
MASTER THESIS ON "ETHICAL ISSUES IN HUMAN RESOURCE MANAGEMENT: A CASE STUDY OF AVA PLACEMENT SERVICES COMPANY

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ABSTRACT

This thesis delves into the ethical challenges present within the Human Resource Management (HRM) practices of AVA Placement Services Company. With a focus on understanding hiring biases, fair compensation practices, employee privacy concerns, and the ethical implications of technological advancements, the study employs a case study approach to provide a comprehensive exploration of these issues. It investigates discriminatory practices in recruitment, examines methods for ensuring fair compensation, addresses employee privacy concerns in light of technological advancements, and gathers insights through surveys from various stakeholders. The findings contribute to understanding the ethical landscape within AVA Placement Services, offering recommendations for fostering an ethical HRM environment. These include implementing unconscious bias awareness training, developing robust data privacy policies, and establishing mechanisms for addressing employee grievances related to ethical concerns. In summary, the thesis critically analyzes the ethical implications of AVA Placement Services' HRM practices and suggests actionable steps for promoting moral decision-making and accountability within the organization.

Keywords: Ethical challenges, Human Resource Management (HRM), ethical implications, moral decision-making, accountability.

1 INTRODUCTION

1.1 BACKGROUND

The realm of Human Resource Management (HRM) within companies like AVA Placement Services is not merely administrative; it's fundamentally ethical. Ethical considerations pervade every aspect of HRM, from hiring to compensation to privacy protection, impacting the organization's reputation, employee satisfaction, and overall viability. Recent years have seen a surge in attention toward ethical issues in HRM, fueled by their profound implications for organizational integrity and social responsibility. AVA Placement Services, operating in the competitive recruitment and placement industry, is not immune to these concerns. The landscape of HRM ethics within the company encompasses a broad spectrum of challenges, including hiring biases, fair compensation, employee privacy, and the ethical implications of advancing technologies. Discriminatory hiring practices, pay disparities, and data privacy breaches pose significant risks to the organization's credibility and employee morale. Moreover, the integration of technology in HRM brings both promise and peril, introducing concerns about algorithmic bias and data security. Addressing these ethical challenges isn't just a matter of compliance; it's a strategic imperative for AVA Placement Services to maintain trust, attract talent, and sustain long-term success. By proactively managing ethical considerations, the company can not only mitigate risks but also enhance its reputation as a responsible employer and foster a positive work environment. This study seeks to shed light on these critical issues, contributing to ongoing discussions about ethical HRM practices and advocating for organizational integrity and excellence.

1.1.1. Ethical Challenges

Ethical challenges in the realm of Human Resource Management (HRM) encompass a myriad of complex issues that HR professionals and organizations must navigate. These challenges arise from the need to balance organizational objectives with moral considerations, respecting the rights and dignity of employees while fulfilling business goals. One primary ethical challenge involves ensuring fairness and equity in HRM practices, including recruitment, selection, and compensation. Discriminatory hiring practices, wage disparities, and biased decision-making processes can undermine trust, morale, and the organizational reputation. Additionally, protecting employee privacy and confidentiality poses another significant ethical dilemma, particularly with the increasing use of technology in HRM. The collection, storage, and use of personal data raise concerns about data security, consent, and the potential for misuse. Moreover, maintaining ethical standards in employee relations, such as handling grievances and disciplinary actions, requires HR professionals to uphold principles of fairness, transparency, and respect for individual rights. Overall, navigating these ethical challenges in HRM necessitates a proactive approach, robust policies and procedures, and a commitment to fostering an ethical organizational culture that prioritizes integrity and accountability.

1.1.2. Ethical Implication

Ethical implications refer to the potential consequences or effects of actions, decisions, or practices that have ethical dimensions. In any organizational context, including Human Resource Management (HRM), decisions and practices can have ethical implications that extend beyond their immediate outcomes. These implications may involve considerations of fairness, justice, honesty, integrity, and respect for individuals' rights and dignity. For example, in HRM, decisions related to hiring, promotion, compensation, and disciplinary actions can have ethical implications regarding equal opportunity, discrimination, and fairness. Additionally, the use of employee data, surveillance technologies, or performance evaluation methods may raise ethical concerns related to privacy, autonomy, and trust. Understanding and addressing ethical implications in HRM requires careful consideration of the values, principles, and moral standards that guide decision-making and behavior within the organization. It also involves recognizing the potential impact of HRM practices on individuals, groups, and society as a whole, and taking proactive steps to ensure that ethical principles are upheld and respected in all aspects of HRM.

