

# Human Resource Management

## N4 – HRM and Ethics

### Introduction

**Ethics:** the study of the general nature of morals and of the specific moral choices to be made by an individual in his or her relationship with others, and the rules or standards governing the conduct of the members of a profession.

### Ethics as a contested terrain

#### Duty (Kant)

- 'Act only on that maxim by which you can at the same time will that it become universal law' (Kant cited in Budd and Scoville 2005: 9)
- Doing the right thing - inconsistent with meritocracy

#### Utility (Bentham)

- Advocates the greatest happiness to the greatest number of people
- Promotes efficiency, not necessarily equality

#### Fairness (Rawls)

- Ethical theory of distributive justice – 'differential outcomes acceptable only if they reflect legitimate differences' (Budd and Scoville 2005: 11)
- Accounts for inherent disadvantages – does it promote difference/[positive] discrimination

### Dilemma no.1 – HR Practices

#### Is employee surveillance ethical?

- "No" from a Kantian perspective (surveillance is not something that should be a universal maxim)
- "Yes" from a utilitarian perspective (safety to the greatest number at costs of freedom for a few)

#### Is variable pay ethical?

- "Yes" from a utilitarian perspective (fair and equitable recognition of performance)

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