

HUMAN RESOURCE MANAGEMENT II

CHAPTER 16: ETHICS IN HUMAN RESOURCE MANAGEMENT

CHAPTER 16

Meaning of Ethics

- Ethics is the discipline dealing with that which is good and bad and with moral duty and obligations
- Business ethics refers to application of moral values, accepted character and behaviour by the contemporary business world to all business activities, dealings, offers, practices and such other issues.
- Ethics influences various business activities

CHAPTER 16

INFLUENCE OF BUSINESS ETHICS

- Business ethical policies and practices influence and shape the ethics, characters and behaviour
- The ethical standards of the top management influence and shape the decisional values and decision-making styles of the middle and junior level managers
- The business ethics influence the conduct of various business operations including HRM operations/functions.

CHAPTER 16

Ethics in Job Design

- Work simplification
- Job rotation
- Job enlargement
- Job enrichment
- Autonomous work teams

Contd.

CHAPTER 16

- High performance work design
- Empowerment
- De-jobbing
- Job design options which benefits the organizations and employees by utilizing the human resources and human potentialities are viewed as ethical

CHAPTER 16

Human Resource Planning

- “An integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks, required to meet organizational objectives and satisfy the individual needs and goals of the organizational members” according to Leon C. Magginson

CHAPTER 16

RECRUITMENT AND SELECTION

- Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in an organization
- The sources of recruitment are internal resources and external sources
- Sometimes, the organizations select the unsuitable candidates due to pressures. This amounts to sacrificing the organizational interest for the individual interest. This is an unethical practice

CHAPTER 16

TRAINING AND DEVELOPMENT

- Training is the art of increasing the knowledge and skill of an employee doing a particular job.
- Implementation of the training function based on the concepts results in ethical approach on the part of the management. But, management and employees at different levels deviate from the concepts/principles
- These deviations may be termed as unethical practices on the part of both the management and the employee

CHAPTER 16

CAREER PLANNING AND DEVELOPMENT

- Career planning and development of employees are the responsibilities of both individual employee and management
- Discharging one's own responsibility amounts to ethical act,
- Similarly, shirking from one's own responsibility is deemed as unethical
- Promotions and transfers which help the company in achieving its goals are viewed ethical

CHAPTER 16

EMPLOYEE TURNOVER

- It is believed that the loyal and committed employees contribute significantly to the company
- Change is the order of the day during the new millennium.
- Thus employees learn additional jobs and organizational knowledge by changing from one organization to another organization
- The HR strategies to retain the employees for longer periods cannot be viewed as ethical

CHAPTER 16

WAGE AND SALARY ADMINISTRATION

- A number of questions arise regarding the ethical issues in wage/salary/bonus payment
- These questions include: is it ethical to pay the same wage/salary to an employee who makes the least contribution and who makes significant contribution ?

contd.

CHAPTER 16

- Is it ethical to legally force a loss-making company to pay 8.33 % bonus?
- The Government being the custodian of the nation, should bear the responsibility of providing the basic and other human welfare measures to its people, including employees at large.