1.1.3. Procedure For Identifying Ethical Issues

1. Defining the Scope: Identify specific areas within HRM where ethical issues may arise.
2. Literature Review: Review existing research on ethical issues in HRM, focusing on recruitment and placement services.
3. Developing Research Instruments: Design questionnaires and interview protocols aligned with research objectives.
4. Data Collection: Gather primary data through questionnaires and secondary data from web portals and reviews.
5. Data Analysis: Analyze both primary and secondary data to identify ethical themes.
6. Interpretation of Findings: Discuss implications of ethical issues for HRM practices at AVA Placement Services.
7. Validation and Verification: Validate findings through triangulation and verify with key stakeholders.
8. Documentation and Reporting: Document findings in a clear format with recommendations for addressing ethical issues.
9. Recommendations: Develop strategies for fostering an ethical HRM environment.
10. Reflection and Iteration: Reflect on the research process and outcomes for continuous improvement.

1.2. Problem Discussion

Every organization must establish codes of conduct and ethics that all members must adhere to. Ethics are critical for shaping the organization's public perception and self-presentation. Human resource management (HRM) is pivotal in implementing and upholding ethics in the workplace. However, implementing ethics can pose challenges for organizations. The application of ethics and codes of practice by managers is essential for addressing various HR issues effectively.

HRM handles a range of workplace issues and is responsible for managing human resources. Ethical considerations are paramount in addressing these issues. Key ethical issues in HRM include privacy concerns, compensation plans, employment practices, safety regulations, diversity and inclusion, performance appraisal, and employee responsibilities. Identifying and managing these issues promptly is crucial for organizational success.

Ethical theories guide the management of human issues in the workplace, ensuring fair treatment of all employees. Hiring practices, for instance, must prioritize equal opportunities and ethical conduct. Privacy is another vital concern, requiring organizations to respect employees' personal lives and protect their information.

Discrimination based on race, gender, or disability violates ethical principles and undermines organizational values. Employees should be recognized and compensated fairly for their contributions. Providing a safe work environment is not only an ethical obligation but also a fundamental human right.

Ethics play a central role in HRM, influencing employee morale, retention, and organizational performance. Without ethical practices, employee satisfaction declines, leading to increased turnover. Therefore, embracing business ethics is crucial for fostering a positive work culture and ensuring employee satisfaction and organizational success.

1.3 RESEARCH PROBLEM AND RESEARCH QUESTIONS

After discussing the problem areas, the following formulation of our research problem is made:

Our aim to contribute to the broader understanding of ethical issues in HRM and provide actionable insights for AVA Placement Services to enhance its ethical practices and organizational performance.

Research Questions:

QUS 1- How do you perceived the realistic and effective enforcement of ethical practices within AVA Placement

Services to be ?

QUS 2- How sensitive do you perceive the management at Ava Placement Services to be towards giving ethical considerations in HRM practices?

QUS 3- Do you feel that Ava Placement Services fosters a culture of ethical behavior in HRM practices?

QUS 4- Organization conducts training programmers in ethics for managers ?

QUS 5- Organization provides a wide variety of financial and non -financial rewards for excellent performance?

QUS 6- Organization has transparent communication & one-to-one discussions about performance ?

QUS 7- Favoritism does not encourage in the organization.?

QUS 8- Organization encourages employees to participate in decision making process ?

QUS 9- Selection level of employees is based on technical skills, values and attitudes of employees?

2 RESEARCH DESIGN AND METHODOLOGY

2.1 RESEARCH METHODOLOGY

A research technique serves as a kind of road map for the investigation. It is a process or set of methods used by researchers to collect data, process it, and make inferences. It assists researchers in formulating a methodical and organized plan for addressing their research topics or issues.

This thesis will use a mixed-methods approach to thoroughly investigate the ethical concerns of HRM and its impact on organizational effectiveness at AVA Placement Services Company. The descriptive method, which focuses on characterizing a phenomenon's attributes, is one particular research technique included in this approach

2.2. RESEARCH DESIGN

The process of performing a research project is guided by a research design, which lays out all the steps required to gather, process, and evaluate data in order to precisely identify and address research problems.

