

## **Ethical Implications in Human Resource Management: A Case Study of Media Channels of Pakistan**

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### **Abstract**

The current research study discloses the notion of lofty standards of ethical integrity in human resource departments in media houses through its applications and possibilities. Main purpose of the study is to access the ethical practices and its effects confronted by HR practitioners of media houses. The sample of the study is 100 respondents related to HR departments of media organizations. Study concludes that HR professionals have great deal with ethical exposure and competencies and practitioners have strong proclivity to conduct ethical imperatives in view of development ethical climate at work place.

**Keywords:** Ethical Implication, Media Organizations, HR departments.

### **Introduction**

In the current age, the role of human resource management has become more important for organizations. To promote the business and better workplace, presentation of better ethics at work place is necessary. The current research study deals with ethical practices relates to the human resource management at higher level of management for taking decisions and at bottom levels of management to deal with individual employees. Ethics in human resource management deals with working conditions of employees and right and wrong in individual's behaviours. Ethics derived from Greek word "*Ethos*" which means character. Ethics represent values, standards and behaviours of company, individuals and groups. Ethics, values, morals and standards have become gradually more multifaceted in modern society where absolutes have given way to vagueness and tolerance. Individual's job and their future employment depend on human resource managements because all of the decisions are made by HR managers. It is reality that most challenging aspect of human resources management is to maintain hiring standards, compensations and promotion of workers. Responsible HR professionals lead organization to maintain its status and give competitive advantage. It is also responsibility of HR professionals that all the employees are

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treated ethically. All human resource management's decisions should be based on ethical consequences. For healthy working in organization ethics poses more importance whereas absence of ethical values or poor ethics may damage the credibility of organization may severely affect the employees mentally and physically. Adopting ethical values an organization may promote productivity, better relations with clients and can increase flow of communication. Adaptation of ethics to media organizations necessary, not only for reduction of unhealthy behaviour but also to inspire superior performance and provide satisfactions to workers and customers. Current research study present the significance of ethical values confronted by Pakistani media channels focusing that how HR professionals perform their operations more efficiently and at what level ethics affecting work place.

### **Literature Review**

Valentine et al. (2006) argued ethics is major part of overall health of organization. Emphasize on ethics in human resource management contribute to more humanized organizational culture. Presence of ethics not only make internal healthy atmosphere like employee behaviour and attitude but also fall positive external effects on clients, investors and stakeholders. So, ethics considered as important assets of any organization.

According to Van Vuren & Eiselen (2006) HR departments play vital role in promoting ethics. Organization policy and HR practice play role as vehicle to express what is well thought-out really significant in the organization. If ethical practice not measured sufficiently for the development of organization, this may due to either pessimism towards the policy that organization seek to carry out concerning promotion of ethics. By adopting any way of working and making policy, organization should keep ethics as part of organization's objectives. To promote ethical behaviour, the most important tool is code of ethics in human resource management.

Trevino & Nelson (2004) stated even though organization have top rate of ethical behaviour and ethical rules to ensure equal treatment at workplace but employing all these ethics, unethical behaviour and moral abuses happen with workers due to their own relations at workplace. These conflicts may disturb the working and progress of the organization as a whole.

Dolan et al. (2003) argued that ethics worth is extremely concerned in promoting the morality of the employee's behaviour. So, conducting ethical training programs are best tool to improve ethical behaviour among employees of any organization.

Nocera (2002) argued some of ethical issues like false information, falsifying reports, deceptive advertisement, abusing behaviour towards employees, discrimination on the basis of sex, colour, race, age and any other categories may severely damage the image of organization and fall its repute as the business is spread in entire world.

Buckley et al. (2001) stated that progress in ethical programs have noticeably been extended in content they are developed are thoughts. Almost all researchers thought that human resource departments are promoting ethics. Depending on worth of ethical programs, researchers have noticed more or less usefulness of these ethical programs. Every organizational programs should be strongly linked with organizational daily activities and should have senior most management support for improving organizational image and credibility.

Maclagan (1990) due to adaptation of ethical values in HRM, organizations may create well-built internal and external image and ensure that ethical values and norms of organization and persons may provide strong pledge and longer sustainability in the organization. According to Trevino (1990) closely association and personal relationship among employees may cause conflicts that turn into unethical practices in the organization. Weaver et al., (1999) examined that code of ethics are properly designed and implemented by the top managers of organizations, and more useful when these ethics are freely communicated with workers of organization.

Richardson (1994) & Fallon & Butterfield (2005) indicated that true code of ethics is necessary for better structure of ethical behaviour. Schwartz (2001), Stevens (2009), Weber (1993) argued that code of ethics is snow ball of applying real effort to promote organizational ethics. For this reason, ethical training is next step to implement these codes of ethics. Kohlberg (1969), Paget (1983) stated that ethical training is used in business to resolve employee's possible drawbacks in term of abilities, knowledge, behaviours and even attitudes.

