

ETHICAL ISSUES IN MANAGEMENT RESEARCH

Lambodar Saha

Assistant Professor

Kautilya Institute of Management & Research,
University of Pune, Pune-412207, India

Vinod Ramakant Kulkarni

Assistant Professor

Kautilya Institute of Management & Research,
University of Pune, Pune-412207, India

ABSTRACT

This explanation attempts to go deeper than the usual descriptions of ethical organisations, because ethics in work and business are both **a reflection of** and **influenced by** ethical aspects of life and the wider world. The aim of this article not to tell you what's ethical and what's not. The aim is to help **you** to determine better **for yourself** what is ethical and what is unethical. This article describes the importance of developing adequate, appropriate ethical practices in management research. It also tells about the analysis of current practices reveals problems related to number, quality of training, distribution and utilization of various categories of industrial personnel.

Here major ethical issues in the management research process, Human Resource Functioning, Marketing, Corporate Social Responsibility, Academic, etc. each stage of the research there may be ethical problems issues may arise from the research project itself to the nature of the participants so therefore the researcher has to consider a procedure informed consent is the ethical procedure. Management academics have tended to rely on ethics codes developed by social researchers in related fields to inform their research practice. The point of this paper is to question whether this remains a viable approach in the current climate that is characterized by a significant increase in ethical regulation across the management.

We suggest that management researchers face ethical issues of a different nature to those most frequently confronted by other researchers, and argue for more explicit acknowledgement of contextual factors involved in management research.

Key Words: Ethical issues, Management Research Process.

INTRODUCTION:

This article describes the importance of developing adequate, appropriate ethical practices in management research. It also tells about the analysis of current practices reveals problems related to number, quality of training, distribution and utilization of various categories of industrial personnel.

Here major ethical issues in the management research process, Human Resource Functioning, Marketing, Corporate Social Responsibility, Academic, etc. each stage of the research there may be ethical problems issues may arise from the research project itself to the nature of the participants so therefore the researcher has to consider a procedure informed consent is the ethical procedure.

Some years ago, sociologist Raymond Baumhart asked business people, "What does an ethic mean to you?" Among their replies were the following:

"Ethics has to do with what my feelings tell me is right or wrong."

"Ethics has to do with my religious beliefs."

"Being ethical is doing what the law requires."

"Ethics consists of the standards of behavior our society accepts."

"I don't know what the word means."

WHAT IS ETHICAL?

This explanation attempts to go deeper than the usual descriptions of ethical organizations, because ethics in work and business are both a reflection of and influenced by ethical aspects of life and the wider world .The aim of this article not to tell you what's ethical and what's not. The aim is to help you to determine better for yourself what is ethical and what is unethical.

A simpler broad definition of the word ethical is 'fair'. And 'fair' to fair-minded people, especially those affected by the situation. This is not a scientifically robust definition, but as you will see, when we peel back the layers of what is ethical, it's very difficult to be scientific and firm about what it all means.

This explanation attempts to go deeper than the usual descriptions of ethical organizations, because ethics in work and business are both a reflection of and influenced by ethical aspects of life and the wider world.

The modern Oxford English Dictionary says: "Ethical - Relating to moral principles or the branch of knowledge dealing with these."

“Unlawful acts are not always unethical. Ethical acts are not always lawful. Lawful therefore does not equate to ethical, and unethical does not equate to unlawful.”

IMPORTANCE OF DEVELOPING ADEQUATE, APPROPRIATE ETHICAL PRACTICES IN MANAGEMENT RESEARCH

Managing an organization is not an easy task. Along the road, managers may encounter various issues and therefore have to make difficult decisions while trying to stay a trusted organization. In many managerial situations, maintaining proper ethics in an organization can be considered complicated, yet it is essential not only to avoid legal violations, but also to maintain a reputable business and working environment. I plan to discuss the various hurdles and options that managers may face while leading an ethical company in the business world.

In order for managers to succeed and make it in an organization, they must follow the four rules of ethics: the utilitarian rule, the moral rights rule, the justice rule and the practical rule. The utilitarian rule consists of “an ethical decision that produces the greatest good for the greater number of people” (Jones & George, 2007, P. 99). When making an important decision, get better grades managers should always take into great consideration how the outcome of such decision will affect the rest of the stakeholders.