There are two main types of research design:

Exploratory Research: The goal of exploratory research is to find concepts and ideas, especially for issues that haven't been thoroughly examined. It supports the process of creating operational definitions, setting priorities, and honing the final study design. **Conclusive Research:** The goal of conclusive research is to provide data that facilitates decision-making or conclusion-making. It usually involves quantitative information that can be summarized and quantified by using primary and secondary research sources.

2.3. Theoretical Frameworks:

Normative Ethics:

Normative ethics provides the foundational principles and standards that guide ethical decision-making. This perspective focuses on identifying universal moral principles, such as justice, fairness, and respect for human dignity, which serve as the basis for evaluating HRM practices. Normative theories, such as utilitarianism, deontology, and virtue ethics, offer different frameworks for assessing the ethical implications of HRM decisions and actions.

Institutional Theory:

Institutional theory examines the influence of institutional forces, norms, and structures on organizational behavior and practices. Within the context of ethical issues in HRM, institutional theory explores how external factors, such as legal regulations, industry standards, and societal expectations, shape the ethical climate within organizations. Organizations may conform to institutional pressures to maintain legitimacy and social acceptance, influencing their adoption of ethical HRM practices.

Social Exchange Theory:

Social exchange theory posits that human relationships are governed by the exchange of resources, such as trust, reciprocity, and social support. In the context of HRM, this theory explores the ethical dimensions of the employer-employee relationship, emphasizing the importance of fairness, trustworthiness, and mutual respect. Ethical HRM practices that prioritize employee well-being, equitable treatment, and transparent communication can foster positive social exchanges and enhance organizational performance.

Stakeholder Theory:

Stakeholder theory recognizes the diverse interests and concerns of stakeholders, including employees, customers, shareholders, and the community, and emphasizes the ethical responsibilities of organizations towards these stakeholders. Within HRM, stakeholder theory advocates for the consideration of stakeholder interests in decision-making processes, such as ensuring fair wages, promoting workplace diversity, and addressing employee grievances. Ethical HRM practices align with stakeholder expectations and contribute to long-term organizational sustainability.

Ethical Leadership Theory:

Ethical leadership theory focuses on the role of leaders in promoting ethical behavior and creating a culture of integrity within organizations. Ethical leaders demonstrate moral character, transparency, and accountability in their actions, serve as role models for ethical conduct, and empower employees to voice ethical concerns. Within HRM, ethical leadership is essential for establishing ethical norms, values, and practices, and for fostering an ethical climate that encourages ethical decision-making at all levels of the organization.

2.4. RESEARCH PURPOSE

The purpose of the research is to comprehensively investigate the ethical challenges within the Human Resource Management (HRM) practices of AVA Placement Services Company.

This includes:

1. Identifying and analyzing the ethical issues faced by AVA Placement Services in areas such as hiring biases, fair compensation, employee privacy concerns, and the ethical implications of technological advancements.
2. Understanding the perspectives and experiences of HR professionals at AVA Placement Services regarding ethical dilemmas in HRM.
3. Providing recommendations for fostering an ethical HRM environment at AVA Placement Services, addressing the identified challenges and promoting organizational integrity, employee satisfaction, and long-term success.

2.5. RESEARCH APPROACH

2.5.1. Primary Data

Primary data is precise information that has been collected with specific goals in mind. Primary data collection techniques are used in this project. A well crafted questionnaire was used to collect primary data by asking questions.

2.5.2. Secondary Data

Pre-existing information that was obtained for a different reason is known as secondary data. The secondary data used in this study comes from a variety of sources, including books, journals, research papers, articles, and internet sites.

2.6. DATA COLLECTION

Data Collection Tools The following techniques are employed to get the primary data:

- Questionnaire
- In order to collect the secondary data, the following methods are used:
- Books
- Journals
- Business magazines
- Websites(internet)

For this study, we'll be using both primary and secondary data. Questionnaires would be useful for gathering primary data, while web portals and corporate reviews will be used to gather secondary data, which will reveal how placements have increased as a result of promotions.

2.7 DATA ANALYSIS

The Process of Data Analysis Primary and secondary data are both included in the data displayed in the report. The responses from different respondents that are obtained through the use of questionnaires make up the primary data. Numerous publications, journals, and research papers are the source of the secondary data. To appropriately construct the data, display appropriate graphs and charts, and reduce the amount of paper work in the report, primary data is uploaded to Google Forms and MS Excel.

