

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

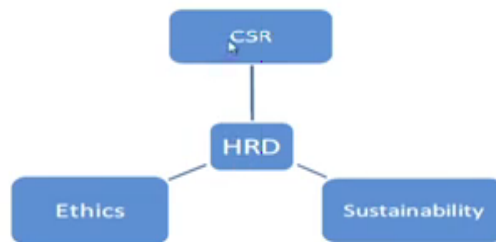
by
Prof. K. B. L. Srivastava
Department of Humanities and Social Sciences
IIT Kharagpur

LECTURE 58: Diversity, HRD Ethics, and
Future of HRD (Contd.)

Okay, so we are going to start the next session.

(Refer Slide Time: 00:21)

Session 3



Role of HRD in Ethics

Remember we talked about diversity and how we are going to manage diversity so that people can work together without any discrimination. And then we also discussed about the initiative that can be done for managing diversity at the office. Now what we are going to discuss in this session is, what kind of ethical practices we have need to be inculcated in the people and what role HRD can play in the process. That is very, very important and so in this lecture we are going to talk about the role of HRD in the ethics.

We start our discussion primarily by discussing about ethics and then we will discuss about what is the role of HRD in inculcating ethical behavior in the, now if you look at this figure, you will find that we are talking about few things. So on the one side we have corporate social responsibility, we have personal development and we also have ethics. So HRD might be having a role in all these activities.

There will be ethical behaviors making sure that people or organizations go for these kinds of activities which will help for sustainable development. \So to start with, first of all we will talk about the role of HRD in the ethics.

(Refer Slide Time: 01:36)

Business ethics

- “The study of business situations, activities, and decisions where issues of right and wrong are addressed” (Crane and Matten, 2007 page 5).
- There will always be some organisations who attempt to avoid even their legal responsibilities (Boxall & Purcell, 2008).
- To ensure against unethical behaviour organisations need to develop self-regulatory practices that are based on clearly defined ethical guidelines such as codes of conduct (Dowling & Welch, 2004).

(Mankin, 2009)



So first of all we need to understand what is ethics or business ethics. Now if you look at this business ethics as a subject, here we are not going to discuss it but we are going to discuss it in the context of what role HRD has to play. So if you look the concept of business ethics, the study or business ethics is to see that organizations follow certain ethical practices in their behavior in terms of products, processes and services.

So when we are going to take any decision, or organizations are going to take any decisions related to what kind of activities they are going to have, what kind of decisions they are going to make, how it is going to impact people. Not only people but also the environment apart from

profit, because most of the decisions that is taken with organizations are in the perspective of profit.

But the same time, you also need to look at it, what is your responsibility as a entity, as an organizational enterprisers entity to ensure that your decisions are not going to affect the individual in the organization or outside like the numerous people in the community and society and the environment with the society and the organization operates. And that is very, very important. So this issue of whether you are right or wrong needs to be addressed, irrespective of what you do.

So sometimes it happens you know that most of the organizations try to bypass these kind of things. They try to attempt to do things which could not be legal, forget about being ethical. And that is where the problem comes. So we are trying to adopt certain systems, practices and processes which are neither ethical nor legal.

So the idea of having ethical training is to ensure that organizations, people in the organizations understand what is an ethical behavior, what is an ethical activity and in what way it is going to affect people. So the idea is to ensure against unethical behavior, how organizations need to develop.

So what kind of systems and practices that you need to develop, what kind of regulatory systems you require, what kind of model code you require, like you know that most of the organizations have code of conduct also, we will talk about it, which define certain guidelines that in what way we are going to behave. For example, there are code of conduct for doctors. There are code of conduct for teachers also. And that says that okay; this is how we are going to behave, in ethical manner.

So we have to show that using these regulatory practices or code of conduct people do not behave unethically and they do not engage in those practices and systems by their organizations which could be called unethical in nature. And that is why it is very, very important to understand that what role HRD can play in making sure that people are going to behave ethically.

