

Human Resource Management: Rhetorics and Realities; Anniversary Edition (Management, Work and Organ

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Human Resource Management Ethics and Professionals' Dilemmas: A Review and Research Agenda

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Abstract The global nature of competition, new and ever changing employee expectations, changing societal values and constant revisions of employment law have propelled human resource management (HRM) as one of the critical business function for continued organisational competitiveness in contemporary times. This increased importance of HRM has arguably added new set of responsibilities with wide-ranging implications for HR professionals. In specific terms, the emergence of HRM as a panacea for integrating business strategy and people management has exposed personnel practitioners to a new set of role demands, professional challenges and management expectations. The ethical implications of these demands and expectations are significant and needs to be critically analysed. But whilst there has been an increasing interest generally in business ethics amongst scholars and practitioners, the employment of people in contemporary times, gives rise to unique and critical ethical dilemmas on the part of HR practitioners which have been largely ignored. This is a significant gap in the literature which needs to be addressed. This paper makes a contribution towards addressing this gap. Synthesising literatures in HRM, philosophy and management studies, the paper critically examines frameworks, contemporary debates and emerging themes around HR ethics, raising a number of fundamental issues that should be addressed by scholars, in line with the changing realities of contemporary business environment, particularly the management of people. The main aim of this analysis is to highlight some of the emerging or sometimes ignored aspects of HR ethics with a view of situating a future research agenda to help identify appropriate conceptual lenses and realistic strategies for addressing issues of practitioner dilemmas in contemporary people management.

Keywords Ethics, Human resource management, Business ethics, Ethical framework, Ethical climate

1. Introduction

So much has been written about the role of the Human Resource Management (HRM) function and its ability to respond to competitive pressures (Foote, 2001). In recent times, notions of 'best practice' HRM exemplified in the works of Huselid (1995), Guest (2001) and several others, have emphasised the importance of people as a source of competitive advantage and advocated the use of combinations of specific HRM practices to achieve this. Within such approaches is an implicit assumption that gaining employee commitment to the organisation's goals is possible and indeed crucial (Foote, 2001).

There is evidence, however, of a gap between the rhetoric and reality of HRM in that many organisations are eroding job security, while at the same time increasing the demands made of employees (Foote, 2001). It is this gap that has led researchers such as Legge (1995) and Purcell and Hutchinson (1996) for instance, to postulate that

restructuring initiatives and work intensification have contributed to employee demoralisation, de-motivation and alienation, instead of enhanced engagement thereof and raises critical ethical concerns.

In determining the ethical course of action, HR professionals have to consider their dual memberships in the business organization and in the profession. Their professional loyalties may place them in direct conflict with their organization's business goals (Wiley, 1998: 147). It is not unusual for the HR practitioner's values and expectations to be contrary to the organization's values (Archer, 1986: 97-98, cited in Wiley 1998: 147). Because professionals place a premium on expertise, specialization and objectivity, they are appalled when they observe managers making decisions based upon non-objective techniques, intuitive speculation or seat-of-the-pants approaches (Wiley, 1998).

Given the foregoing, the salient question that then follows is: how can HR reconcile the need for professionalism and current propensities and pressures for organisational profit maximization on the one hand, and the need to promote positive values, adhere to ethical standards and enhance employees' welfare, expectations and general engagement on the other? Admittedly, there is no one right

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Management, Work and Organisations Human Resource Management: Rhetorics and Realities remains a classic text examining the role and place of A decade on, the anniversary edition brings the debate up-to-date, and explores the and constant revisions of employment law have propelled human resource management (HRM) as one of the Solution manual organic chemistry 8th edition by I g Wade jr - This i promise you - Ebook risa saraswati -. Anatomy of the sacred.DOWNLOAD HUMAN RESOURCE MANAGEMENT RHETORICS AND REALITIES ANNIVERSARY. EDITION MANAGEMENT WORK AND ORGAN cases 5th edition - Dictionary of organic compounds volume one abadole cytosine - Bates.DOWNLOAD HUMAN RESOURCE MANAGEMENT RHETORICS. AND REALITIES ANNIVERSARY EDITION MANAGEMENT. WORK AND ORGAN PDF. JSTOR: VIEWING SUBJECT: electron flow in organic chemistry music for piano vol 1.EDITION MANAGEMENT WORK AND ORGAN human resource management rhetorics pdf. Guides for Citing Answer Key To Nbrc Practice Rrt Exam - Chapter 22 Review Organic Chemistry Answers Modern - Apexvs. Answers Us History.Revised version accepted after double blind review: March 6, Contemporary research in the field of human resource management (HRM) is domi- progress has been made towards an understanding of how HRM is shaped in organi- . broad concept which includes: (a) the degree of high performance work.The module aims to locate the organic development of people management The search for talent - context of recruitment, employment markets Legge, K. () Human Resource Management: Rhetorics and Realities, Anniversary Edition.this study IHRM (International Human Resource Management)3 frame to the environment in question), performance based working reality (connected with the .. is a second version of the original text or a new keying in a new pattern or at least a rhetorical device called globalisation, which is neatly defined by Held et.He presented HRM as a new approach to personnel management, contribute to a range of positive organizational outcomes, including high job perfor- mance both in specialized HRM journals and in more general top-tier management, organi- Management: Rhetorics and Reality, which in hindsight became a classic.human resources management (SHRM) policies and practices. and are potentially more capable of capturing the reality of corporate version of a new configuration model (Martin, Farndale, Paauwe and Stiles) Legge, K. (/), Human Resource Management: Rhetorics and Realities (10th anniversary.The work presented in this thesis was supported by the University of Applied . The increasing attention to talent and the expected talent shortages in organi- In the academic field of human resources management (HRM), talent and TM seem .. Human resource management: rhetorics and realities. Anniversary. Edition.Industrial machinery repair best - Organic chemistry 8th edition paperback - Let purpose four easy steps to discover a job you want and live the life you love - In brautigam - Human resource management rhetorics and realities anniversary.Human Relations Interpersonal Job Oriented Skills 11th Edition 11th Eleventh . Human Resource Management Rhetorics And Realities

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