

Elevating Performance: Unleashing Human Resource Potential through Ethical Excellence at Catholic Relief Services (CRS) in Dar es Salaam, Tanzania

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ABSTRACT

In today's rapidly changing global landscape, organizations across various sectors are facing increasing challenges in maximizing their human resource performance while simultaneously upholding ethical standards. This research study explored the effect of ethical excellence in influencing the overall of human resources with focus on a case of Catholic Relief Services (CRS) in Dar es Salaam. Specifically, this study explored the ethical principles and practices, effects of CRS's commitment on ethical excellence, and ethical culture. The study employed the Virtual Ethics Theory by Aristotle 4th Century BC, and the Social Exchange Theory by George Homans in 1958. The qualitative approach was employed. Data were obtained primarily through semi-structured interview from all 33 staff of CRS. Besides, analysis involve thematic analysis. Findings revealed that ethical principles and practices implemented in CRS include trust-building, fair conflict resolution, diversity and inclusion, and employee development. The study also found that effects of CRS's commitment to ethical excellence include mission to lessen suffering, employee involvement in managerial decision, socializing activities, upholding dignity, and problem solving. Additionally, the study found the influence of ethical culture on human resource performance to include guiding and principles, align with values, policies and procedures, and laws and regulations. The study concludes that human resource (HR) managers at CRS emphasizes ethical principles and practices for human resource performance. The study also recommends that major at CRS should put efforts on emphasizing ethical principles and practices for human resource performance. In addition, CRS should further implement frequent monitoring strategies and update them from time to time to ensure that all employees and managers understands and uphold these ethical standards.

Keywords: Ethical Excellence, Ethical Principles and Practices, Ethical Culture, Human Resource Performance

I. INTRODUCTION

Human resources (HR) are widely recognized as one of the most valuable assets within any organization. They are the lifeblood of an organization, driving productivity, innovation, and overall performance. Effective HR management not only ensures the recruitment and retention of talented individuals but also cultivates a workplace culture conducive to growth and success (Gabcanova, 2012). In this context, HR performance is not limited to individual accomplishments but encompasses the collective contributions of employees towards organizational goals. Henceforth, HR are important assets of an organization, moreover HR practitioners have abilities to determine employees who are also valuable assets and considered as more important than the intangible and physical assets of the organizations (Cherian & Farouq, 2013).

Ethical considerations have become increasingly prominent in discussions surrounding HR performance. Ethical behavior and decision-making are vital to creating a healthy work environment and nurturing trust among employees (Alharthy & Marni, 2020). In most cases organizations throughout the world prioritize ethical excellence, attract, and retains the best talent which enhances an organization's reputation and helps it manage risks related to unethical practices. Additionally, the association between ethics and HR performance is often quite intricate Alqudah et al., (2022). Successful human resource management is more than just attracting and retaining the right people but also entails creating an environment where growth and success thrives. In recent years, ethics has emerged as a pivotal consideration in discussions surrounding HR performance (Darmawan et al., 2021).

The African continent is a land of diverse peoples and economies in which the challenges and opportunities surrounding an organization's human resource performance, as well as ethical excellence are particularly distinctive. In many African countries, nonprofit and humanitarian organizations are key players in combating such pressing issues as poverty disease and conflict. These organizations are greatly dependent on the efforts and skills of their human resources to achieve its mission. For instance, in Africa where ethical dilemmas frequently coincide with complicated socio-economic and political settings the value of linking HR performance to ethics is so immense (Al-Musadieq et al., 2018).

Zooming in further, Tanzania, as a specific case within the African context, offers a microcosm of the dynamics at play in the intersection of HR performance and ethics. In this setting, organizations like CRS operate to make a substantial impact (Kelemen, 2022). In Tanzania, the commitment to ethical excellence in HR management holds particular significance as it influences not only the effectiveness of organizations but also their relationships with local communities and government bodies. In a country where ethical considerations are interwoven with cultural values and traditional practices, the alignment of HR performance with ethical values becomes a multifaceted endeavor. Understanding how CRS navigates these complexities in Tanzania provides a localized lens through which to explore the broader implications of ethical excellence on HR performance within the African and global contexts.