Through training or other interventions or through identifying certain practices and code of conduct which is going to guide their behavior. And that is why in this context we are going to discuss about ethics. So the most important thing is it has to be valid. It means that people should

understand what is right and wrong. And that is what we know as code of conduct or code of ethics.

(Refer Slide Time: 05:15)

Code of conduct

- A code of conduct (or code of ethics) sets out the way in which employees or members of an occupational group are expected to behave when carrying out their work responsibilities.
- A code “is sometimes better seen as a symbolic vehicle supporting the political interests of the profession by promoting its image as highly respectable and credible than as a set of norms that in practice ensure morally superior behaviour on the part of professionals” (Alvesson, 2004 page 35).

(Mankin, 2009)



So that actually tells that how people behave. When they are going to carry out their responsibility? Are they going to behave in ethical manner or unethical manner? So you know that it is not the regulatory system which is going to regulate and control everything because its, your behavior can also be controlled by law, but it is always good to have a code of conduct because it is better.

It symbolizes that, okay, the interest of the profession is to be protected at all costs first and then you have to see that you are going to promote behaviors in the people which is acceptable ethically, morally and legally.

So you are going to develop certain guidelines, you are going to provide certain frameworks or norms to ensure that people are going to behave accordingly. And then you should communicate these code of conduct to the people so that they know that this is how they are going to behave while they are going to work and carry on their responsibilities.

(Refer Slide Time: 06:23)

Role of HRD

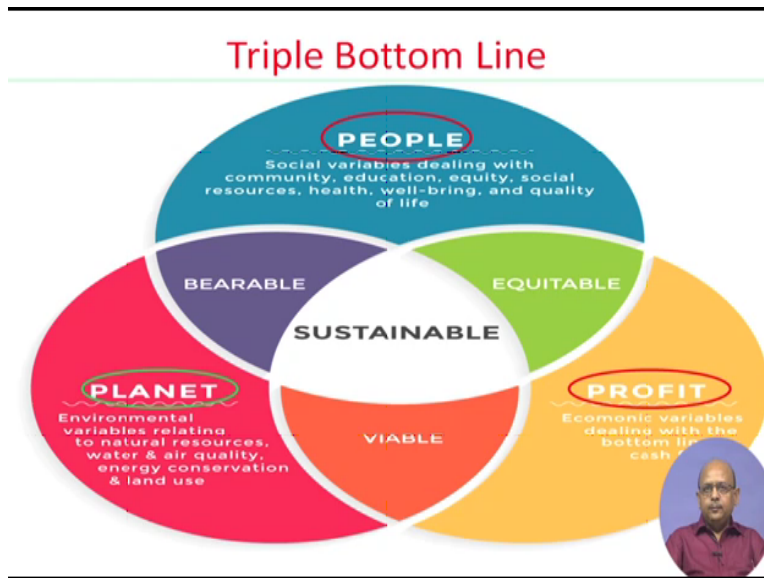
- HRD can play an important role in promoting corporate social responsibility (CSR), corporate sustainability (CS), and business ethics.
- To understand the role of HRD in CSR, CS, and ethics, it is important to refer to the **triple bottom line model**.
- sustainable development can be achieved only when there is a balanced attention to the environmental, economic, and social elements of the system
- In analyzing the role of HRD, we need to consider simultaneous interaction of HRD with all three elements of the triad.



So moving onto code of conduct you have to see that what kind of role the HRD has to play when it comes to developing these kind of behavior. So one thing that I can say that this HRD has a very important role to play because they can promote CSR, sustainability practices, even business ethics in the organization. So if you really want to understand that what the role of HRD in CSR is, corporate system and ethics, it is good to see that what is the triple bottom line model. Like most of you are aware about this where you can talk about people, profit and planet. So this is the bottom that has been used to explain the role of HRD in CSR, CS and ethics.

And you can develop yourselves on sustainable basis only when there is a balanced attention to all these three factors; that is the triple bottom line. If you not only consider about profit but you also equally consider both community and society that is people and also the environment, because that is very, very important. So you have to see that in what way it is going to interact with HRD, all the three elements of the triad, that is, CSR, CS and ethics and also what it has.

