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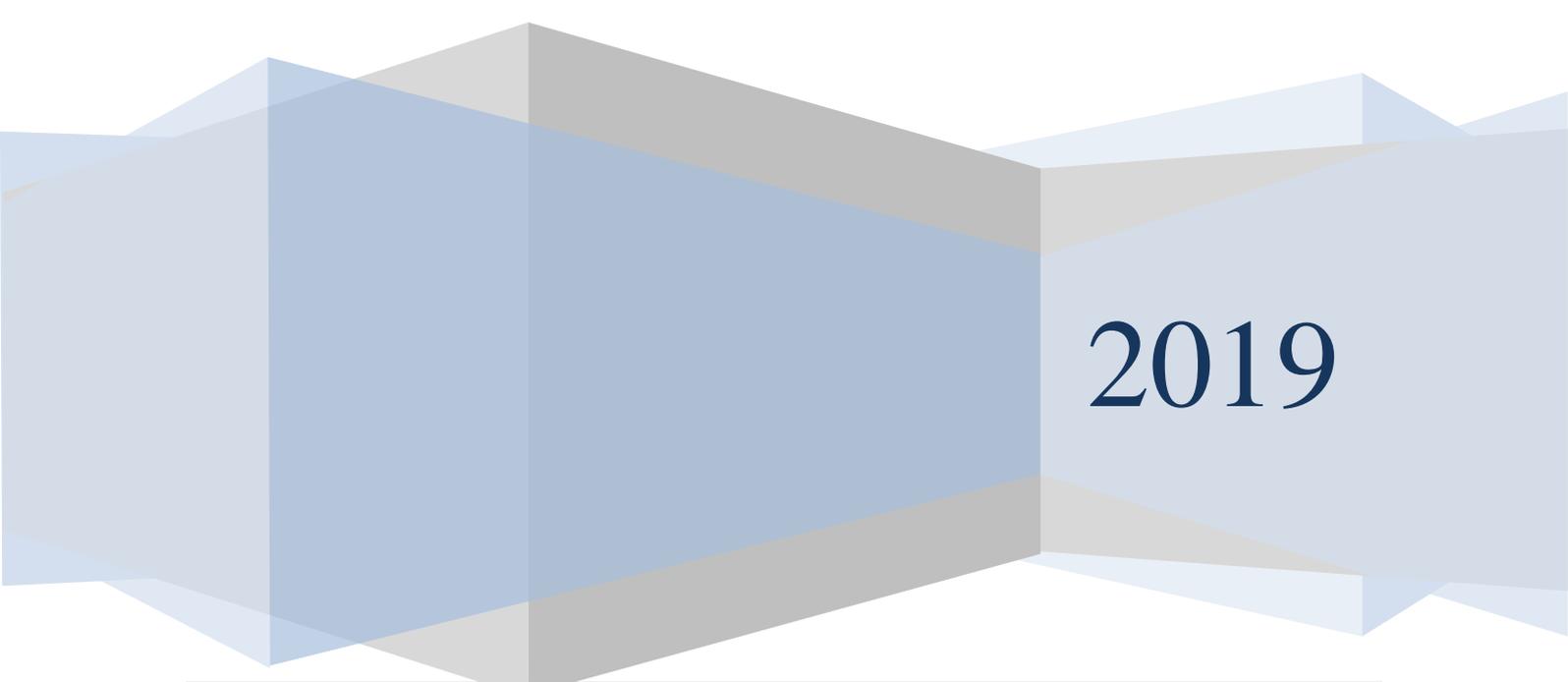
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CCT College Dublin

A Study of Ethical Violations in the Work Environment

Adna de Sousa Duarte - 2017252



2019

Abstract

Purpose – The purpose of this study is to empirically examine the factors that influence ethical violations in the work environment. Also, evaluate the employees' view regarding this situation and the employer's perception about this conduct, contributing to ethical validation in the workplace, regardless of the worker's non-European status.

Design/methodology/approach – A qualitative method was conducted by open-ended questionnaire with 32 useful samples answered from non-European citizens and to obtain relevant data an interview was elaborated with two managers of the hospitality industry.

Findings – The connection of Human Resources management and organisational ethics is essential in order not only to guarantee workers' rights but also to intermediate the needs of those involved. Moreover, non-European employees are more susceptible to ethical dilemmas in the workplace.

Research limitations/implications – The relationship investigated in this study deserve further research because the data analysed were focus on the hospitality service industry only.