Three major ethical issues critical in the research process, critical ethical issues raised by social psychology research, human embryonic stem cell research a critical survey of the ethical issues, marketing management an overview ethical issues in marketing strategy ethical issues in marketing mix product price place promotion process people and physical evidence marketing research, what various perspectives on ethical issues using the methodology of naturalistic to do you need to identify for a research project for example ethical issues that you might encounter with your choice of methodology from question to above ethical issues the, ethics in research each stage of the research there may be ethical problems issues may arise from the research project itself to the nature of the participants so therefore the researcher has to consider a procedure informed consent is the ethical procedure, ethics in research each stage of the research there may be ethical problems issues may arise from the research project itself to the nature of the participants so therefore the researcher has to consider a procedure informed consent is the ethical procedure.

ETHICAL ISSUES IN THE MANAGEMENT RESEARCH:

The following major ethical issues in the management research are:

Ethical management research in human resource functioning

1. Ethical management research in marketing
2. Ethical management research in corporate social responsibility
3. Ethical management research in an academic
4. Ethical management research in social science
5. Other ethical management research concerns:
6. Ethical management research checklist:

1. Ethical management research in human resource functioning:

What is important to discuss today is how research informs us about the pivotal role human resource professionals can and should play in ethics management. Research suggests that successful ethics management depends less on formal ethics programs and more on employees' fairness perceptions, ethical leadership at all levels, and the alignment of multiple formal and informal cultural systems to support ethical conduct. To the extent that HR systems invoke fairness evaluations, HR managers design leadership training, and HR systems help to create and maintain organizational culture, HR professionals must play a key role in ethics management.

Research has found that employees' perceptions of fairness are equally or more important than other factors in terms of their influence on ethics-related outcomes. Fair treatment is so important because employees who perceive unfair treatment will rebalance the scales of justice by harming the organization. Employees who perceive fair treatment, on the other hand, will reciprocate by going above and beyond the call of duty to help management (by reporting ethical problems, for example). To ensure that employees feel they are treated fairly, it is important to design HR systems and interventions with perceived fairness as a key goal, with an emphasis on procedural (fair decision making procedures) and interaction (fair interpersonal treatment) fairness. Employees' perceptions of fair treatment should be monitored regularly via employee surveys, and changes should be made based upon the results.

Ethical leadership is vital to creating an ethical workforce. It is a myth that employees are fully formed moral agents who can 'lead themselves' when it comes to ethics. Research indicates that most employees look outside themselves to significant others for guidance in ethical dilemma situations. If this leadership and guidance is not provided by the leader of the organization, employees will seek it elsewhere, most likely from their peers.

According to research on ethical leadership, an ethical leader is a leader who cares, listens to what employees have to say, and has the best interests of employees in mind. In addition, an ethical leader communicates an ethics and values message. When making decisions, he/she asks "what is the right thing to do?" An ethical leader also role models ethical conduct and conducts his/her personal life in an ethical manner. This role model is trusted by employees and sets an example of how to do things the right way in terms of ethics. An ethical leader holds everyone accountable, and defines success not just by results but also by the way they are obtained.

It is important that HR managers design performance management, career development, and training systems that:

1. Hold leaders accountable for the ethical dimension of their leadership;
2. Identify ethical leaders and rely on them for role modeling and mentoring others;
3. Incorporate the ethical dimension of leadership into all leadership training and development programs.

The most frequently discussed form of **harassment** is sexual harassment such policies are applicable to faculty and students as well as to administrators, staff, other employees, and research subjects. The American Sociological Association notes that "sexual harassment may include sexual solicitation, physical advance, or verbal or non-verbal conduct that is sexual in nature". Some types of sexual harassment are quid pro quo, in which the sexual favors are presumably requested in exchange for a promised or implied future benefit, such as a higher grade or appointment to a position.

2. Ethical management research in marketing:

Ethics refers to moral principles or values that generally govern the conduct of an individual or group. Researchers have responsibilities to their profession, clients, and respondents, and must adhere to high ethical standards to ensure that both the function and the information are not brought into disrepute. The Marketing Research Association, Inc. (Chicago, Illinois) has instituted a code of ethics that serves as a guideline for marketing ethical decisions. The Council of American Survey Research Organization (CASRO) has also established a detailed code of marketing research ethics to which its members adhere. Normally, three parties are involved in a marketing research project:

1. The client who sponsors the project,
2. The supplier who designs and executes the research, and
3. The respondent who provides the information.