(Refer Slide Time: 07:47)



So before we move further, now we look at this, this is what basically a triple bottom line is, People, Profit, and Planet. Profit actually is economic variable. Planet is environmental variable related to the environment that how you are going to extract natural resources, and how they are going to help in improving water quality, air quality, energy conservation, land use, all kinds of things related to the environment.

Similarly if you look at the people factor it is a social variable in terms of equity, society, health, well-being, quality of life. So whether as an organization you are going to contribute to ensure in addition to the economic variable or profit or productivity. In what way we are going to contribute to the growth and development of the people and planet, both? So that it leads to sustainable development of the world. That is very, very important.

Now you will find in the three words like, the extent to which it is related to viability, whether you can wear it terms of cost and also whether going for equity. So these are the three terms which are related to these three variables which are relating to sustainability. Now the question is that, if you are using this triple bottom line parameter to define the role of HRD department or the organizations and its people to ensure that this is a better interaction for sustainable development.

It mean that they are not only going to organize training and development program or interventions to ensure better performance by the organizations that is related to profit. At the

same time, they are also going to organize program to ensure that your organizations engage in those, say activities which is going to raise the quality of life of the people.

By engaging in certain activities like corporate social responsibility, where they are going to help people in terms of their health, education, creating resources for the society which could be used by them out of the profit. And that is why you know that the Indian government has made it mandatory under the company's act to spend at least 2% of their profit on CSR activities. So this CSR activity also encompasses partly this responsibility towards the environment and this is what we know as environmental social responsibility.

So it does not include only CSR that is Corporate Social Responsibility, it means the responsibility of the corporate towards the society and community to increase their quality of life but also ensure that the responsibility related to the environment is taken care in the organization. Since they are going to exploit resources, the natural resources from the environment they need to ensure its sustainability in the long term, and also they need to ensure that they are able to maintain work in their quality, energy conservations in order to make use of the land.

All kind of issues will come under that. And that is why we have to ensure that these kind of things are taken care.

(Refer Slide Time: 11:01)

Analyzing the Role of HRD in Developing Ethical Behaviour

- Conceptual framework - two dimensions of the epistemology of values, which both relate to the idea of ethical wholeness or fragmentation.
- The extent to which a person believes their own ethical values to be a unified whole or, to a greater or lesser degree, a variable set.
- Concerns a person's beliefs about the holistic or fragmentary nature of the wider cultural field in which they live and work.



So how we are going to see that HRD is going to help in developing ethical behavior? So we are going to use a epistemology basically, it is a conceptual framework. When we are talking about

values, the two dimensions of epistemology of values which relate to basically at the idea of ethical wholeness or fragmentation, whether they are ethically integrated or you have fragmented values.

So this is related to the extent to which a person believes their own ethical values to be a unified whole or to a greater or lesser degree a variable set. Now the, another thing is that whether that concerns a person's beliefs about the holistic or fragmentary nature of the wider cultural field in which they live and work. So that talks about the fragmented values.

So you are going to have an idea of ethics, but that is your personal or whether you are going to have an idea of ethics which is going to vary across cultures which is more fragmented.
(Refer Slide Time: 12:02)

Continued..

	Principle	Policy	Aporia
Modernist	<i>Radical critiquer</i>	<i>Systems developer</i>	<i>Cynic</i>
Neo-traditionalist	<i>Guru</i>	<i>Culture designer</i>	<i>Counsellor</i>
Traditionalist	<i>Mentor</i>	<i>Training officer</i>	<i>Ritualist</i>
Postmodernist	<i>Intellectual</i>	<i>Pragmatist</i>	<i>Games player</i>

Principle is defined as 'a standard that is to be observed, a requirement of fairness or justice or some other dimension of morality

Policy sets out a goal to be reached, generally an improvement in some economic, political or social feature

Aporia: the state which exhibits a high degree of fragmentation of personal values.