Critics argue that ethical considerations within Human Resource Management (HRM) remain a contentious and delicate domain, posing ongoing challenges for HR managers as they navigate the balance between ethical principles and organizational success that is catalyzed by the human resources performance (Berrone et al., 2007). Nevertheless, it's crucial to highlight that, human resources management plays a crucial role in influencing performance and cultivating a culture of ethical excellence. As the sector grapples with the need for extra ethical and powerful procedures to HR control, exploring these dynamics in various geographical contexts gives treasured insights for educational circles and different nonprofit organizations.

1.1 Statement of the Problem

Literature exploring ethics highlights the significant ethical challenges faced by organizations in the 21st century, posing a threat to their survival (Miller, 2003). The merging of scientific and technological progress, heightened awareness of employee rights, competitive pressures, globalization, and leadership dynamics has compelled human resource managers to recognize the crucial impact of ethics on business operations, employee conduct, and HR functions. Critics argue that ethical considerations within Human Resource Management (HRM) remain a contentious and delicate domain, posing ongoing challenges for HR managers as they navigate the balance between ethical principles and organizational success that is catalyzed by the human resources performance (Berrone et al., 2007). Nevertheless, it's crucial to highlight that, human resources management plays a crucial role in influencing performance and cultivating a culture of ethical excellence. Despite the increasing acknowledgment of the significance of ethical excellence in HR functions, there is a limited number of comprehensive studies examining the specific ways in which ethical excellence directly influences and enhances the performance of human resources in organizations.

Therefore, this research aims to address the gap in the literature by exploring the intricate relationship between ethical excellence and HR performance with a particular focus on CRS as a case study operating within the unique contexts of Africa and Tanzania. By analyzing how CRS aligns HR overall performance with moral values in these particular contexts, the intention is to shed mild at the broader implications for companies globally.

1.2 Research Objectives

- i. The study explored the ethical principles and practices implemented by Catholic Relief Services (CRS) for human resource performance.
- ii. The study also found out the effect of CRS's commitment to ethical excellence on traditional human resource performance.
- iii. To examined the influence of CRS's ethical culture on human resource performance.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Virtue Ethics Theory developed by Aristotle 4th Century BC

Virtue Ethics Theory is an ethical philosophy that places a robust emphasis on the cultivation of virtuous individual traits and behaviors. It asserts that ethical selection-making and movement have to be guided by using a focus on developing and practicing virtues in conjunction with honesty, integrity, compassion, courage, and justice. (De Oliveira Goes & De Oliveira, 2020).

This theory can be applied to comprehend organizations like CRS to foster ethical excellence by nurturing virtuous and values within their employees and leadership. As CRS, with its longstanding commitment to ethical principles, provides a prime case study for examining how this commitment aligns with the cultivation of virtuous individuals within the organization. CRS's emphasis on ethical values, often rooted in Catholic social teaching, may be visible as a deliberate attempt to instill virtuous behaviors in its employees. Moreover, the theory additionally provides a framework for assessing how these virtuous traits, when integrated into HR practices, impacts and influences on the overall performance of people and the organization. For example, virtuous employees may display higher levels of

trustworthiness, reliability, and collaboration, which could make contributions to improved HR performance metrics like employee satisfaction and teamwork.

2.1.2 Social Exchange Theory by George Homas, 1958

Social Exchange Theory is a social psychological viewpoint that focuses on the dynamics of social relationships and interactions. It suggests that people interact in social relationships and interactions based totally on the expectation of mutual blessings and rewards (Hadji et al., 2022). In the context of this study, Social Exchange Theory provides a valuable lens through which to examine the interplay of ethics, HR performance, and organizational behavior.

Social Exchange Theory is applicable to this study because it helps to elaborate of how people inside organizations like CRS can be encouraged to contribute effectively and collaboratively when they perceive that ethical behaviors are reciprocated with favorable consequences. In the context of CRS, in which moral excellence is a foundational precept, employees can also engage in a social exchange with the organization whereas their ethical contributions lead to rewards and benefits.

2.2 Empirical Review

One such study by Sarwiningsih and Widodo (2022) delved into the impact of ethical leadership on employee performance. Their findings indicated that leaders who demonstrate ethical behaviors and values positively influence employee performance and commitment. This aligns with the notion that ethical excellence within leadership, a principle often emphasized by organizations like Catholic Relief Services (CRS), can significantly impact human resource performance.

Another study by Zhao (2022) explored the role of ethical culture in nonprofit organizations. This research highlighted that a strong ethical culture fosters employee commitment and engagement, which are crucial factors in enhancing human resource performance within nonprofits. CRS's commitment to ethical excellence aligns with these findings, as it strives to create a strong ethical culture that positively impacts HR performance.

