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## A Study of Ethical Perspectives of HRM Policies and Practices with Reference to Selected Manufacturing and Service Enterprises in Kolhapur District

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### **Abstract:**

*The concept of ethics deals with human beings only, because only human beings have been endowed with the freedom of choice and the means of free will. Only a human being can distinguish between good and evil, between right and wrong, between just and proper. In this paper it is focused that only human beings can distinguish between the end which he wishes to pursue and means to gain that end. Hence, only for a human being, does the question of ethics, values and moral conduct arise. This paper examines and explores that the study of Ethics has today become a set of systematic knowledge about moral behavior and conduct. This paper reveals that Ethics is a Science- a social science.*

*In this paper it is examined that the science of ethics is a normative science. Normative science judges the value of the facts in terms of an ideal. Normative sciences are concerned not with factual judgments but with judgments of what "Ought to be". In this paper HRM policies and practices are discussed which are adopted in selected manufacturing and service enterprises in kolhapur district. The employees who are working in selected manufacturing and service enterprises are selected as a Sample by using Convenience Sampling methods. Data is analyzed by using SPSS software and concrete inferences made. It is concluded that Ethical issues are more critical than they have ever been. Ethics plays a very important role in development of human resources.*

**Keywords:** HRM, Values, Ethics, HRD, Quality Circle)

### **Introduction:**

The concept of ethics deals with human beings only, because only human beings have been endowed with the freedom of choice and the means of free will. Only a human being can distinguish between good and evil, between right and wrong, between just and proper. Only human beings can distinguish between the end which he wishes to pursue and means to gain that end. Hence, only for a human being, does the question of ethics, values and moral conduct arise. The study of Ethics has today become a set of systematic knowledge about moral behavior and conduct. Hence the study of

Ethics is a Science- a social science. The science of ethics is a normative science. Normative science judges the value of the facts in terms of an ideal. Normative sciences are concerned not with factual judgments but with judgments of what “Ought to be”.

Discussion on ethics cannot be completed without Swami’s views on ethics. According to Swamiji- “The difference between weakness and strength is of a degree; the difference between virtue and vice is that of a degree; the difference between heaven and hell is that of a degree, all differences in this world are of degrees and not a kind of characteristics.” Hence the Ethics is the right things to do, is action that best serves the ideas of honesty, integrity, morality and good management practices. The inner content of individual can lead ethical individuality to ethical collectivity.

Organizations are not a merely blend up of machines, materials, equipment and money. Organizations are people. They are people who run the organization. Hence Human Resources Management Policies and practices constitute guides to Human Resources action and they are the statements of the organizations objectives or intention. Hence Human Resources Management Polices and practices is commonly understood to denote either decision making criteria or a statement of objectives and definitions of purpose. Some terminological misconceptions crop up when terms like ‘Rule’, ‘Procedure’, ‘Programmes’ and ‘Practices’ need to be distinguished from the term ‘Policy’. Policy differs from rule because of its flexibility.

Procedure is a prescribed or established routine, whereas the programme is an organized plan involving practices to be followed throughout all levels of an organization, which effects on polices. The practices are the ultimate action to carryout policy. Thus policy is the basis of procedure, programme and practice.

### **Statement of the Problem:**

Ethical perspectives of Human Resources Management Policies and practices are the key factors which guides the management for better development and more prosperous for employers and employees and the organization in the passage of time to have a strong values and culture. It is always ready to help the management for taking proper decision. It has vital importance and every management body can realize it. They are very helpful for keeping better industrial relation and smooth functioning of the organization. It leads to better development and more prosperity of the Human Resources in the organization. It helps to achieve the desired target for the organization and desired profit.

The present study is an attempt to study and investigate ‘Ethical Perspectives of Human Resources Management Policies and Practices with reference to Selected Manufacturing and Service Enterprises in Kolhapur district’ in enhancing the productivity as also to maximize individual development in the context of organizational and social development.

### Scope of the Study:

Any study bearing on Human Resources Management Policies and Practices is likely to be subject to certain constraints in view of the nature of the subject itself. Hence the researcher has selected for study the Ethical Perspectives of Human Resources Management Policies and Practices in selected Manufacturing and Service Enterprises in Kolhapur district with special reference to Employee satisfaction and Ethical practices and their impact on organizational culture. The scope of the study is limited to the department of Human Resource Management of that Industry only.

