

# HRM Ethics: Revealing Practices That Deceptively Manipulate Good HRM Policies

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# The Cost of Integrity and Decency

- cost of disruptions in the workplace
- administrative costs
- loss of personnel time
- conflict resolution
- possible lawsuit
- low morale
- decrease in productivity.



# Supreme Court and Public Opinion

- Justices and the people are not always in agreement, but rather that they come into line with one another over time
- Both parties lose in an unfair employment relationship.

# Manipulation

- To change by artful or unfair means so as to serve one's purpose, or
- A shrewd or devious management, especially for one's own advantage

# Two Scenes of Deception and Manipulation

# Scene 1: Disabled Employee

- Mr. Z was injured and the doctor gave him a minor 15-lb. restriction on the use of his left arm
- He requested to have newer wheels for the cart so it is easier to maneuver.
- The manager saw this opportunity to fire Mr. Z in order to squeeze in his best friend who has been eyeing this post.

# ADA Accommodation

- Manager used an ADA accommodation that would allow him to legally terminate Mr. Z
- He transferred Mr. Z to “light duty” administrative work as his accommodation
- He did not choose the accommodation that will allow Mr. Z to stay in his regular job: modification of equipment

# Layers of Manipulation

1. Choosing the transfer accommodation v. equipment modification
2. Expert manipulated document to show that he cannot perform the essential function of the job - this tool was used to justify the pre-determined result
3. the company changed the question for the doctor regarding Mr. Z's ability to perform the essential functions such that the doctor was to answer in the negative



## Scene 2: You're not one of us

- Ms. A was asked by supervisor to rescind a complaint against an employee he likes.
- Ms. A refused and was warned that “whatever you did to Mr. B, you're gonna get it.”
- Ms. A was later blocked for promotion through layers of manipulation of the promotion test

# ***Probable Causes of Deception and Manipulation of Company Policies***

- 1.) "Buddy" Nepotism
- 2.) Tribal Culture
- 3.) False Sense Of Company Pride And Decency
- 4.) Lack Of Personal Integrity And Decency

# Nepotism

- Favoritism based on kinship
- Policies restrict hiring of relatives that would be under the manager's departmental control
- HR decisions based on merits is not nepotism even if it involves a relative – no favoritism

# Buddy Nepotism

- Favoritism based on friendship, or expanding nepotism to friends.
- The expansion of nepotism to friends who are given favors based purely on the relationship

# Rethink anti-nepotism policies

- The focus on nepotism should be on the act of “favoritism” and not on the relationship
- If policy focus is on relationship, not hiring relatives who have merits may be some type of reverse discrimination

# Tribal Culture

- A tribal clique from a wide area spanning various geographic regions of an organization, transcending various ethnic, social, or demographic differences.
- The only commonality amongst the members may be a common enemy, or a common goal, and members could be acting in defense or attacking an “enemy” of one member of the group.

# False Sense Of Company Pride

- Flows from the pride of workers for the product or service that the company has successfully developed
- False pride is when employees cover-up the mistake, or not admit a flaw or wrongdoing because of a false sense of superiority.
- Staff would behave in a group-think fashion evolving in a full-blown conspiracy to cover up the mistake

# Personal Integrity And Decency

- An ethical attitude not to outwit, trick or outsmart people with the goal of manipulating them to serve only one's personal agenda.
- Company decency through an ethically solid organizational culture sustained by internal checks and balances and external audits.



# Recommended HRM Areas

PROBABLE CAUSES OF DECEPTION AND MANIPULATION	SYMPTOMS AND EFFECT*	RECOMMENDED HRM Areas
<b>Buddy nepotism</b>	<ul style="list-style-type: none"> <li>• Favoritism</li> <li>• Low morale</li> <li>• Bad hiring</li> <li>• Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Selection and Staffing</li> <li>• Performance Management</li> <li>• Employee relations and discipline</li> <li>• Ethical training</li> </ul>
<b>Tribal culture</b>	<ul style="list-style-type: none"> <li>• Groupthink</li> <li>• Conspiracy</li> <li>• Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• HRM Audits</li> <li>• Employee Relations</li> </ul>
<b>False sense of company pride</b>	<ul style="list-style-type: none"> <li>• Inability to evaluate flaws in internal processes</li> <li>• Inability to correct flaws</li> <li>• Slow or minimal product or service development</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• HRM Audits</li> </ul>
<b>Lack of personal integrity</b>	<ul style="list-style-type: none"> <li>• Theft and other rule violations</li> <li>• Conspiracy</li> <li>• Workplace conflict</li> <li>• Lack of Teamwork</li> <li>• Other bad acts</li> </ul>	<ul style="list-style-type: none"> <li>• Selection and Staffing</li> <li>• Performance Management</li> <li>• Employee relations and discipline</li> </ul>

# Performance Management

Extend beyond documentation and have a system of checks and balances to ensure that

a.) assessments are conducted on the merits

b.) decisions are based on assessed merits [thereby preventing nepotism or bias of any type].

# System of checks and balance

1. Supervisor reporting the activities and results of evaluations to the next level manager, or to a panel of other supervisors;
2. Creating a performance management committee comprised of members from several departments serving on rotation for a set period.
3. Conduct HRM audits that link PM's contribution to the company's ethical scores.

# Training

- Every manager who leads people must be a good trainer him- or herself
- Ethics training must be reinforced regularly through some informal sessions by every supervisor in their own way that fit the make-up of their distinct set of personnel.

# Environmental Psychology

- Behavior in relation to the physical environment
- A strong ethical environment could influence one's personal integrity.

# CONCLUSION

**1. The true enforcement of every HR policy should be monitored and prioritized with such importance as the creation of such policies**

**2. Create a solid implementation of HRM policies through a strong, values-based organizational culture.**