

Reinventing the Effectiveness of Organizational Ethics in Public Sector: The Need of the Millennium

Dr. Manodip Ray Chaudhuri, Dr. Partha Naskar

Associate Professor and Dean Xavier Business School, St. Xavier's University, Kolkata, India
Additional Pay & Accounts Officer, Kolkata Pay & Accounts Office – II, Finance Department, Govt. of West Bengal, India

Abstract

The business world is now recognizing the significance of ethics and values. The mission, vision and purpose of the organizations are based on the values that have lasted through decades and through highs and lows of business. In the era of global competition, organizations need to adopt ethical standards for organizational excellence and sustenance. Therefore it is found highly desirable, imperative, important and necessary to conduct a study on the effectiveness of organizational ethics which would be useful for the public sector for better service delivery in the state at large. The literature of the study revolves around with the magnitude of democratic ethics, emotional ethics and essence in organizational domain, organizational commitment, waves of ethical values at public sector, relevance of honesty component as a foundation of organizational ethics. The study is based on a research instrument in the nomenclature of "Assessment of Organisational Ethics in Public Department: AOE-PD" scale to arrive at responses towards estimating the findings of the study. The main source of conceptualizing the research scale is formulated with expert opinion comprising both academicians and practicing managers in the industries in Kolkata as well as across the country through primary and secondary collection methods. The study thus, is an attempt to create an enabling tool to reframe and rejuvenate the work life of employees with reinventing new avenues of ethical practices in the Commerce and Industries Department in the Government of West Bengal towards enhancement of productivity in the workplace.

Keywords: ethics, organisation, public, department, government

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I. Following the Footsteps of Ethics in the HR Arena

Dynamism is the call of the hour in every business organizations across the globe. Change is inevitable for organizations and therefore business development agenda has emerged as a prima facie concern and has become a continuous process. Organisations thrive on people. In the last 20 years management of people has achieved a growing recognition about the significance of human element and ethics both in terms of context and content of delivery in the changing concern of management and industry. Of all the elements that find relevance in the context of business process development, the human factor is of prime significance. At the heart of all excellence at work, it is the degree and extent of human commitment that matters the most. People today are widely acknowledged by business houses as key resources and as valuable assets at work. As we stepped the new millennium, organisational survival and endurance ties knot with challenges-competition-changes. The universal wisdom of management has unfolded its feathers in the domain of human prospect where the role of human factor has emerged as a holistic component for rejuvenation and growth of organisations. In the last two decades the waves of several visible trends and attitudinal changes have been reflected in the management thoughts emphasizing on eternal human values. The timeless treasure of 'sanatana' that which never perish continues to inspire humanity as captured by the famous verses from Gita 'Yadayada hi dharmasya' signifying whenever there will be a decline in the human values there will be *dharma* or the morality to revive human values. With the flow of time, the essence of human values seems to be nurtured within the shell of Human Resource Management synthesizing a holistic view of life, touching the spiritual heights with material attainment. The new millennium of HR practices gives a futuristic look of human values in the name of 'Ethics'. "All HR practices have an ethical foundation. Human Resource deals with the practical consequences of human behavior". The ethical pillars of value and wisdom depicted in the Buddhist architecture and scriptures interpret welfare of the community coined in today's world as Human Development projecting and promoting the 'good' and 'goodness' – the key words of global ethical doctrines for long term sustenance and growth of present-day business houses. In the present paper the focus is on elucidating some relevant concepts and thoughts in the field on organisational ethics and its impact on human element that can create mark in the organisational escalation in the real sense of the term.