### Objectives of the Study:

The rationale behind the present research work is to investigate the Ethical perspectives of Human Resources Management Policies and Practices with reference to Manufacturing and Sugar Enterprises in Kolhapur district and also to critically appraise their working so as to arrive at certain definite conclusions as a whole. The main objectives of Ethical Perspectives of existing Human Resources Management Policies and Practices adopted in Selected Manufacturing and Service Enterprises in Kolhapur district. Also, to study the Ethical Perspectives of Human Resources Management Policies and Practices with special reference to Recruitment and Selection, Placement, Training and Development and Transfer and Promotion in Selected Manufacturing and Service Enterprises in Kolhapur district.

### Hypothesis of the Study:

**Hypothesis (1):** HRM Policies and Practices are correlated with Ethics.

**Hypothesis (2):** Nature of Ethical Perspectives of HRM Policies and Practices are differs across various selected Manufacturing and Service Enterprises in Kolhapur district.

**Hypothesis (3):** The Ethical Perspectives of Human Resources Management Policies and Practices with special reference to Recruitment and Selection, Placement, Training and Development and Transfer and Promotion in Selected Manufacturing and Service Enterprises in Kolhapur district is having impact on the Individual, Organizational, and Social Culture.

### Review of Literature:

In every business organization ethics and human resource management policies and practices are very important for organizational effectiveness. The personal practices in India based on ethical ground are still necessary to study even though a number of studies have been carried out in Indian business organizations. It refers to the internal and external environment of an organization. Human Resources practices tend to increase the efficiency and performance of the organization and ethics builds the culture to appraise the efficiency and performance in terms of productivity. **Beer et al (1969)** from a humanistic perspective identify a set of assumptions that underline HRM as a concept

that is proactive; links the management of people with strategic planning and cultural change; sees people as social capital capable of development; promotes open channel of communication to build trust and commitment; goal oriented and encourages participation by all employees. The opinion of **Choudhary K. R. (1974)** is that the Human Resource Management Policies and Practices have emerged from the historical background of industrialization in India. It is greatly controlled by the Indian family system which has an influence on management's practices. It also identifies some social and cultural factors. **Menon P. B., (1978)** has stated the functions of the corporate management and its organizational pattern. He stresses the importance of the responsibilities of the management towards the company, share-holders, employees, customers, community, and the state. **Banik Santi's (1985)** paper discusses motivation as a tool in the hands of a manager to control a business. Types of motivation practiced in India have been discussed. Importance of co-operation among sub-ordinates has also been examined. In the 'Management Review Man and Organizations' **Khosla K. (1991)** states that "Every organization is formed for the advancement of society". In this respect, he rightly observes that man and organization set out to prove that "Man is an end in himself and organization is but a mean." He concludes that the human aspects of organization are as important as the mechanical aspects and that in no circumstances, must man be sacrificed to organization-man, who is in himself. **Keith Davis (1992)** in 'Can Business Afford to Ignore Social Responsibilities?', California Management Review, 1960 remarked about Social Responsibility as It is related to the businessman's decisions and actions taken for reasons at least partially the firm's direct economic or technical interest' The obligation of business to nurture and develop its HR so that employees get every opportunity to grow and develop and advance through life and their carriers. **Sinha S. N. (1993)** analyzed the factors concerned with pricing policies of public enterprises and suggested suitable improvements process. Further he argues that profitability is very much useful for taking personnel decision based on ethical ground. In the book of 'Management Philosophy and Management Practices' **Nagandhi A. R. and Prasad S., (1997)** identify that the environmental and managerial variables makes an adverse effect on management practices and effectiveness. The Management of HR from **N. Ramuswami (1996)** is based on a survey of eight corporate industries, Government of India undertaking. He discusses the composition, role and function of the Board of Directors, the means and method of control over capital expenditure, cost overall performance, policy practices and quality of the personnel, good insight into problems of organization and role and functions performed by the top management. **M. Kulkarni Rao (2002)** investigates that Service management differs from capitalistic management; in that it operates within a framework of democracy. Democratic control means control experience by members over the board and board over management, on the basis of equality. In reality, democracy exists only in formal constitution and not in practice. Democratic system is ill-perceived in most cases. The impact

political influence is sometimes also seen in the manner in which the management board of corporate institutions are superseded or nominated by political parties.

### Data Collection:

#### 1. Primary Data:

The information was collected through questionnaire. The questionnaire was fairly exhaustive. It was designed so as to elicit information about the Ethical Perspectives of Human Resources Management Policies and Practices of the selected Manufacturing and Service Enterprises in Kolhapur district. A structured interview scheduled was prepared to elicit more data regarding the Ethical Perspectives of Human Resources Management policies and practices adopted by the selected Manufacturing and Service Enterprises in Kolhapur district.