3 RESEARCH DATA DESCRIPTION

3.1. QUS 1- How do you perceived the realistic and effective enforcement of ethical practices within AVA Placement Services to be ?

Based on the responses, it appears that 33.3% of respondents perceive the realistic and effective enforcement of ethical practices within AVA Placement Services to be to a great extent. This indicates a significant portion of employees acknowledging strong enforcement of ethical practices. Additionally, 47.6% of respondents perceive it to be to a considerable extent, suggesting that a majority of employees believe ethical practices are enforced effectively, albeit with some room for improvement. However, 14.3% of respondents perceive it to be to some extent, indicating a minority who feel there are shortcomings in the enforcement of ethical practices, potentially suggesting areas for further attention or improvement within the organization.

3.2. QUS 2- How sensitive do you perceive the management at Ava Placement Services to be towards giving ethical considerations in HRM practices?

Based on the responses, it appears that 38.1% of respondents perceive the management at Ava Placement Services to be highly sensitive towards giving ethical considerations in HRM practices to a great extent. This suggests a significant portion of employees acknowledge strong management commitment to ethical considerations. Additionally, 19% of respondents perceive it to be to a considerable extent, indicating a substantial number of employees believe ethical considerations are given importance, albeit with some room for improvement. However, 23.8% of respondents perceive it to be to some extent, suggesting a minority who feel there are shortcomings in management's sensitivity towards ethical considerations. Finally, 14.3% of respondents perceive it to be to a little extent, indicating a minority who feel management is less sensitive towards ethical considerations, potentially indicating areas for improvement or additional focus within the organization.

3.3. - Do you feel that Ava Placement Services fosters a culture of ethical behavior in HRM practices?

Based on the responses, it appears that 65% of respondents (19% strongly agree + 47.6% agree) feel that Ava Placement Services fosters a culture of ethical behavior in HRM practices. This majority indicates that a significant portion of employees perceive the organization as actively promoting ethical behavior in its HRM practices. Additionally, 23.8% of respondents feel neutral, suggesting uncertainty or a lack of strong opinion on the matter. However, only 9.5% of respondents disagree, indicating a minority who feel that the organization does not foster a culture of ethical behavior in its HRM practices. Overall, the majority perception suggests that Ava Placement Services is generally successful in promoting ethical behavior within its HRM practices, with some room for improvement in addressing the neutral responses.

3.4. QUS 4- Organization conducts training programmers in ethics for managers ?

Based on the responses, it appears that 85.7% of respondents indicated that the organization conducts training programs in ethics for managers. This high percentage suggests that a significant majority of employees are aware of such training initiatives being implemented within the organization. It indicates a proactive approach by Ava Placement Services towards promoting ethical awareness and behavior among managers, which can contribute to fostering a culture of ethics within the organization.

However, 14.3% of respondents answered negatively, suggesting that there is a portion of employees who may not be aware of such training programs or perceive their absence. This highlights a potential gap in communication or implementation that the organization may need to address to ensure all employees are adequately informed about and benefit from these training initiatives.

3.5. QUS 5-Organization provides a wide variety of financial and non -financial rewards for excellent performance?

Based on the responses, it appears that 80% of respondents (33.3% excellent + 47.6% good) perceive that Ava Placement Services provides a wide variety of financial and non-financial rewards for excellent performance. This majority suggests that a significant portion of employees believe the organization effectively recognizes and rewards outstanding performance, indicating a robust reward system in place.

Additionally, 19% of respondents perceive the rewards to be fair, which may suggest that there are some employees who feel that the variety or effectiveness of the rewards could be improved. However, the majority opinion indicates that Ava Placement Services generally does well in providing diverse and meaningful rewards for excellent performance, with potential areas for enhancement suggested by the minority responses.

3.6. QUS 6- Organization has transparent communication & one-to-one discussions about performance ?

Based on the responses, it appears that the majority of respondents (71.5%) perceive Ava Placement Services to have transparent communication and one-to-one discussions about performance. Specifically, 42.9% rated the communication as excellent, indicating a high level of transparency and frequent discussions. Additionally, 28.6% rated it as good, suggesting mostly transparent communication with regular one-to-one discussions.

However, 28.6% of respondents rated the communication as fair, indicating that while there is some transparency, discussions about performance occur only occasionally.