Magnitudes of Democratic Speech: The Core of Organisational Ethics

The last decade have witnessed several forms of ethical dilemmas amidst organizational hemisphere. The practice of truth telling or free speech or frank speech is a form of verbal activity through which a relationship is being generated signifying morality, honesty and dignity. The value of truth telling acts as a medium and also as a duty to improve and simultaneously help others at the cost of own life and own behaviour. Immoral practices are of common phenomenon in the present fluctuating business environment. A fearless speech is an effective and beneficial practice as such speech illuminates the rays of freedom of speech, transparency, accountability, liberty eliminating corruption and illegal moves. The spirit of fearless speech creates a bond of trust and loyalty between employer & employees of an organization and such disclosure solve as a noble purpose for the benefit of the organization. Fearless speech tied with ideology, logic, resistance capacity creates a unique personal position to rectify and to combat negative forces at organisational domain. Mostly fearless speech occurs at the point where compliance and oppression rests simultaneously to confront unforeseen events at organisational platforms. The action, either verbal or act is a true testimony of factual truthfulness at work place. Work places sometimes are restricted from revealing any information relating to production, financial and many more. The re-appropriation of speech and to abide by the strict forbidden facts for non-disclosure represents the true portrayal of moral act. Organisations with democratic, social norms have avenues to restrict non democratic functions and to restore the spirit and practices of the liberal democracy in day to day activities. Institutions exposing immoral and illegal activities results in the detrimental of organisational image in the long run. Proper corrective actions with meaningful messages transmitted to the organisational fraternity and public sphere may lead to liberal democratic practices and produces radical democratic outcomes in the future period.

Emotional Essence and Ethics in the Organisational Domains: An Overview

Organisations are people-driven. It is the individuals to play the vibrant role in achieving organizational goals. The physical, mental, behavioral, social and emotional strata of the work force play a dominant role in present day organizations. Unethical work place behavior can lead to far reaching consequence resulting to job losses, unhealthy life line, psychological damage to individuals and groups, social injustice, exploitation and even degradations in work environment. Congruence of moral, emotional and organisational ethics is the crux of any organizational flourishing. Amidst varied players of organisational life viz. leaders, managers, followers, stake holders, adherence to ethical norms and confronting the moral challenges are bounded by deep moral emotions which are very pertinent issues in the present business scenario. Moral emotions and ethical behavior can be categorized in the domain of moral ethics and ethical behavior, social pressure, moral emotions and their consequences across levels of analysis, psychoanalytic, perspective on the moral emotions, virtue and moral emotions all amalgamate in the way that the endeavour for high spirited improved work practices are prominent at work place. The content and context of moral emotions with morality where emotions can be defined as that "go beyond the direct interests of the self". The view of moral emotions encompasses the broader arena of values, practices and psychological mechanisms combining a force of selflessness and making social life prosperous. The moral emotions excel at the optimum level where negative impacts of life viz. anger, regret, feign, guilt, embarrassment, being rejected, discarded or ignored creating a congenial flow of action. Broadly moral emotions of any individual may be suppressed in an organisation to achieve organisational objectives at times. Managers sometimes emerge as a key figure in displaying and observing work place ethics and morality at organisational platform. It is the managers who develop unwanted blind spots by obeying the conventional message of "doing their job" with mechanical application of the procedure and disregarding employee's moral reflections, actions and script of ethical dimensions. Studies reveal that there is keen connectivity between corporate psychopathy and the range of moral emotions sublimed at the organizational strata. Moral emotions and their outcomes across their level of analysis has an impact on our understanding on places which has consequences both in terms of depositional and organisational influences. Studies from psychopathic perspective highlights that unconscious defence mechanism that frequently reveal in people with high moral values inclined towards morally questionable behaviours. The notion of virtue with moral emotions stands on the footings in identifying nine sets of virtues viz. integrity, affection, diligence, inspiration, wisdom, trust, gratefulness, justice and harmony encircle the degree of moral sophistication and sharp realization that arise and find themselves in conflict. Bridgeway between moral emotions illuminates moral dilemmas and paves the way for sincere concern to override the dilemmas with ethical awareness and decision-making mechanism. Moral emotions play a vibrant role in day to day behavioural phenomenon of the work force which confronts varied barriers and builds a strong foundation to march towards launching moral inductive with ethical judgement.