So along with these two dimensions it has been identified, the three measures of variables that have been identified across different set of people, those who are modernist, neo-traditionalist or traditionalist and post modernist. Now along with these two variables if you look at principles, policies and aporia. Principle is basically a standard that is to be observed, the requirement of fairness or justice or some other dimensions of morality.

So principle is related to fairness. And then policy, what is the goals and objectives, sets out the goals to be reached, for example, improving the social, economic and political things. Then aporia is the state which exhibits a high degree of fragmentations of personal values. Now if you look at these three dimensions and these four, you will find certain quadrants here, at least

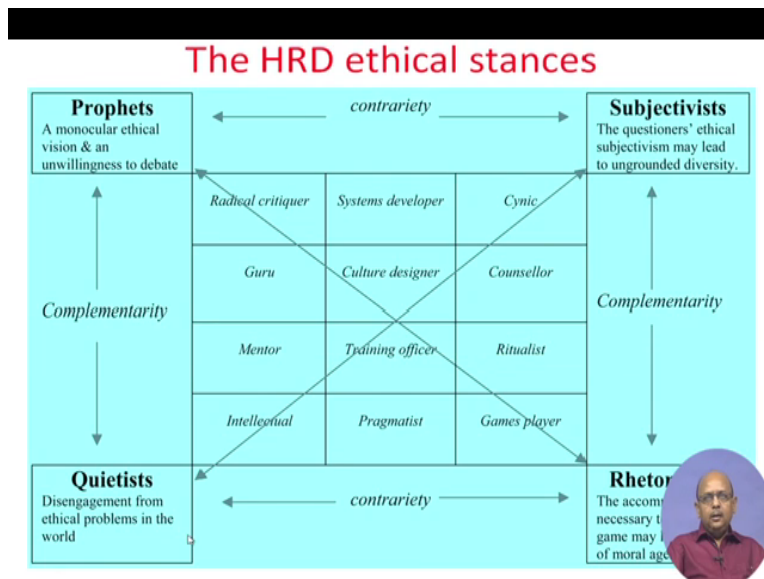
twelve. If you follow certain principles, as a modernist basically then you try to criticize upon this. Now then you are going to criticize whether it is fair or not, whether it is justifiable especially using the dimensions of modern ethics.

So you are using a standard to criticize what is happening. If you are a neo traditionalist then you are called a guru. But if you are a traditionalist then you try to mentor, it means you try to see that people follow these kind of things and being a post modernist, that is the latest thing then you act as a intellectual.

Because you think this standards are something that need to be believable too. So you keep on criticizing these kind of things and see that these standards of fairness had to be re-examined. Similarly if you look at policy accordingly you roll across these 4 dimensions are going to change and also for aporia it means that if your value are fragmented then how you are going to behave?

Whether you are going to follow certain rituals or going to counsel or become cynic in nature or you want to bring a change in the game itself. So based on these things it has been identified that you are going work with this and this is basically a theoretical frame work that is being developed to explain how you are going to behave ethically depending upon the context and these three dimensions.

(Refer Slide Time: 14:23)



So based on this you will find that you are going to behave in four different ways. Now what we have just discussed is this part. Now in the extremes of this you will find four different kind of characters or instances act like a profit. It means that you have your own vision of ethics and you are not going to change yourselves. For example, if you are very rigid so far as your relation is concerned, so if you are going to see it or everything from the guidelines that is provided by all these. So your ethics would be unchangeable.

And you are not interested to put logic or debate on that. Then if you are very, very modern and intellectual and you want to criticize this, if you are here, this part especially here, probably then you are known as critic, which means that you disengage from these kind of ethical issues. Similarly if you look at the other extreme here then you are very, very subjective. This is the question is ethical subjectivism may lead to ungrounded diversity. And finally have rhetorics where you try to accommodate, because you need to stand again, and then you are going to lose your morality.

So on the one extent you will find that you will that you try to protect at all costs and here you are going to lose it, here you are going to see that yes you have your own things and here you don't have at all. It means you disengage from ethical problems. So these kind of, actually say, analysis can be done to identify that where do you stand when it comes to look at ethical behavior of the people. By identifying these things you can see what needs to be done.