Further empirical research by Lamunu and Wanyenya (2021) investigated the relationship between ethical leadership and organizational citizenship behavior (OCB). OCB represents discretionary behaviors by employees that contribute to organizational effectiveness. Their study revealed a positive association between ethical leadership and OCB, suggesting that ethical leadership can enhance employee contributions to organizational goals. In the context of CRS, this finding underscores the potential impact of ethical excellence on HR performance metrics.

Mwangi et al. (2019) contributed to the understanding of collaboration and team performance in humanitarian aid organizations. Their study demonstrated that effective collaboration among humanitarian teams positively affects overall performance in delivering aid and assistance. CRS, as a humanitarian organization, emphasizes the importance of collaboration in its mission, and this study's findings align with the broader implications of ethical excellence on collaboration and, consequently, HR performance.

III. METHODOLOGY

This study makes use of exploratory research design with a qualitative approach to learn about ethical excellence in influencing the overall performance of human resources, with focus on a case of CRS. The motivation of using research approach is to generate opinions and insights and to collect primary information direct from the target group. Furthermore, the study was located at CRS in Dar es Salaam, Tanzania, whereas a sample size of 33 employees was drawn from a population of 50 employees of CRS. In addition, data were collected by using a semi-structured interview. Thereafter, thematic analysis was used to generate findings of the study.

IV. FINDINGS & DISCUSSION

4.1 Socio-Demographic Characteristics

A total of 33 participants were reached during data collection. This response rate was deemed appropriate since any response rate above 70% is termed to be very good for analysis of the study (Mugenda & Mugenda, 2003). Furthermore, socio-demographic characteristic in this study considered, age, gender, education level, and department of working. Although this study was done qualitative the findings concerning socio-demographic characteristics are presented descriptively by considering the frequencies and percent. In a total of 33 participants more than half 17(51.5%) their age ranged from 26-35 years old, this is the highest percent compared to other groups of age. The findings of sex indicate that more than half 18(54.5%) of participants were males. Moreover, on the matter of education level, 23(69.7%) of participants had degree level of education, followed by 10(30.3%) masters education level. Marital status indicates that 22(66.7%) married, followed by 10(30.3%) single, and 1(3.0) widow/widower. In case of department,

20(60.6%) of participants were from the department of programming, 7(21.2%) operations, and 6(18.2%) finance. (Table 1).

Table 1
Socio-Demographic Characteristics of Respondents

| Variable | | Frequency (n=33) | Percent % |
|-----------------|---------------|------------------|-----------|
| Age | 26-35 years | 17 | 51.5 |
| | 36-45 years | 11 | 33.3 |
| | Above 46 | 5 | 15.2 |
| Sex | Male | 18 | 54.5 |
| | Female | 15 | 45.5 |
| Education level | Degree | 23 | 69.7 |
| | Masters | 10 | 30.3 |
| Marital status | Single | 10 | 30.3 |
| | Married | 22 | 66.7 |
| | Widow/widower | 1 | 3.0 |
| Department | Operations | 7 | 21.2 |
| | Finance | 6 | 18.2 |
| | Programming | 20 | 60.6 |

4.1.1 Ethical Principles and Practices in CRS

This was the first objective of this qualitative results. In line to ethical principles and practices implemented by CRS for human resource performance, the study included different indicators during data collection. The included indicators for ethical principles and practices in CRS involved trust-building, fair conflict resolution, diversity and inclusion, employee development, and legal compliance.

Trust-Building

CRS was confirmed to apply a trust-building for human resource performance. The participants confirmed that their leaders/managers show trust-building by keeping promises, recognize workers, and supporting them whenever it is necessary.

“Our managers do their own best to understand what employees need, they are also very supportive and understand us, and even if we do some mistakes they understand and advise us with facts” (Participant No. 21).

In addition, other participants pointed out that managers in CRS create a trust with employees through being transparent. Managers in CRS make efforts to open the door for honest conversation, collaboration, and respect. Besides, managers in CRS do not afraid of saying that ‘I don’t know’, what they consider is to undergo transparency,

“What I like from our mangers is their level of being transparent, they are most trustworthy because even if they don’t know, they promise to find a solution and get back for it. Actually, I love them” (Participant No. 18).