Organisational Communication & Commitment: An Embodiment of Organisational Identity

Organisational Ethics sustains with the notion of psychological connectivity within the organisation and its employees. The linkage between every organisational members starting from managers, supervisors,

workforce and all the stake holders creates a sphere of ethical work practices and commitment value contributing towards organizational fulfilment. Introduction of honest and open management communication strategy, judgmental roles, non-conflicting behaviours, elevated performance standards and wide autonomy creates bondage of strong organizational commitment. Organisational commitment goes with the phrase of fairness, a true predictor of trust in organizational operation. The commonest way to protect against unforeseen risk and unwanted hazard can be seen thru with the ethical code of conduct governed with communication strategy, an ethical behavior within an organisation. The organisational culture of ethical work practices commenced in the early 90s with the agenda that “the beliefs employees hold regarding the terms of the informal exchanges between themselves and their organisations”. With the passage of time, the beliefs transform into relationship contract, change into the form of psychological behaviour, an argument takes the name of commitment and loyalty at the organisational hemisphere. The concept of ethical work climate assures universal acceptance of the corporal ethical values and the Organisational ethical movement towards achieving the desired goal of employee’s organisational commitment. A keen connectivity between the employer and the employee with ethical beliefs, intention and social responsibility lead individuals to base their behaviour on ethical values and don’t see morally questionable behaviour in their acts and beliefs. Work practices managed in the organisation reflections quotients like employee job control, role conflict, role clarity all amalgamated in the nucleus of organisational commitment for comprehending ethical norms. The lifeline of any organisational ethics is embedded in the lines of communication the biggest factor in promoting trust and where the employees are acting in the fairways through their decision making and how they take their decisions. Lack of clear communication and ambiguity in work load requirement results in eroding trusts in management and commitment in the organisational platform. Communication has the basis of expression, thoughts and statements that impact either directly or indirectly and its impact is judged in proper way bridging a sense of fairness, trust and a strong relationship between the organisational members. Ethical work practices embody respect, values, involvement, conduct, willingness which all paves the way to achieve organisational objectives through ethical behaviour and transparent communication processes.

Waves of Ethical Values at Public Domain: An Overview

At the outset building blocks of values and ethical norms forms as a foundation stone to aspire for ethical movement at public domain more specifically from bureaucrats to lower level employees. The framework for building the relationship of ethical climate takes into consideration the social factors along with individuals involved at public arena. A more intermediary variables between the intermediate factors lies on the fact that public individuals co-relate their perceptions from the ethically sensitive matters for upholding ethical values. Amidst changing organization scenario, the literature of organizational ethics projects and propagates the pertinent issue of ethical decision making. Ethical decision making of public individuals is one which stands on appropriate interests and is considered as a key dependent variable in organisational ethics. Amidst increasingly unlikely movement of unethical behaviour as a dependent variable, ethical decision-making process at times confronts behavioural patterns of the organization. Ethical decision making may be conceptualized into two components viz. the ethical dilemmas happening in the organisation and the ethical reasoning viz which essentially refers to the significant reasons that people provides in executing their decisions. Organisational activity is an array of varied factors out of which ethical climate provides the support and proposition and creates an impact on ethical decision making behaviour. The ethical climate context can be defined as the “the shared perception of what is ethically correct behaviour and how ethical issues can be handled”. The interaction pattern of ethical behaviour has four-dimensional level i.e. extra organizational factors, inter organisational factors, tending to intra-organisational patterns and internal organ patterns with a direct impact on ethical decision making and ethical behaviour of the organizational members at public arena. The crux of the problem lies in determining the main variable to be distinguished and to practice in real life situations at public level activity. Studies reveal that levels of interaction patters and ethical climate are quite dissimilar with ethical decision making and unethical behaviour on the other. The distinguishing factors between the variables poses questions on the situation and the relationship between the interaction’s patters and ethics. The component comprising of: structure, culture, interactions, cultural bias, grid group topology provides a basis in establishing ethical standards at organizational front. In the recent years there has been a considerable development of theoretical framework viz. differentiating intra organisational factors, extra organisational factors and interactions patterns based on which ethics management will be considered to the extent for implementation on the public workforce. Finally, it can be acclaimed that in order to strengthen coherent factors, a comprehensive approach can be followed that allows to bring different organisations in a united platform into one overall topology for better organizational rejuvenation at public hemisphere.