The issue of ethics in marketing research involves all three players in a research project. The increase in international trade and the emergence of global corporations resulting from increased globalization of business have had a major impact on all facets of business, including marketing research. The increase in global competition, coupled with the formation of regional trading blocs such as the European Community (EC) and the North American Free Trade Agreement (NAFTA), have spurred the growth of global corporations and the need for international marketing research. The need to collect information relating to international markets, and to monitor trends in these markets, as well as to conduct research to determine the appropriate strategies that will be most effective in international markets, are expanding rapidly. The marketing research industry in the United States is increasingly growing into an international industry, with more than one-third of its revenues coming from foreign operations. The increase in the importance of global business has caused an increase in awareness of the problems related to international research. International marketing research can be defined as marketing research conducted

either simultaneously or sequentially to facilitate marketing decisions in more than one country. The task of marketing research is to find a sizable segment with homogenous tastes. These facts present a challenge to marketing research to find a homogenous group among the "melting pot" of international products. Complicating matters is the rise in foreign manufacturers selling their goods in the United States.

Ethical research questions are sometimes raised due to unclear behavioral expectations and moral responsibilities of marketing researchers who interact with respondents to collect and analyze marketing data, and report findings to their clients.

- 1) Writers differ widely on ethical issues in research. They often disagree on what is and is not ethically acceptable in social research.
- 2) The main elements in the debate over ethical research have not changed for the past fifty years.
- 3) Debates about research ethics emphasized certain extreme cases of alleged ethical transgression, while in fact the potential for unethical research is much larger.
- 4) Some cases of unethical research are often associated with particular research methods, such as disguised observation and deception in experiments. Obviously, ethical issues can be raised throughout all phases of research, notably problem definition, stating research objectives/ hypotheses, literature review, choice of research design, questionnaire design, data collection procedures, data editing and cleaning, choice of statistical methods, data analysis, conclusions and recommendations, and even referencing.

3. Ethical management research in corporate social responsibility:

In this paper we investigate the state of corporate social responsibility (CSR) knowledge, particularly its changing nature, salience and sources of influence. Although CSR is addressed by many disciplines, we focus on the management literature. As CSR has become an increasingly salient feature of business and its environment, to which managers are expected to respond, it has acquired status within management education and research (Pfeffer and Fong, 2004). We therefore examine the CSR literature within leading management journals. *Journal of Management Studies* 43:1 January 2006.

As an academic field, with highly permeable boundaries, CSR will exhibit a number of different research traditions focusing on different issues relating to CSR. In this paper we are interested in the focus of CSR research and how this may have changed over time. We have delineated four areas of focus for CSR research: business ethics, environmental responsibility, social responsibility and stakeholder approaches. We contend, however, that this classification echoes other research findings and practical management distinctions. Either way it is a well-established focus of research and practical endeavour. This is evidenced by the number of journals dedicated to it (e.g. Greener Management International, Business Strategy and the Environment, Corporate Social Responsibility and Environmental Management) and the distinctive management standards which have emerged in this area (e.g. ISO 14000).[1] Similarly, the area of business ethics is well established and has been a relatively long standing focus for CSR research and education (see below). Again, this is evidenced by the introduction of dedicated journals (e.g. Journal of Business Ethics, Business Ethics Quarterly, Business Ethics: A European Review) and the long-standing tradition of numerous corporations to maintain codes of ethical conduct (Bondy et al., 2004). The general area of corporate social responsibility may be traced back to Bowen (1953).

4. Ethical management research in an academic:

The civic ethical management research provides conceptions that are relevant, not only to teachers' classroom practice, but to wide-ranging areas of educational policy. For example, it has been common in recent years to claim that equality of opportunity should emphasize equal educational outcomes instead of equal access or equal inputs. Assume that achievement can be measured by test scores. What pattern of test scores would be desired, and how should resources be distributed to attain it? Consider three possibilities.

As members of the academic community, faculty and students have a responsibility to abide by ethical principles regarding academic freedom, intellectual integrity, and the fair and respectful treatment of others. The notion of academic freedom lies at the very heart of the academic enterprise. In the "1940 Statement of Principles on Academic Freedom and Tenure," the American Association of University Professors (AAUP) states, "Academic freedom applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. Individuals' expectation of fair and respectful treatment by faculty and students applies not only to interactions with one another, but also to administrators, staff, and others with whom they interact in their role as members of the academic community. Fair and respectful treatment also extends, for example, to the evaluation of students' academic work and colleagues' scholarly work."

Faculty:

Faculty are guided by ethical principles that address their professional responsibilities as teachers, scholars, and, more generally, members of college and university communities. While some aspects of documents concerning ethical standards describe the behavior to be embraced, other aspects make clear what actions must be avoided.

Students:

Students are guided by the same general ethical principles as faculty regarding their academic work. Academic honesty and intellectual integrity are central in the educational process. These two principles apply to academic work, including, but not limited to, papers, theses, assignments, laboratory reports, exams, quizzes, oral presentations, exhibits, and performances. Students must also not engage in the fabrication or falsification of sources, data, or results. If students work on a project together, the work of those students should be equitably acknowledged. Moreover, students must not engage in unauthorized collaboration nor give or receive inappropriate assistance with their academic work. Violation of ethical standards would be grounds for action against a student.