Furthermore, other participants explained that leaders in CRS sometimes use a variety tool of feedback to ensure that every employee has a chance for his voice to be head in the organization. For example, one participant among those who had this comment said that leaders in CRS always engage themselves in dialogue with employees, and they give them opportunity to ask questions, get answers, and voice concern. In fact, the participants with this view confirmed that the organization’s managers always apply a real two-way conversation.

“Our leaders encourage honest dialogue and foster accountability, in the designed dialogue we get a chance to do evaluation of each project, we use it to give out both positive and negative things to change” (Participant No. 2).

Fair and Conflict Resolution

Furthermore, the theme of fair and conflict resolution was raised. The leaders/managers in CRS have a tendency of gathering all information concerning conflict from all parties before reaching to a conclusion. In case of conflict, the leaders/managers encourage a fair conflict resolution by facilitating open communication and dialogue among employees, they also encourage permanent and satisfactory solution for all.

“Our top management always seek to improve work relationship among staff and management, this makes us to be happy all the time” (Participant No. 12)

Moreover, one of the managers from the department of operations clarified that the CRS makes efforts on conflict resolution within the workplace among the employees because it is one of the key zones of attention for human resource managers to consider ethical principles and practices for human performance. Besides, through good strategies for conflict resolution, the managers at CRS are capable to minimize the undesirable outcomes of the conflict and encourage constructive outcomes to enhance performance within the human resource department in the organization.

“Actually, I am happy with the applied strategies for conflict resolution because they minimize undesirable outcomes” (Participant No.8).

Moreover, the sub-theme of leadership trait was also raised during conversation. In more clarification, the CRS has managers who can identify conflicts, acknowledge different opinions and build a consensus. In addition, it was reported that whenever conflict happens, their managers always begin by listening to both sides, understanding perspectives, and acknowledge emotions. Furthermore, managers make a lot of efforts to encourage open dialogue, find common ground, and work together to find solutions that are fair and beneficial for all parties to encourage good performance in the organization.

“We have managers with leadership trait. They always begin by listening to both sides, understanding perspectives, and acknowledging emotions and work together to find solutions” (Participant No.23).

Furthermore, the link between fair conflict resolution and human resource performance was stated. The fair conflict resolution in CRS maintains a harmonious working environment where employees feel valued and understood. This results to improve their morale, increases focus on tasks, and a more efficient workflow, ultimately enhancing overall team performance in the human resource department and in the organization in general.

Diversity and Inclusion

The issue of diversity and inclusion was raised also as a theme, in the interview, the researcher understood that the CRS works to save, protect and transform lives in more than 100 countries. This has resulted to the organization to recruit workers from different countries without regard to race, religion or nationality. The managers in CRS tend to be supportive of different groups of individuals from different countries, different races, ethnicities, abilities, and genders. Moreover, when a researcher probed more to understand the benefit of diversity and inclusion in the organization, it was reported that it is of greater advantage to the organization as diversity and inclusion comes with different skills that help capacity building within the organization and later improves the organization’s performance.

“Diversity and inclusion is a very good move which provide diversified ideas towards achieving the organization’s goals in CRS” (Participant No. 6).

In addition, the CRS practices diversity inclusion to increase the quality and performance of the employees through high level of productivity, enhance of varieties of ideas and teamwork. Moreover, diversity inclusion in the CRS has led to learning, effective communication and presence of diverse experience among employees which later it enhances human resource performance in the organization. On the other side, managers in the organization do their responsibility to make sure that everyone in the organization understands well the used language, as most of the managers are explained to use simple language to deliver information to all employees.

“As a leader, I have to really simplify my language. I have to simplify the way I communicate” (Participant No. 4)

In contrast to that, sometimes the issue of diversity and inclusion has resulted to disadvantage to the organization. Due to the presence of diverse employees with different attributes within CRS, there has been a possibility that these employees tend to have different understanding on various issues presented in the organization hence resulting to disturbances in the practice of other systems which later affect the overall performance in the human resource department in the organization.

Employee Development

Furthermore, CRS as an organization is set to improve employees’ existing competencies and skills, also the organization has strategies to develop employees’ new skills to support the organization performance. It is through undergoing employees’ development by facilitating training the CRS has been with team members with skillsets and new competencies all the time. This is because CRS emphasizes on the employees’ development programs which give employees new skills, enhance their capabilities, and give them talents, abilities or knowledge they need to better perform their job. Moreover, CRS offered some programs its employees to include certification and trainings, coaching, mentoring, and on-the job training, and seminars.