#### 2. Secondary Data:

Secondary data was collected from Journals, Annual reports, various websites, Books, etc.

#### 3. Sample Size:

Out of all manufacturing and service enterprises in Kolhapur district, Large Scale enterprises above 10 Corers in turnover was the universe of the study. Sample size consists of 2% units from first five taluka. Of which 10% of the total employees was considered for the study. The level of hierarchy was Officers, Office-staff and Workers of the organization under study.

**Table No. 3.4**

<b>Sample Units Selected for the Study</b>			
<b>Sr.No.</b>	<b>Talukas</b>	<b>Manufacturing Enterprises</b>	<b>Service Enterprises</b>
1	Karveer	2	1
2	Kagal	1	1
3	Hatkangale	1	1
4	Shirole	1	1
5	Shahuwadi	1	1
	<b>TOTAL</b>	<b>06</b>	<b>05</b>

#### 4. Statistical Analysis and Data Interpretation:

The raw data was analyzed by using classification and tabulation technique for calculating the frequency. After classifying and tabulating the data necessary tables were prepared in each policy and practice for detailed interpretation of data through the designed scale. The five-point Likert's scale was adopted for testing of the opinion of the respondents collected from structured questionnaire and the validity of the primary data is to be tested on the basis of the data collected from the top

management of the respective enterprises. The data was collected through the developed Scale. It is designed so as to elicit exact information about the Ethical Perspectives of Human Resources Management Policies and Practices of the selected Manufacturing and Service Enterprises in Kolhapur District.

### **Conclusion:**

It is concluded from the obtained value of mean is more than 4.000 and C.V. is less than 26.500 in case of variables like fair sources, fair selection process, HRP, communication about recruitment and selection process, employee's commitment, secrecy of job, employee talent, positive attitude, performance which indicates strong agreement about ethical practices are exist in recruitment and selection in both types of enterprises. Whereas, the variables like fair assessment measures, employees' merit, unbiased selection procedure the obtained value of mean is more than 2.500 and C.V. is less than 48.000 which indicates agreement about ethical practices are exist in recruitment and selection in both types of enterprises. Apart from this the variables like equal opportunity, leadership, details for recruitment and selection process, equity having mean values less than 2.500 and C.V. more than 60.000 which reflects employee's disagreement about ethical practices are exist in recruitment and selection in both types of enterprises.

It is also concluded that the variables like favoritism, misrepresentation, misleading found agreement in recruitment and selection practices of both types of enterprises. It is found that the employee's strong agreement of both types of enterprises justified that ethical practices are exist in recruitment and selection except few variables mentioned in above discussion. The calculated value of mean is more than 4.800 and C.V. is less than 8.000 in case of variables like inculcation of norms and values, opportunity, recognition, pre-employment training programme, methods of training, punctuality which indicates strong agreement about ethical practices are exist in placement, training and development in both types of enterprises.

It is also concluded that the obtained value of mean is more than 3.000 and C.V. is less than 38.000 for the variables like placement method, communication of training objectives, approach of officers and office staff, innovative training programs, fair performance appraisal, fair feedback, trust and teamwork, job determination indicates agreement about ethical practices are exist in placement, training and development in both types of enterprises. The variables like training satisfaction, skill enhancement programme, periodic evaluation, clear ideas about values, equal opportunity having the mean values less than 2.900 and C.V. more than 39.000 which reflects employee's disagreement about ethical practices are exist in placement, training and development in both types of enterprises. It is found that the employee's strong agreement of both types of enterprises justified that ethical practices are exist in placement, training and development except few variables mentioned in above discussion in both types of enterprises.

**Suggestions:**

The suggestions focused and assist to understand the practical applications of the ethical perspectives of Recruitment and Selection, Placement, Training and Development, Transfer and Promotion, its significant relationship with planning and procurement of Human Resources, development of human resources, and integration and maintenance of human resources in organisation for excellence in performance and productivity and these suggestions come out as a result of efforts taken to accomplish the present research work. Both types of enterprises should incorporate psychological and psychometric tests in recruitment and selection to determine the psychological framework of employees. These tests help to identify the impact of demographic and psychological factors of employees related to behaviour which would be useful for the recruiter to select the candidate who fit for the job. Both types of enterprises should give emphasis on modern sources of recruitment like Internet, Digital media and Video conferencing for recruiting and selecting the talents from best sources that will help to reduce the cost and to bring productivity in recruitment and selection process. It is suggested that both types of enterprises should prefer the online employment agencies to avoid the ambiguity during the recruitment and selection process because employees prefer online employment agencies for job opportunities. The Naukri.com and Monster.com is popular among them.

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