(Refer Slide Time: 16:28)

Strategies for Embedding CSR, CS, and Ethics and the Role of HRD

- HRD can raise the awareness of employees and develop positive attitudes toward sustainability.
- It can contribute to the development of a culture that supports sustainability, CSR, and ethics.
- HRD facilitates in developing more responsible cultures by developing new competencies and mindsets among their managers and executives
- HRD needs to foster reflection, creativity, and continuous learning of individual employees and promote the culture of learning throughout the organization

So the strategy that can be adopted by the HR persons is that they need to make aware the people and see how they can develop positive attitude for sustainability, and how you are going to create and develop a culture which support sustainability, not only sustainability but people engage in CSR activities, not only people but organizations also and adopt ethical behavior.

So you need to develop a more responsible culture like having competencies and mindsets among the people, so you need to bring about the change in the mindset when it comes to developing the culture which is more prone to these kind of activities. And similarly you also need to cast your reflection, creativity, continuous learning and these kind of things.

So that you are able to promote a culture of learning. So that you are able to understand and appreciate these kind of things, and that is how you are going to embrace these kind of things.

(Refer Slide Time: 17:22)

Critical Perspectives on the Role of HRD

- HRD has been criticized for disengaging with its roots in humanistic social science and its original concern for the well-being of individuals in organizations and for developing human potential.
- HRD has been described as an instrument of corporate profit maximization agenda
- HRD needs to critically examine own practices to make sure that they are based on principles of social responsibility, sustainability, and ethics.
- Act as role models of ethical and responsible behavior within their organizations



Now what you are going to discuss gradually is that how you are going to look at the role of HRD, so we have a critical perspective here. You know that if you look at the role of HRD in the organization, and you will find that the rules of HRD is basically in social sciences or humanities, because HRD is that inter-relational subjects where you have say subjects like economic, sociology, psychology, political science and topology.

The rules are there so it has its root in social sciences and basically these social sciences are proved because of wellbeing of the people and the organizations. So the idea is that how you can develop human potentials, but what actually happens, you have probably forgotten this basic aspect of your work where you are supposed to work for developing human potential which leads to better wellbeing.

But organizations for the purpose of profit are using these interventions of HRD to see that how they can intervene through their processes to make people more productive, right isn't it? And that is why you know that HRD has been described as an instrument of corporate profit maximization.

Most of the organizations have this agenda when they are talking about HRD because they use that ROI perspective written on investment perspective to see that how HRD can be used to improve the profit, improve productivity of the people.

So probably you will find some kind of contradiction especially when you look at the roots of HRD which basically talks about developing human potential and wellbeing to making them a

competent person to perform well which leads to better productivity. And that is why it has been criticized.

So you have to see that you need to train people or you develop certain practices so that people are able to understand and become aware about what their responsibility is not only for the organization as a profit maximizer but also to the individual, to the environment, to the society. And that is where HRD can play a better role and that is why HRD has been sometimes criticized because they only work on the agenda, maximizing profit for the organization and forget about the basic values and systems which need to be developed in the people so that they are able to understand and comprehend things related to these kind of issues.

(Refer Slide Time: 20:15)