“Actually, we get advantage of employees’ development in our organization. For example, through trainings and seminars we are strategically targeted to improve skills and abilities that enable our employees to perform better” (Participant No. 20).

Through employee development programs, the organization keeps employees up to date on new techniques, processes, and technology that all help the human resource managers to increase their efficiency and drive innovation. The employee development in CRS supports the diverse of talent of employees which is necessary for enabling employees to build competencies to ensure their skillsets align with future job growth.

“We have been able to identify and develop high potential employees, so we are creating a talent pipeline for the future” (Participant No. 16).

The issue of employee development at CRS involves also the team leaders who are trained to be imparted with skills and knowledge to communicate and engage employees from different countries with different culture.

“For example, I have understood that our team leaders are not comfortable. So, this year our department focuses on leadership development around these topics because they are not comfortable talking about race and ethnicity, talking about inclusion or any other areas. I mean I am not saying all team leaders, but we got quite a few that are not....” (Participant No. 17).

4.1.2 Effect of CRS’s Commitment to Ethical Excellence

The second objective of this study was on the effect of CRS’s commitment to ethical excellence on traditional human resource performance. The results include themes like mission to lesson suffering, human development and uphold dignity.

Mission to Lessen Suffering

In CRS it has been very critical that the operations department in the human resource department creates, communicates, and consistently enforces unlawful discrimination policies that prevent employees from unfair treatment because of factors including race, age health status, and gender.

“It’s our responsibility in our department of operations to protect employees from discrimination in the workplace, as you know we have diverse employee in our organization” (Participant No. 28).

In addition, CRS has instituted clear disciplinary and termination policies that can help to insure fair treatment of employees. The organization performance management systems with measurable goals to help the employees in performance.

Employee Involvement in Managerial Decision Making

The managers of CRS make efforts on employee involvement through collaborative managerial decision-making process to make both the employees and managers team to be responsible for organization’s performance.

“Managers in our organization are good, they always facilitate employees’ involvement. Actually, they encourage us to share our insights and ideas” (Participant No. 14).

Furthermore, commitment to employees’ involvement in managerial decision process shows those across the organization that their opinion is valued and trusted. It also helps employees to feel like experts and consultants in their perspective areas of expertise. The managers at CRS are committed to employees’ involvement in decision making, this has been helpful in the organization because it makes employees to increase their discretionary.

“You know, through employees’ involvement in managerial decision making, the CRS has succeeded to make workers feeling that sense of ownership, this influences them to work hard” (Participant No. 8)

Besides, the sub-theme of relationship emerged. It was reported that if you are talking about commitment of managers in employees involvement based on the issue of managerial decision making in CRS, you can’t leave the issue of relationship. Managers in the CRS always give each employee the opportunity to voice his opinions and share his knowledge with others. This does not only improve the relationship between managers and employees, it also encourages a strong sense of teamwork among employees. Moreover, through commitment on this kind of creating relationship among employees, the CRS gets information about employees on how they work in team environment, and where training maybe necessary, all of which needs to increase performance in the human resource management and in the organization.

In contrast to above findings, it was also reported that one of the challenges happening in CRS in the matter of employees’ involvement in decision making in CRS is the presence of bias. There are some managers who agree more with other employees whom they have closer relationships with them. The presence of bias among some managers in CRS has negatively affected the social relationship employees and managers, which in turn negatively affects employees’ more later it affects their performance then affects the human resource performance in the organization.

Socializing Activities

It was reported that order for the CRS to facilitate the employees to be creative, managers are very committed in emphasizing social activities to mix things up. The participants explained that, in CRS, it is formally known that all employees are to support their colleagues in the organization if they have celebration. In that case, most of the employees get chances to celebrate their birthdays with their friends in the working place. The employees are always encouraged by the managers to give out their congratulations and contribute to other colleagues employees' milestones like; wedding, birthdays, and other big family moments. The participants added that, by doing so employees understand that the CRS cares about their lives outside the office.

"We always feel being valued by our organization because it supports us even in family issues such as wedding, birthdays, and other big family events" (Participant No.4)

Besides, CRS has a tendency of facilitating socializing activities in organization through orientation program to the new employees. The organization through its managers makes new employees feel at ease and like they are part of the team through providing orientation session. In the orientation, new employees are provided with proper introduction of the organization, what is expected and where they fit to the overall goals.