The Relevance of Honesty Value: The Foundation of Organisational Ethics

Honesty is being considered as the most crucial and vital element for ethical behaviour at organizational hemispheres. With the present-day turmoil situation, growing business complexities and complications, the relevance of honesty is quite relevant at organizational terrain. According to Becker "Honesty is refusal to pretend that facts of reality and others than what they are". The roots of honesty are embedded under the layers of value which has an impact on the choice of means and manners available at various domains. Values can be identified into two broad categories- Conditional terminal values viz self-respect, wisdom, comfortable life, family life, sense of accomplishment. Sense of instrument values are ambition, honesty, courage, independence, imagination & helpfulness. Based on the basis of personal values ethics can be witnessed at work sphere. Individual values play a dominant role in the form of honesty, signifying trust and dependence. Honesty is an amalgamation of moral values and institutional values fostering good relation and understandable harmony in fulfilling organizational objectives. The essence of personal value, honesty can be identified from the cluster of attributes involving helpful behaviour, forgiving mentality, loyal behaviour and responsible activities. It is the personal values that appraise the utility of honesty encouraging others to understand and realize its importance to every organizational member around us. The role of socio-demographic characteristics also appraises through the essence of honesty. Socio-demographic elements like age, gender at times predicts the presence and the prominence of honesty among the default individuals from time to time. Honesty has its origin within personal values surrounded by the domain of multifaceted values like family, security, imaginative, comfortable life capable and broad-minded in order to reveal and to rediscover the comfort zone and the qualities of individuals for honest statement. Honesty may be viewed as a culmination of one's expression combining ideas, thoughts and beliefs. It is the individual value which at times creates a bond between honesty and organizational commitment for better prospects of organizational life. Studies reveal that there is no direct strategy for honesty formulation but it is the honesty values which prompt an individual for ethical behaviour in the area of complicated relationship. The crux of honesty lies on the fact of understanding which epitomizes in the form of integrity and paves the way to come closer to ethical behaviour operations. The justification and the importance of honesty values is not confined within the borders and boundaries of nations but can act as a constructive tool and a striking force to predict the ideas of organizational members' behaviour across the globe both in the way of academic and business value.

Problem & Scope of the Study

Problem of the study is relevant because the notion of ethical orientation is essential to enhance the effectiveness of the deliverables of the public departments as well as relevant in private organisations. Greater applications of the ethical intervention would promote healthy work climate in the public domain thereby contributing to the development and growth of the state.

Commerce & Industries Department

This department is primarily responsible for the promotion and regulation of large and medium scale industries and trade and commerce in the state. With the advent of liberal policies in the Indian economy, there has been a progressive expansion in the responsibilities and functions of the department. Commerce and Industries Department is assigned with the task of formulating and implementing industrial policies and strategies required for the development of the state economy. This department is entrusted with the task of creating conducive environment for industrial growth and complementing industrial infrastructure.

II. Objectives of the Study

The broader objective of the study is to identify effectiveness of the application of ethical interventions and deficiencies in such applications in the public Department of Commerce & Industries and in the Government of West Bengal.