A Relational Model of the Role of HRD in CSR, CS, and Ethics

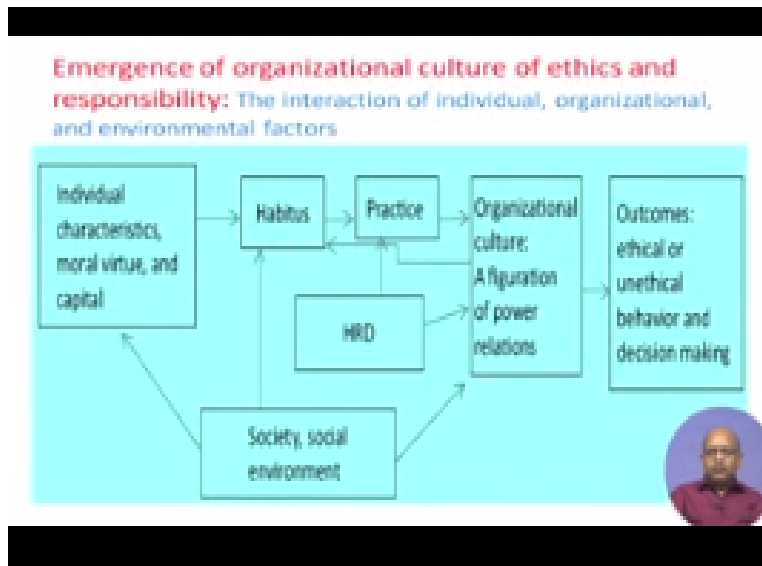
- HRD can have a direct and significant impact not only on employees' awareness of issues, but also on how employees will behave when confronted with ethical- or sustainability-related dilemmas;
- And that change interventions can have a lasting effect, resulting in creating ethical and socially responsible cultures.



So after this critical perspective we are going to see that yes, what kind of module could be used basically when we are trying to relate CSR, CS and ethics. CSR we will discuss separately. So it will have basically impact on how you are going to create awareness about these issues so that those who are, when the organization you tell them that whatever activity you are going to do, how it is going to affect the society, the environment and these kind of things.

And whether we having ethically or not, if you are not behaving ethically what will happen, and what kind of interventions need be planned to create ethically and socially responsible culture in the organization. HRD has a role to play to develop the culture so that people are going to behave in an ethical and socially responsible manner and that is what this module talks about.

(Refer Slide Time: 21:05)



So we have to see how to relate to this. So you are going to develop and create a culture of ethics and responsibility to see that how individual involvement in the environmental factors interact with each other. So what is the role of HRD in the process? So this is basically related to the individual. His characteristics, personalities, morality, and his capital knowledge and skillness which helps basically leads to developing certain habits which they used to practice, and that becomes a part of the culture of the organization which leads to developing a culture of whatever you call it in the organization.

Now when HRD intervenes and this is going to influence this practice. How you are going to use your strength to practice or think something which is going to be more ethically and socially responsible things. Now this also comes into the picture and when it is to be developed, when you are going to develop people and their values basically you have to make them aware about this, about the society and the environment in which they are going to operate.

So that when they are going to develop their habits, it is going to be influenced and this society and environment is also going to influence their habits. For example, you know that as a norm of the society you know that we are going to worship trees, so it becomes the part of the character of the individuals and then we adopt certain practices where you are going to follow these kind of habits.

So the HRD interventions can be planned to ensure that you follow those practices to create a culture which is going to be helpful in developing a ethical and socially responsible behavior. So that when you act you are going to take certain decisions or in your activities also you are going to behave in a way that is either ethical depending upon what kind of things you have in your background or ethical behavior.

So this is the relational module, we try to relate these things and how HRD interventions is going to mediate in the process to create a culture to ensure that you are going to develop an ethical behavior in the organization.

(Refer Slide Time: 23:45)

HRD and business ethics (1)

- The HRD profession has a responsibility to create a profession that behaves in a morally responsible manner (Hatcher, 2003; Ulrich & Brockbank, 2005).
- All aspects of HRD practice have ethical implications (Hatcher, 2006) and involve making moral choices (Fisher, 2005).
- These choices will reflect directly on the personal integrity and credibility of practitioners (Garavan, 2007)