"Orientation program in CRS helps new employees to socialize with others and take them on a tour of the office, essential locations such as human resources and their manager's offices, printing area, and technology support" (Participant No. 10)

Uphold the Dignity

Managers in CRS recognize the inherent value of individuals as the means to uphold dignity. It is through the managers the CRS always recognizes and appreciate the diverse skills from all workers. The CRS upholds dignity through emphasizing respectful and open communication between managers and all employees. Every person in CRS is encouraged and emphasized to listen to others attentively, respond thoughtfully, and address concern sincerely. In addition, the organization has created the environment for everyone in workplace to treat others with the same level of respect, irrespective of their role or position.

"We, managers, always emphasize team leaders to value every team member, communicate openly, promote fairness, and learn from mistakes" (Participant No.2)

On the other side, some participants linked dignity to the organizational performance. The CRS upholds dignity for creating a healthy and reproductive environment to increase human resource performance in the organization. It is through dignity, CRS has created a culture of trust, fostering positive relationships among employees, and encouraging collaboration, which all these have positive impact to organization's performance.

Problem Solving

In case of commitment to problem solving, the CRS always provides training to its managers and employees based on critical thinking skills to sharpen their logic, reasoning capacity, and problem defining capability. In every three months, a certain department in CRS is involved in training intervention based on problem solving. This has enabled employees in CRS to take ownership of their work and find solutions to problems. In that case, all employees become more committed to work because they have skills and freedom to solve problems on their own.

On the other hand, the CRS use an approach of encouraging team working and collaboration as a tool for problem solving. Other participants commented that, CRS gives employees the chance to collaborate on projects that involve problem solving.

4.1.3 The Influence of CRS's Ethical Culture on Human Resource Performance

The third objective qualitatively explored the influence of CRS's ethical culture on human resource performance. The themes that emerged during data collection include guiding principles for employees, partners, donors and beneficiaries, align with values, policies, and procedures, and laws and regulation.

Guiding Principles

In case of ethical culture on human resource performance, the issue of guiding principles raised. CRS has a compliance manual which provides guiding principles on how to care, and protect all issues concerning CRS's beneficiaries, donors, employees and other stakeholders. In addition, CRS also bases on the ethical responsibilities to follow the standards and principles based on, humanitarian charter, and principles for digital development.

"We always obey to our compliance manual which involves the code of ethics and conduct of our organization. Actually, it comprises fundamental principles, operational principles, and standards to guide actions and management in our organization" (Participant No. 11).

Another participant added that:

“Our compliance manual insists on transparent in dealing with all stakeholders including the government, public, donors, partners, beneficiaries, and others” (Participant No. 33).

Align with Values, Policies, and Procedures

Besides, it was also confirmed that in CRS the department of operations in particular the human resource sector has given a role to ensure that the organization’s policies are aligned with values, policies, and procedures. This means, human resource managers have prepared the guidelines that defines how the CRS operates and what is expected from its employees, partners and stakeholders. In addition, it was also reported that, the human resource managers in CRS usually emphasize the employees to be familiarized with that rationale objectives behind each policy and how that policy relates to their role and responsibilities. Furthermore, it was reported that CRS have a tendency to seek input and feedback from other stakeholders when developing, or updating policies, this is to ensure that they are relevant, realistic, and responsive to the needs.

Laws and Regulations

Moreover, the theme ‘Laws and Regulations’ was also raised during conversation. It was reported that CRS makes more effort to encourage all employees and managers to comply with laws, rules and regulation applicable in the organization, in the country, and at the international level. For example, whenever the organization gets a new employee different from Tanzania, the first thing is to keep that employee to become familiar with the laws, rules and regulations applicable in the country of Tanzania.

“We are trained and instructed that, if we become aware of the violation of any law, rule or regulation, whether by officers, employees or managers, it is my responsibility to promptly report the matter to my team leader” (Participant No. 22).

In this case, CRS gets advantages on making its employees to obey laws and regulations. This is because employees are currently able to follow policies and procedures, maintaining professionalism, respecting colleagues, and communicating effectively. All these have impact on human resource performance and organization’s performance in general.