(i) **Objective I** :To understand the extent of ethical interventions in the public dept [Commerce and Industries Department] based on Sub domain *A1: Truth telling speech, A2: The medium for moral practices, A3: Interpersonal bonding through fearless speech, A4: Truthfulness at the workspace, A5: Truth telling acts A6: Meaningful messages in public domain of Domain A - Upholding Magnitude of Democratic Speech for Organisational Ethics*; Sub Domain *B1: Emotional essence B2: Ethical behavior B3: Impact of moral emotions B4: Moral reflections B5: Ethical awareness for decision making B6: Behavioural aspect of moral emotions of Domain B - Unveiling the Impact of Emotional Essence for Organizational Ethics*; Sub Domain *C1: Organisational Commitment, C2: Fairness & Trust, C3: Organisational Culture & Ethical Functioning, C4: Organisational Ethical Movement, C5: Trust, Fairness within Organisational Members, C6: Transparent & Positive Communication of Domain C- Managing Organizational Communication and Commitment for Organizational Ethics*; Sub Domain *D1: Building ethical framework, D2: Ethical decision making D3: Interaction pattern of ethical behavior, D4: Building ethical foundation, D5: Intra & extra organisational*

factors, D6: Ethical solidarity & goodwill of **Domain D - Upholding the Waves of Ethical Values at Public Field for Organizational Ethics**; Sub Domain E1: Honesty element, E2: Terminal & instrument values E3: Morality, loyalty and responsibility element E4: Bondage between individual commitment & organisational goals, E5. Integral element of ethical operation, E6. Constructive tool for organisational behavior of **Domain E - Upholding the relevance of honesty as the foundation of organizational ethics.**

(ii) **Objective II** :To understand the deficiencies of ethical interventions in the public dept [Commerce and Industries Department] based on Sub domain A1: Truth telling speech, A2: The medium for moral practices, A3: Interpersonal bonding through fearless speech, A4: Truthfulness at the workspace, A5: Truth telling acts A6: Meaningful messages in public domain of **Domain A - Upholding Magnitude of Democratic Speech for Organisational Ethics**; Sub Domain B1: Emotional essence B2: Ethical behavior B3: Impact of moral emotions B4: Moral reflections B5: Ethical awareness for decision making B6: Behavioural aspect of moral emotions of **Domain B - Unveiling the Impact of Emotional Essence for Organizational Ethics**; Sub Domain C1: Organisational Commitment, C2: Fairness & Trust, C3: Organisational Culture & Ethical Functioning, C4: Organisational Ethical Movement, C5: Trust, Fairness within Organisational Members, C6: Transparent & Positive Communication of **Domain C- Managing Organizational Communication and Commitment for Organizational Ethics**; Sub Domain D1: Building ethical framework, D2: Ethical decision making D3: Interaction pattern of ethical behavior, D4: Building ethical foundation, D5: Intra & extra organisational factors, D6: Ethical solidarity & goodwill of **Domain D - Upholding the Waves of Ethical Values at Public Field for Organizational Ethics**; Sub Domain E1: Honesty element, E2: Terminal & instrument values E3: Morality, loyalty and responsibility element E4: Bondage between individual commitment & organisational goals, E5. Integral element of ethical operation, E6. Constructive tool for organisational behavior of **Domain E - Upholding the relevance of honesty as the foundation of organizational ethics.** The authors of this paper have dealt with the above-mentioned objectives in research towards drafting the “Assessment of Organisational Ethics in Public Department i.e. “AOE – PD SCALE”. This matter is explained in the following section of research methodology.

III. Research Methodology

Snapshots of creating the “Assessment of Organisational Ethics in Public Departments” i.e. “AOE – PD” scale.