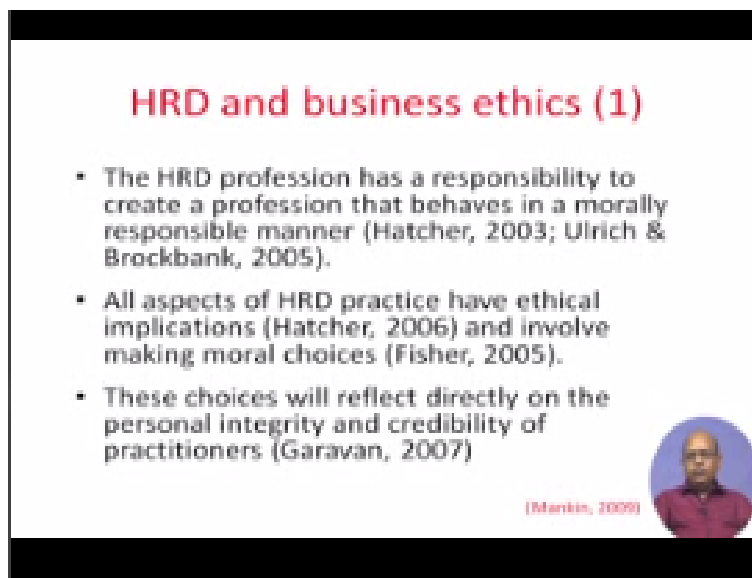
(Mankin, 2009)



So now we are going to discuss on the research literature that in what way HRD and business ethics are related. So the HRD profession has a responsibility to create a profession that behaves in a morally responsible manner. Lot of studies have been done. Then all aspects of HRD practices have ethical implications and the choices will reflect directly on the personal integrity and credibility of the practitioners.

So what kind of decision you take, why you have taken that particular alternative as a decision, it is going to affect your behavior. And this is that whether you are behaving morally, ethically and it also shows your integrity and credibility as a individual when you are going to make certain choices.


(Refer Slide Time: 24:31)



HRD and business ethics (1)

- The HRD profession has a responsibility to create a profession that behaves in a morally responsible manner (Hatcher, 2003; Ulrich & Brockbank, 2005).
- All aspects of HRD practice have ethical implications (Hatcher, 2006) and involve making moral choices (Fisher, 2005).
- These choices will reflect directly on the personal integrity and credibility of practitioners (Garavan, 2007)

(Mankin, 2009)



(Refer Slide Time: 24:33)

HRD and business ethics (2)

- Educate organisational leaders so that they better understand the importance of ethics and how this can be integrated into the business (Maycunich Gilley et al, 2003).
- This has been termed *ethical stewardship* (Dowling & Welch, 2004).
- To achieve this practitioners need to develop the ability to influence key stakeholders without having the prerequisite formal power (May et al, 2003).

(Mankin, 2009)



Similarly we also need to educate top managers so that they better understand the importance of ethics and this is integrated into the business. It means it becomes a part of our strategy. Our every activity, all activities must follow certain ethical norms and behaviors and we have used this term as ethical stewardship.

It means these are the people who are going to inculcate a culture of ethical behavior among the people. It means these kind of practitioners have to see that people are able to develop the ability to ensure that people have those ethically social behavior and ethically responsible behavior.

And ultimately you have to see that the practitioners need to develop the ability to influence key stakeholders in the process, whether it is consumers, whether it is suppliers, the society or community. So that you get to know yes they are behaving, your organizations behaving in a very ethical and socially responsible manner.

(Refer Slide Time: 25:39)

HRD interventions

- Training in understanding business ethics (e.g. the difference between gifts and bribes).
- Diversity training processes that address inequities (Hite, 2004) and challenges employees' own prejudices and assumptions about diversity (Awbrey, 2007).
- Nurturing the organisational culture (e.g. encouraging social networks that span all employee groupings).



And for that you are going to plan lot of HRD interventions like training, diversity training, we have already talked about it. For example, you need to make them understand that what is the difference between a gift and a bribe. Sometimes gift is given as a bribe. In India, it is a very popular thing. So that is when you need to take offense.

Then you can go for diversity training also to address inequities across the grounds and you are going to challenge the employees own prejudices and assumptions. Similarly you need to create a culture, nurture the culture of the organization encouraging social networks across different groups of the employees as a part of the diversity initiatives.

So these kind of interventions by the HRD can be planned and then later evaluated to ensure whether it is going to be successful or not. Thank you very much.