of this study. The confidence test for the questionnaire was conducted through arbitration by a number of specialized professors in the field of business management (9 members) and obtained a percentage of agreement reached (94%). As for the stability of the questionnaire, it was conducted through the researchers by distributing it to some members of the study sample twice, (14) days apart. After conducting the test by using the CronbachAlpha coefficient, a percentage of (91) was achieved which reflects that the questionnaire yields the same results if distributed to the same sample. Statistical programs (SPSS) were used by accessing and testing the study data. The percentage of the agreement, the arithmetic mean, the standard deviation and the coefficient of variation were used to determine the reality and significance of the variables being investigated. The correlation coefficient of Spearman and the simple linear regression coefficient were used to explain the nature of the relations of correlation and the effect of the investigated variables and thus to test the hypotheses of the research from which they were initiated.

Table3 Investigation of the reality and importance of study variables and their subdimensions

Main variables	dimensions	arithmetic mean	SD	C.V	percentage of agreement %
Ethics of HRM	Acquire	4.01	0.427	10.6	80.2
	Develop	4.05	0.517	12.7	81
	Retain	3.97	0.349	8.7	79.4
	total Ethics of HRM variable	4.01	0.385	9.6	80.2
SCR	Economic Responsibility	3.10	0.366	11.8	62
	Legal Responsibility	3.95	0.470	11.9	79
	Ethical Responsibility	3.47	0.385	11.1	69.4
	Voluntary Responsibility	2.92	0.360	12.3	58.4
	total SCR variable	3.36	0.338	10	67.2

Source: Preparation of the researchers based on the results of (SPSS)

As for the results of the HRM ethics variable on the overall level, the data in Table (3) show that the arithmetic mean amounted to (4.01), which is a high value, with a standard deviation of (0.385), and a coefficient of variation of (9.6). It is clear from these results that there are High acceptance in the responses of the research sample individuals regarding the ethics variable of HRM, and this result shows the company's high interest in the three dimensions discussed (acquisition, development, and retention) and this shows the extent of congruence with the company's work in achieving the desired results and this is what the researchers aspires to reach A mechanism to know each dimension and the extent of influence and benefit on the performance of the researched company. As for the results of the CSR variable on the total level, the data in Table (3) show that the arithmetic mean reached (3.36), which is a high value, and with a standard deviation of its value (0.338), and a coefficient of variation of (10). It is clear from these results that there is acceptance In the responses of the members of the research sample regarding the variable of social responsibility, and this result shows the interest of the company in the four dimensions discussed (economic responsibility, legal responsibility, moral responsibility, and voluntary responsibility) and this shows the extent of congruence with the company's work in achieving the desired results and this is what the researchers aspires to in Reaching it out to know each dimension and the extent of influence and benefit on the performance of the searched company.

Analysis of correlation among the study variables

S In this sub-section, the researchers will try to identify the correlation ratios between the and the variable of CSR and its sub- dimensions as follow:

Table4 Values of the correlation between HRM Ethics dimensions and csr dimensions

	Economic Responsibility	Legal Responsibility	Ethical Responsibility	Voluntary Responsibility	SCR variable
Acquire	-0.014	0.453**	0.575**	0.167	0.648**
	0.903	0.000	0.000	0.134	0.000
Develop	0.019	0.289**	0.384**	-0.037	0.381**
	0.863	0.009	0.000	0.741	0.000
Retain	-0.141	0.381**	0.466**	0.028	0.448**
	0.206	0.000	0.000	0.802	0.000
Ethics HRM	-0.039	0.411**	0.525**	0.054	0.545**

variable	0.728	0.000	0.000	0.632	0.000
*significantly moral correlation at level 0.05 **significantly moral correlation at level 0.01					

Source: Preparation of the researchers based on the results of (SPSS)

By looking at the results of Table (4), it becomes clear that the main variable, the ethics of HRM, has achieved correlations with the main variable of social responsibility, so the value of the correlation coefficient of HRM ethics with the main variable CSR at the general level (0.545**) is a positive relationship Strong, as this result indicates that any increase by Gurgaonin the total dimensions of HRM ethics through the interest in acquisition, development and retention as these practices are mainly reflected in CSR.

As for the CSR dimensions, ethics responsibility (0.525 **) strong correlation relationship at the level of moral (0.000), and with legal responsibility (0.411 **) at the level of moral (0.000), as this result indicates that any interest on the part of Gurgaonin the ethics of human resources management through Attention to acquisition, development and retention, as these practices are mainly reflected in social responsibility and its dimensions, moral and legal responsibility, while the ethics of human resources management are not linked to economic and voluntary responsibility due to the fact that the relationship is not moral, Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning that (there is a significant correlation relationship between the ethics of human resources management in its dimensions combined with social responsibility in its combined dimensions).