Research Design

Step - I: *Defining the domains on the basis of literature review & experts/judges opinion*

The five major domains are

- Domain A : Upholding magnitude of democratic speech
- Domain B : Unveiling the impact of emotional essence
- Domain C: Managing organizational communication and commitment
- Domain D: Upholding the waves of ethical values at public field
- Domain E: Upholding the relevance of honesty as the foundation basis

Step - II

Defining the Sub domains/Subscales under each domain & defining the items relating to the Sub domains

Domain	Sub Domain	Items
A. Upholding magnitude of democratic speech for organisational ethics	A1: Truth telling speech. A2: The medium for moral practices. A3: Interpersonal bonding through fearless speech. A4: Truthfulness at the workspace. A5: Truth telling acts. A6: Meaningful messages in public domain.	43
B. Unveiling the impact of emotional essence for organizational ethics	B1: Emotional essence. B2: Ethical behaviour. B3: Impact of moral emotions. B4: Moral reflections. B5: Ethical awareness for decision making. B6: Behavioural aspect of moral emotions.	39
C. Managing organizational communication and commitment for organizational ethics	C1: Organisational commitment C2: Fairness & trust C3: Organisational culture & ethical functioning. C4: Organisational ethical movement. C5: Trust, Fairness within Organisational members. C6: Transparent & Positive Communication	26
D. Upholding the waves of ethical values at public field for organizational ethics	D1: Building ethical framework. D2: Ethical decision making. D3: Interaction pattern of ethical behavior D4: Building ethical foundation. D5: Intra & extra organisational factors. D6: Ethical solidarity & goodwill.	58

E.Upholding the relevance of honesty as the foundation of organizational ethics	E1: Honesty element. E2: Terminal & instrument values. E3:Morality, loyalty and responsibility element. E4: Bondage between individual commitment &organisational goals. E5.Integral element of ethical operation. E6. Constructive tool for organisational behavior.	46
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Step- III

Expert/Judges opinion and Item Language Construction

The scale has been then circulated among 25 experts/judges in the field of HRM comprising of both academicians and practicing managers in the industry in Kolkata as well as across the country for their opinions about the appropriation of the sub-domain and the items in relation to the purpose of the study.

The scale has been further improved upon and developed in accordance with the 14 Classical Rules stated by Edwards, 1957 for a clear and discrete language construction of the items in the scale.

Step- IV

Assessing the applicability of the items

To assess the applicability of 212 items in the scale two techniques were adopted. One was through rating by experts and the other by statistical technique of item analysis.

Step-V

Questionnaire Construction & Testing

The respondents were asked to respond on their perception of the critically of each sub-domain in relation to each of the items mentioned. The response has been made on the basis of five-point scale. Based on the responses an attempt has been made to create the final scale. The final questionnaire consisted of basic demographic information about the respondents and the responses from the total sample for all the items following a rating scale 1-5, 1 meaning 'not at all applied' & 5 meaning 'extremely applied'.

The Reliability Test is being conducted for five domains **In all cases the value of Cronch Back Alpha appeared to be greater than 0.70, thus showing all the constructs in the scale as reliable.**

Sample of the study: Total sample size of total 204 employees in the categories of A, B, C and D in the Commerce & Industries Department are considered as research sample. There have been 51 respondents on an average in each of the employee categories. The sampling technique is Purposive, Stratified and Convenient Sampling.

The procedure for data collection from the above mentioned 204 respondents in the categories of A, B, C & D in the Commerce & Industries Department have been considered as follows:-

- i. Telephonic interaction with the contact person and / or respondents with the questionnaire discussed and explained to them.
- ii. E-mail communication with the contact persons and the respondents of the selected organization.
- iii. A combination of some or all of the above four approaches as was felt suitable in specified cases.

Findings of the Study

The objective is to define the items relating to each domain and to understand the extent of organizational ethics & deficiencies of employees in the public department (Commerce & Industries Department of West Bengal) based on randomly selected sub domain.