Overall, the majority opinion suggests that Ava Placement Services effectively fosters transparent communication and one-to-one discussions about performance, with room for improvement noted by the minority responses.

3.7. QUS 7- Favoritism does not encourage in the organization.?

Based on the responses, it appears that 55% of respondents agree that favoritism is not encouraged in the organization. This suggests that a majority of employees perceive the organization to have policies or practices in place to

discourage favoritism, fostering a fair and equitable work environment.

Additionally, 40% of respondents indicated a neutral stance, which may suggest uncertainty or a lack of strong opinion regarding whether favoritism is encouraged in the organization. This could be due to varying experiences or perceptions among employees regarding the prevalence of favoritism within the organization.

Overall, while a majority agree that favoritism is not encouraged, the neutral responses indicate that there may be room for improvement in ensuring clarity and consistency in the organization's approach to preventing favoritism.

3.8. QUS 8- Organization encourages employees to participate in decision making process ?

Based on the responses, it appears that the majority of employees (52.4%) perceive that the organization actively encourages them to participate in the decision-making process. This suggests that there is a strong culture of employee involvement in decision-making within the organization, indicating a commitment to inclusivity and empowerment.

Additionally, 33.3% of respondents indicated that participation in decision-making is generally encouraged, indicating a sizable portion of employees who feel that while participation is encouraged, it may not be as frequent or emphasized as strongly as in organizations where it is actively encouraged.

However, 14.3% of respondents feel that participation is only occasionally encouraged, suggesting a minority who believe that there may be limitations or barriers to employee involvement in decision-making processes. Overall, the majority perception indicates a positive stance towards employee participation in decision-making, with some variation in the degree of encouragement reported by respondents.

3.9. QUS 9- Selection level of employees is based on technical skills, values and attitudes of employees?

Based on the responses, it appears that the majority of employees (52.4%) perceive that the selection of employees at Ava Placement Services is based on technical skills, values, and attitudes with high importance. This suggests that the organization places significant emphasis on considering not only technical competencies but also values and attitudes during the employee selection process, aiming for a holistic approach to hiring.

Additionally, 38.1% of respondents indicated that it is of moderate importance, indicating that while technical skills are still important, there is recognition of the significance of values and attitudes in the selection process.

However, only 9.5% of respondents perceive that it is of low importance, suggesting a minority who believe that technical skills are primarily considered, with less emphasis on values and attitudes.

Overall, the majority perception indicates a strong commitment to considering a range of factors, including technical skills, values, and attitudes, in the selection of employees at Ava Placement Services.

3.10. FINDINGS

The analysis of ethical issues in HRM at Ava Placement Services uncovers several significant findings regarding the organization's ethical approach and its impact on employees. Firstly, a majority of respondents perceive the enforcement of ethical practices within the company as robust, indicating a positive organizational culture where ethical standards are prioritized and trusted. Secondly, there is a generally positive perception of management sensitivity toward ethical considerations in HRM practices. This highlights the crucial role of ethical leadership in shaping organizational values and fostering a supportive environment where employees feel valued.

Moreover, employees perceive Ava Placement Services as fostering a culture of ethical behavior in HRM practices, emphasizing the importance of organizational culture in influencing employee attitudes and behaviors.

Additionally, transparent communication and one-to-one discussions about performance are prevalent, contributing to the effective resolution of ethical issues. Open communication channels enable employees to raise concerns and address ethical dilemmas promptly, fostering a culture of accountability. Overall, the findings suggest that Ava Placement Services demonstrates a commitment to ethical practices in HRM, positively impacting employee perceptions and organizational dynamics. However, continuous efforts to reinforce ethical standards, provide training on ethical decision-making, and address any identified gaps are necessary for sustaining a culture of ethics and ensuring long-term organizational success.

Limitations

The selected topic, "Ethical Issues in Human Resource Management on Organizational Effectiveness: A Case Study of AVA Placement Services Company," has many benefits, but it also has certain drawbacks that should be taken into account. Among these restrictions are:

- There was a time constraint placed on the report production, which could have affected the scope and depth of the analysis.
- The survey sample size was restricted to 50 participants, which may not adequately reflect the range of viewpoints and methods found in the Indian online marketing sector.

- The very small sample size means that there may not be enough data to produce statistically significant results, which could result in analytical errors.
- Persuading respondents to divulge personal information proved to be challenging, which created problems for gathering survey data.
- Some of the respondents were pressed for time and were unable to devote much of it to answering the questionnaire.
- There were numerous exceptions due to the diversity of humankind. The majority of individuals showed no interest in interacting.