Winstanley et al (1996) highlight one role of human resource management ethical training take change raising awareness about ethical issues that causes promotion of organizational ethics. In this way HRM plays important role in treatment such activities. Greendgard (1997) stated that official statement and organizational values should be applicable in the process of recruiting process, that may involve test, interview, orientation and performance so that organizational culture may generate that truly emphasizes ethics. Delaney & Sockell (1992),

Kavathatzopoulos (1994), Penn & Collier (1985) described important impact of ethical behaviour and performance of employees in the organization. Previous researches support the healthy influence of ethical training programs on employees ethics. In training programs including some ethical contents would be

enough to train employees about ethics. Delaney & Sockell (1992) concluded in their research that presence of ethical values in working atmosphere and involvement of highly management is more significant in improving organizational productivity and growth.

By exploring the review related to the human resource management, it seems that training about ethics is more effective tool get better results for providing ethical views in organization. The researchers have also been highlighted the strong relationship among human resource management and ethics in various organizations. But focus of current research study is on Pakistan media industry that how ethical implications synchronized and embarked with human resource practices.

### Hypothesis

**H1:** It is more likely that practices of HR management are positively correlated with ethical implications.

**H2:** It is more likely that fair policies of HR have influential impact on organization ethical climate.

### Methodology

To conduct this research study, the researchers chose survey methodology and this is quantitative research design. Furthermore, descriptive research study has applied for utilizing data in governs to test hypothesis. For data collection to HR departments, researchers designed well structured questionnaire. Sample size of this study was 100 HR professional working in media channels. To maintain objectivity and test the hypothesis resulted evaluated through Statistical Package for Social Sciences (SPSS) software.

### Results

**Table 1: HRM Practices & Ethical Practices (Correlation)**

		Ethical Practices
HRM Practices	Pearson Correlation "r"	.983**
	Sig.(2-tailed)	.000
	N	100

\*\*Correlation is significant at the 0.01 level (2 tailed)

**Table 2: Analysis of Variance for Linear Regression with Human Resource Management practices as predictor of ethical practices among HR practitioner's at media channels**

Model	SS	Df	MS	F	Sig.
Regression	0.818	1	0.818	161.243	.000
Residual	0.127	25	0.005		
Total	0.948	26			

**Table 3: Coefficients for Linear Regression with Human Resource Management Practices as predictor of Ethical Practices among HR Practitioner’s at media channels**

S.r	Model	Un-standardized Coefficient		Standardized Coefficient	T	Sig.
		B	SE	B		
1	Constant	.218	.057	.930	3.806	.000

a. Dependent Variable: Ethical Practices

**Table 4: Summary of Linear Regression with Human Resource Management Practices as predictor of Ethical Practices among HR Practitioner’s at media channels**

Dependent Variables	R	R <sup>2</sup>	Adj R <sup>2</sup>
Ethical Practices	.931	.864	.861

df= 26

a. Predictors: (Constant), Human Resource Management Practices

b. Dependent Variable: Ethical Practices

By table 1, Hypothesis 1 was examined through Correlation analysis and its results shows that human resource management practices and ethical practices have high positive relationship with Pearson coefficient value (r=0.983). This indicates that HR practitioners have fundamental imperatives in view of promoting ethics at work place. This, in turn will bring positive changes in HR practitioner’s performance by integrating fairness and moral standard. Therefore, it support hypothesis 1 and make clear that enhancement in HRM practices contributed a major role with increased level of ethical practices.

To examine Hypothesis: H2, regression analysis was performed concerns the potential for studying the influential impact of fair policies of HR on organization ethical climate. Results of table 2 provide analysis of variance for linear regression, indicates that human resource management policies had a positive and significant impact on organization ethical climate with F-Value 161.243 and

( $p < .01$ ) proves that the regression model is valid. This can also be said that ethical compliances are very much influenced by fair policies of HR practitioner's.

As pointed out in table 3, coefficient for regression analysis provides regression equation for predicting ethical practices such as Ethical Practices =  $0.218 + 0.781$  (Human Resource Practices). Apparently this equation can predict the information that change in ethical practices given a one unit change in human resource management practices. Table 4 appeared summary for linear regression analysis. According to the results  $R^2$  is 86.5% (which is very large) of the variance in ethical practices is explained by the human resource management practices. Therefore, it support hypothesis 2 that it is more likely that fair policies of HR have greater impact on organization ethical climate.

### **Conclusion**

This study provides us a key element of the resulting framework, and also a stance of this research. Accordingly, Ethical issues at the workplace can be resolved if proper procedures for the same are in place in a given organization. This study has been concluded that, HRM plays a crucial role in shaping ethical policies and procedures, also its make for a central role in conducting ethic related activities at the workplace. Researchers also concluded that HR Practitioners' are exclusively involved to observe ethical values or issues, whether it is right or wrong, good or bad in relating individual employee performance. Therefore, HR practitioners 'are responsible and have competence to raise employee performance and organization efficiency with constantly ongoing ethical concerns and interactions at workplace.

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