Extent of Organisational Ethics analysis of each domain

Domains	Sub Domain	Description of the Sub domain / item	Extent of Organisational ethics of employees
Domain A Upholding magnitude of democratic speech for organisational ethics	A.1	Truth telling speech.	Somewhat observed
	A.2	The medium for moral practices.	Less observed
	A.3	Interpersonal bonding through fearless speech	Somewhat observed
Domain B Unveiling the impact of emotional essence for organisational ethics	B.1	Emotional essence	Less observed
	B.2	Ethical behaviour	Very much observed
	B.3	Impact of moral emotions	Somewhat observed
Domain C Managing organizational communication and commitment for organisational ethics	C.1	Organisational Commitment	Very much observed
	C.2	Fairness & trust	Very much observed
	C.3	Organisational culture & ethical functioning	Somewhat observed
Domain D	D.1	Building ethical framework	Very much observed

Upholding the waves of ethical values at public field for organisational ethics	D.2	Ethical decision making	Very much observed
	D.3	Interaction pattern of ethical behavior	Somewhat observed
	Domain E		
Upholding the relevance of honesty as the foundation of organisational ethics	E.1	Honesty element	Somewhat observed
	E.2	Terminal & instrument values	Less observed
	E.3	Morality, loyalty and responsibility element	Somewhat observed

Employee Category having the extend of organizational ethics of the respective ethical domains

Domain	Employee Category	Extent of Ethics
Domain A :Upholding magnitude of democratic speech for organisational ethics	Group A	Average
Domain B: Unveiling the impact of emotional essence for organisational ethics	Group B	Average
	Group C	
Domain C: Managing organizational communication and commitment for organisational ethics	Group C	Minimum
	Group D	Maximum
Domain D: Upholding the waves of ethical values at public field for organisational ethics	Group B	Average
Domain E: Upholding the relevance of honesty as the foundation of organisational ethics	Group A	Minimum
	Group B	Average
	Group D	Average

IV. Summary of the Study

A comprehensive scale to identify and measure the extent of organisational ethics has been structured in the name of “Assessment of Organisational Ethics in Public Department: AOE – PD” scale. Unique responses have been derived in the survey showing the extent and level of ethics in the four categories of employees.

- Domain A i.e. Magnitude of democratic speech among the employees can be concluded to have the average extent of ethics for Group A categories of employees.
- Domain B i.e. Emotional essence on employees can be concluded to have average extent of ethics for Group D & Group C categories of employees.
- Domain C i.e. Organisational communication and commitment of employees can be concluded to have maximum extent of ethics among Group D employees whereas minimum amount of ethics among Group C categories of employees.
- Domain D i.e. Ethical values at public field of employees can be concluded to have average extent of ethics for Group D categories of employees.
- Domain E i.e. Significance of honesty played by employees’ can be concluded to have average extent of ethics among Group B & Group D categories of employees and minimum extent among Group A categories of employees.

Implications and Usefulness of the Study

With the help of globalization, business has increased and so have the responsibility to have fair practices when dealing with suppliers’, customers and the employees of the firm. Business ethics are guidelines for global business managers to take ethical decisions which implies positively on society & environment. Ethical behaviour is not always best defined within the confines of the law. Ethics are a self-regulating mechanism based on one’s moral values and principles and a sense of commitment towards the entire ecosystem. According to Henry Taylor, the British Statesman “Falsehood ceases to be falsehood when it is understood on all sides that truth is not expected to be spoken.” Many people started believing this as new normal ways prevailing in the present business environment of 21st century. The scope of the study is quite relevant in terms of the functioning of public departments in the government. The study focusses that ethics is performance enabler and acts as a driving force towards performance of the organization and sustainable growth. The usefulness of the study aims to help the authorities and senior managerial officials in the Government of West Bengal to understand the core areas where ethical intervention is necessary for productive results in various department of West Bengal Government. The implication of the study is that it throws considerable light in the existence of organizational ethics in real life applications in the Government of West Bengal. The present waves of ethical rejuvenations among investors, consumers, suppliers and other stake holders of business is increasingly observed in the day to day functioning. The Government as a result can look forward to refrain, restructure, revisit and redesign its HR oriented activities among the public departments that are currently facing ethical dilemmas, entangled working environment impacting in the days to come.

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