4.2 Discussion

The obtained findings of the study revealed that, there are ethical principles and practices implemented in CRS for human resource performance. The highlighted ethical principles and practices include trust building, fair conflict resolution, diversity and inclusion, and employee development. The findings are consistent with the literature, for example, Berrone et al. (2007) argue that ethical principles and practices remain the essential tool for human resource management in organizations. Additionally, Kirsimarja (2017) discusses about the contribution of trust building in organization performance, that is, trust building is particularly important for human resource and organization’s performance. Workers feel happy to be recognized, and being supported by their managers, this results to positive thinking about ownership of the organization which later improves performance. The finding reveals that, when conflicts occur in the organization, managers use to gather information from all parties before making a conclusion. Moreover, in line with the argument by Eke et al., (2020) the best technique in managing conflicts in an organization is to gather information of both parties which are in conflicts. It is important to identify all levels of conflict in the organization, be individual, interpersonal or intergroup conflict. Besides, the findings by Abdullah (2015) highlights that managers in organizations should bear in mind that every organization has its technique of managing conflict with the sole aim of survival. Conflict management is a tool for increasing human resource performance. A well-managed conflict as a principle and ethical practice in the organization by the administrators and their teams inspires creativity and fair competition, encourages team participation and diversity of diligence (Eke et al., 2020). This creates a healthy working environment that will boost employees’ satisfaction, increase productivity which will benefit the organizations and their employees.

The CRS experiences the effects of being committed to ethical excellence on traditional human resource performance. In commitment to ethical excellence, the organization achieved its objectives and goals to lessen suffering among employees, undergoing human development, employees’ involvement in decision making, socializing and upholding the dignity. In reflective to the mission to lessen suffering, the organization has reached to the point of communicating and consistently enforces unlawful factors including race, age health status, and gender. Everyone in the organization has a right to be welcome, supported and physically and emotionally secured. These results are online with Page et al., (2022) who argue that, any kind of discrimination can lead to the role segregation in the labor force, meaning that there will be one group which is more favored compared to others, this may affect their satisfaction level with the organization hence performance is affected negatively. Employees are emphasized to share their ideas and viewpoints for human resource and organization’s performance. Furthermore, in the same line, in the study conducted

in Nigeria, by Iyke-Ofoedu (2023) on the influence of employees participation in decision making on organization performance, the author found that employees participation in decision making leads to increase in motivation, job performance, and organizational growth. In addition, employee participation in decision making is always recognized as a tool for improving organizational performance by striving for the shared goals of employees and managers (Oluwatoyo et al., 2017). In reflective to the obtained findings in the current study, employees' participation in decision making in CRS has become a significant topic in human resource management and is regarded to as one of the chief ingredients of employee voice. In the CRS, employees are given the opportunity to voice their opinions and share their knowledge with others.

The CRS's managers make efforts to prepare guiding principles to align with values, policies and procedures. Moreover, the developed guideline has been helpful in making the organization complying with laws, rules and regulations. The organization has developed a compliance manual, employees are trained and facilitated on obeying that manual for good practices in rules and regulation within the organization, within the country and internationally. The findings are on the same line with Gudela and Krogh (2013) who conducted a study in Germany on the rules and routines for organization performance, the author found that rule and regulations are an essential aspect of most organizations as they fulfill a number of organizing functions. If the organization has committed managers for ethical excellence on rules and regulations it must obtain the following functions: a form of organizational control, aligning employees and collective behavior with the organization's goals. In reflective to the current study, CRS through its managers plays a role of defining responsibilities and allocating resources for influencing ethical culture on human resource management.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The study concludes that, managers in CRS put efforts to emphasize ethical principles and practices implementation for human resource performance. Emphasizes are done on: trust-building, fair conflict resolution, diversity and inclusion, and employee development.

The study also concludes that, in CRS, managers and employees are always committed to ethical excellence on traditional human resource performance. This is done through: mission to lessen suffering, employee involvement in managerial decision making, socializing activities, problem solving, and through upholding the dignity.

Lastly, the study concludes that there is the influence of CRS's ethical culture in human resource performance. The influence happens in developing guiding principles, align with values, policies and procedures, and through complying with laws and regulations.

5.2 Recommendations

CRS as the organization should support its managers on updating their skills and knowledge as the way to motivate and keeping them going on doing ethical principles and practices. The organization should come up with frequent monitoring strategies to make sure all employees and managers are committed to ethical excellence. The organization should always consider ethical culture as the key point for human resource performance.

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