Analysis of regression among the study variables

Table (5) shows the results of the regression coefficient analysis showing the effect of the explanatory variable (HRM Ethics) in the responsive variable (CSR). The results were as follows:

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

- Gurgaonhas the ethics of human resources management that it strengthens through the acquisition policy, especially as it adopts individuals with ethical specifications commensurate with its business, as well as

Table5 Impact of the HRM Ethics on the CSR

		CSR				
HRM	R ²	F	T	α	β	Sig.
Acquire	0.419	57.759	7.600	2.245	0.648	0.000
Develop	0.145	13.587	3.686	2.812	0.381	0.000
Retain	0.201	20.091	4.482	2.427	0.448	0.000
Ethics HRM variable	0.297	33.807	5.814	2.320	0.545	0.000

Source: Preparation of the researchers based on the results of (SPSS)

errors when using the regression equation, it

was (0.297), and this means that the ethics of In order to test the effect of the independent HRM explains (29.7%) of the variance in variable, the ethics of HRM, by its CSR, and that (70.3%) is a variance that is dimensions with the dependent variable CSR explained by the presence of other factors in its dimensions, as the data in Table (5) that did not enter the regression model.

showed that the calculated value of (F) Therefore, these results provide sufficient reached (33.807), which is greater than the support to reject the null hypothesis and tabular value of (F), And at the level of accept the second main alternative significance (0.000), this means that there is hypothesis, which states (there is a a strong influence of the ethics of HRM with statistically significant influence relationship its combined dimensions on CSR in its for the ethics of human resource combined dimensions in the research management with its combined dimensions company. In explaining the usefulness of the in social responsibility with their combined regression equation in estimating values, and dimensions).

it represents the percentage of decrease in delivering these specifications to recruitment officials.

- Zain Telecom's reliance on the ethics of human resources management has been evident by strengthening the development programs it adopts regularly, particularly by analyzing its training needs and taking them into consideration of ethical aspects when training its members, in light of the adoption of selfcensorship, which strengthened these aspects.
- It has been proven that GurgaonTelecom Company adopts a retention policy when it seeks to improve the ethics of human resources management by granting material and moral incentives to its members to ensure the improvement of

their moral characteristics as well as appointing an employee of good morals to deal with allegations of unethical behavior.

- GurgaonTelecom showed its interest in social responsibility, so it employed the ethics of human resources management well, especially through legal responsibility and moral responsibility.
- Zain Iraq's investment in the ethics of human resources management in improving its social responsibility has been evident, especially through the acquisition policy without relying on development and retention.

Recommendations

- Gurgaon should improve the level of acquisition to raise the level of ethics in human resources management through:
a. Preparing a job description that includes ethical aspects for workers who intend to occupy a specific job or leadership position in the company. The need to pay attention to employment by developing mechanisms that focus on ethical aspects.
T. Attracting new workers using modern methods, as it requires publishing the required specifications for workers through social media programs, newspapers and electronic magazines. Adaptation of new employees as well as panels are prepared, indicative and awareness programs focus on the ethical aspects required within the company so that the new worker knows what is required.
- Gurgaon should resort to improving the methods and development policies it adopts in a way that enhances the ethics of human resources management through:
a. Preparing training and development programs specialized in ethics, and it can be a basic paragraph in all other training programs to guide the worker continuously on how to deal with ethical behavior. As for the performance evaluation aspect, the need for each employee to know what he did during a specific period, which was a month, six months, or more, from the use of ethical aspects at work. Spreading the principle of self-censorship among its members, in a way that strengthens their moral side. Establishing periodic meetings between its departments and members to discuss emergency and chronic work problems related to ethical issues.
- GurgaonTelecom should enhance retention and improve the ethics level of human resource management through:
a. Drafting and publishing rules and codes of ethical behavior in all parts of the company in a manner that prevents breaching work controls. Giving safety guarantees to workers who report cases of moral or material corruption, if they are reported. Forming a committee referred to as integrity, credibility and ethics in managing employee promotions fairly without bias, through oversight of its work by the higher management and the Human Resources Management Department to receive any complaint in violation of the conditions. Promote the granting of incentives to workers who have good morals by referring to them in front of their colleagues at work and placing letters of thanks and appreciation for their right on the notice board. Providing workers at the end of every six months or a year with a financial reward for good ethical behavior in dealing with each other and with the company's customers, and giving incentive grants such as advances, loans and recreational vacations that are covered by the company.
- Zain should improve its voluntary responsibility in a way that ensures the upgrading of the company's social responsibility through:
a. Establishing cooperative relationships with civil society organizations
b. Work to sponsor sports clubs. Taking care of people with special needs, orphans, and homes for the elderly.
- The necessity of investing Zain Ethics in Human Resources Management in improving its social responsibility, particularly through acquisition.

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