5. Ethical management research in social science:

Social science research encompasses a wide range of disciplines and is often undertaken within complementary fields typically linked with the humanities, or more applied areas such as social policy. All social science is being critical, diverse in its methodological approach, and generative of new theoretical and empirical work on society that may – though it need not – have policy relevance. This has implications for the process of ethics review.

Social science research may involve human participants or subjects directly as the source of primary data, or indirectly via access to secondary data already secured and available to all researchers. Researchers must pay attention to all ethical issues and principles relating to the potential risks of the research to all involved, including research subjects, the researchers themselves, and their employing organizations and funding agencies where this applies. Questions about informed consent, confidentiality, and accountability must also be addressed.

The purpose of the ethical social science research is to provide clear and practical guidelines on the principles and process of ethics review within the Indian social science research. It was developed in part to respond to wider debates and regarding the ethical oversight of social research. These include:

1. Changes in social science research, and in associated research methods, especially related to the increase in the volume of interdisciplinary research, and work that crosses the social and other sciences.
2. Changes in the research context, such as increasing globalization and advances in information and communication technologies, data sharing, and their ethical and legal implications.
3. The development of new 'standard operating procedures' for ethics review overseen by the NHS Central Office for Research Ethics Committees (COREC).
4. Changes in public attitudes including demands for increasing transparency in the pursuit of all areas of scientific research and practice.

6. Other research concerns:

The prevalence of the discussion of particular ethical concerns varies across disciplines because of the nature of the research process. For example, the American Sociological Association's "Code of Ethics" describes the importance of informed consent for research involving human subjects. That is, human subjects must be aware of the nature of the research as well as voluntarily agree to be a part of such research. The Researcher discusses not only informed consent in their code of ethics, but also the importance of the humane use and care of animals in research. Disciplines that rely more heavily on archival research may say little about informed consent from human subjects, but may focus on the importance of obtaining permission to use archival data.

7. Ethical management research checklist:

Twin Cities-based consultants, Doug Wallace and Jon Pikel, suggest the following ethical checklist to address ethical dilemmas. If necessary, revise your decision and action plan based on results of this test.

Ethical Checklist		Circle the appropriate answer on the scale; "1" = not at all; "5" = totally yes				
1.	Relevant Information Test. Have I/we obtained as much information as possible to make an informed decision and action plan for this situation?	1	2	3	4	5
2.	Involvement Test. Have I/we involved all who have a right to have input and/or to be involved in making this decision and action plan?	1	2	3	4	5
3.	Consequential Test. Have I/we anticipated and attempted to accommodate for the consequences of this decision and action plan on any who are significantly affected by it?	1	2	3	4	5

4.	Fairness Test. If I/we were assigned to take the place of any one of the stakeholders in this situation, would I/we perceive this decision and action plan to be essentially fair, given all of the circumstances?	1	2	3	4	5
5.	Enduring Values Test. Does this decision and action plan uphold my/our priority enduring values that are relevant to this situation?	1	2	3	4	5
6.	Universality Test. Would I/we want this decision and action plan to become a universal law applicable to all similar situation, even to myself/ourselves?	1	2	3	4	5
7.	Light-of-Day Test. How would I/we feel and be regarded by others (working associates, family, etc.) if the details of this decision and action plan were disclosed for all to know?	1	2	3	4	5
8.	Total Ethical Analysis Confidence Score. Place the total of all circled numbers here.					
How confident can you be that you have done a good job of ethical analysis?						
7-14		Not very confident				
15-21		Somewhat confident				
22-28		Quite confident				
29-35		Very confident				

CONCLUSION:

We conclude that in the competitive world the organization should have the innovative ideas regarding ethics in management research then only it can lead the organization very successful in coming future. By making ethical research environment has indicated the need for a more formal statement about the position of social science, human resource functioning and how ethical standards, and especially scrutiny, might be most effectively and efficiently applied. These guidelines exist to help research organizations and the research community itself to respond to these new demands.

REFERENCE:

Journal of Management Studies 43:1 January 2006
 Corporate Social Responsibility © Blackwell Publishing Ltd 2006
 Pfeffer and Fong, 2004; Starkey et al. 2004
 Greener Management International, Business Strategy and the Environment, Corporate Social Responsibility and Environmental Management
 Journal of Business Ethics, Business Ethics Quarterly, Business Ethics: A European Review
 www.nyfa.com
 www.citehr.com