In order to guarantee a thorough comprehension of the topic, these limitations must to be recognized and considered while interpreting the study's conclusions.

4 CONCLUSION AND RECOMMENDATIONS

Based on the analysis of ethical issues in HRM at Ava Placement Services, it is evident that the organization demonstrates a commendable commitment to fostering a culture of ethical behavior and accountability among its employees. The findings reveal that the majority of respondents perceive the enforcement of ethical practices within the organization to be strong, with management being perceived as sensitive towards ethical considerations in HRM practices. This indicates a positive organizational climate where ethical values are prioritized and upheld at various levels of the hierarchy.

Moreover, the perception of Ava Placement Services as fostering a culture of ethical behavior in HRM practices is reinforced by employees' agreement that the organization provides transparent communication and one-to-one discussions about performance. This open communication channels contribute to addressing and resolving ethical issues effectively, allowing employees to express concerns and provide feedback without fear of repercussion. It also facilitates the alignment of individual and organizational values, promoting ethical decision-making and behavior across the workforce.

These findings have significant implications for Ava Placement Services. A strong commitment to ethical practices not only enhances employee morale and organizational reputation but also contributes to long-term organizational success. By prioritizing ethical considerations in HRM practices, the organization can build trust among employees, clients, and stakeholders, fostering a positive work environment conducive to productivity and innovation.

However, despite the positive perception of ethical practices within Ava Placement Services, there may still be areas for improvement. The minority of respondents who perceive shortcomings in certain aspects of ethical enforcement or management sensitivity highlight potential areas of concern that warrant further attention. Additionally, ongoing training and development initiatives focused on ethics and values could further enhance employees' understanding and adherence to ethical principles in HRM practices

In conclusion, Ava Placement Services demonstrates a strong commitment to ethical practices in HRM, as evidenced by the positive perception of employees regarding the enforcement of ethical practices, management sensitivity, and organizational culture. By continuing to prioritize ethics in HRM practices and addressing any identified areas for improvement, Ava Placement Services can solidify its reputation as an ethical and responsible organization committed to the well-being of its employees and the success of its stakeholders.

Based on the analysis of ethical issues in HRM at Ava Placement Services, several recommendations emerge to further enhance the organization's ethical practices and foster a culture of integrity and fairness:

Enhance Ethical Training Programs: Develop and implement comprehensive ethics training programs for all employees, with a particular focus on managers and HR personnel. These programs should cover ethical decision-making, conflict resolution, and the organization's code of conduct to ensure a clear understanding of ethical expectations.

Strengthen Management Accountability: Implement mechanisms to hold management accountable for ethical behavior and decision-making. This could include regular audits of HR practices, performance evaluations tied to ethical leadership, and anonymous reporting systems for employees to raise concerns about ethical lapses.

Promote Transparent Communication: Foster a culture of open and transparent communication within the organization, particularly regarding HRM practices and ethical considerations. Encourage regular feedback sessions, town hall meetings, and avenues for employees to voice their concerns or suggestions related to ethics.

Diversify Reward Systems: Expand the variety of financial and non-financial rewards offered for excellent performance to ensure they align with ethical principles. Recognize and reward employees not only for achieving targets but also for demonstrating ethical behavior, integrity, and adherence to the organization's values.

Empower Employee Participation: Actively involve employees in the decision-making process, especially regarding HRM practices and ethical considerations. Create forums or committees where employees can contribute ideas, provide feedback, and collaborate with management to address ethical challenges and promote a culture of shared responsibility.

Monitor and Evaluate Ethical Practices: Establish regular monitoring and evaluation mechanisms to assess the effectiveness of ethical practices within Ava Placement Services. This could involve conducting employee surveys, ethics audits, and performance reviews to identify areas for improvement and track progress over time.

Continuous Improvement and Adaptation: Recognize that ethical challenges and best practices evolve over time, and therefore, foster a culture of continuous improvement and adaptation. Stay abreast of emerging ethical issues in HRM, industry trends, and regulatory changes to proactively address potential risks and maintain ethical standards.

By implementing these recommendations, Ava Placement Services can strengthen its ethical practices in HRM, foster a positive organizational culture, and build trust among employees, clients, and stakeholders.

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