Keywords – Ethics, Human Resources, HR Dilemmas, Organisational Ethics, Non-EU citizen

Paper type – Research paper

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1 Introduction

Globalisation has a significant impact on the management and transformation of human resources, influencing rapid business changes and also contributing to the increase of workers from emerging countries. Companies, therefore, gain a diverse workforce with varying cultural identities and need to adapt the practice of including different cultures. Moreover, the human resources department needs to be efficient in managing people, knowing how to attract, retain and develop talent to maintain competitive advantage (Kapoor, 2006 and Natter, 2018).

The Human Resources department takes a very significant role in decisions such as employment, training, development, promotion, job definition, discipline, dismissal and retirement. Companies need a dynamic and process that requires the generation, improvement, and evaluation of ethical behaviours in order to establish trusting relationships not only with their employees but also with their other stakeholders (Bartol & Martin, 1994). Moreover, Human Resources professionals are considered the primary managers of organisational ethics, because organisations, in general, consider these professionals as managers of behaviours, employees 'needs, and also workers' rights and obligations. Therefore, to be able to define ethical positions in the area of Human Resources Management Greenwood (2002) makes assumptions about the purposes of organisations, the roles and responsibilities of managers.

According to Greenwood (2013), human resources automatically raise questions related to ethics, as it is an activity that focuses on people. Besides, a large number of studies on ethics have followed the normative strand, which assumes that ethical attitudes always bring advantages to organisations, as well as overriding the need for altruistic attitudes. However, Pinnington et al. (2007) believe in changing the traditional HR image in promoting labour and humanist well-being. If, on the one hand, this assumption reflects the desire to build a cooperative business environment; on the other, it can mask occluded strategies, endangering those who follow normative prescriptions without critical meaning. Despite this, HR professionals play a multitude of roles that enhance the occurrence of ethical dilemmas (Wooten, 2001).

Ethics is defined as the study of judgments of appreciation concerning human conduct that can be qualified for good and evil, whether concerning a given society or in an absolute way

(Ferreira, 1998). The distinction between moral and ethical dimensions is treated by Rosansky (1994), who considers the former as an individual act and the latter as an organisational principle. The author defines ethics as an attempt to systematise current notions of right and wrong, based on some fundamental principle. However, Brickley et al. (1997) state that ethics and architecture of organisations are related concepts. Alternatively, Wines (2008) adds that ethics is a superior activity, more abstract than merely the application of moral principles, where situations are complex and conflicting.

However, workplace ethics are moral guidelines that an organisation and its constituents follow to comply with state and federal laws. Also, the foundation of cohesive and solidary company culture, as well as treating employees with dignity, responsibility and freedom of initiative should be part of the company culture. Thus, organisational culture as the set of underlying assumptions that a group invented, discovered or developed by learning to deal with problems of external adaptation and internal integration. Once assumptions are considered valid, they are taught to other members of the organisation as the correct way to act on these problems (Schein, 1992). Therefore, the socially responsible company must be concerned with the internal public, one of the most critical factors for a company today, human capital. People, like the difference of an organisation, must be valued and motivated in order to be more successful in the goals of the organisation.

The main objective of this paper is to understand the role of HR about the ethical issues of people management in organisations and the ethical violation in the workplace focusing on Non-Europeans workers. To this end, a survey was conducted to investigate employee perceptions and HR professionals about their role concerning ethical people management issues, the dilemmas they face and their conduct in the face of these dilemmas. The following is a literature review on the subject, the results of the empirical research, discussions and the final considerations.

This paper attempts to answer the following questions:

Employees face ethical dilemmas in the work environment based on their non-European status.

What motivates companies to act unethically, and what are the main drivers for exploiting non-European citizens in Ireland?

2 Literature Review

This chapter contains a review and critical analysis of relevant existing literature covering the relationship between the importance of human resources and ethics in the work environment with the objective of constructing a comprehensive basis on the topic to facilitate further analyses and inferences.

2.1 Organisational Ethics

An organisational environment is often identified as the psychological, social and human atmosphere that characterises the way people relate to each other within the organisation. Victor and Cullen (1988) state the organisational ethical climate as a multifaceted concept composed of the perceptions shared by members of an organisation about what are ethically correct behaviours and how morally qualifying issues should be addressed. According to Motta (1984), although ethics and morals are different, they are still related, on the one hand, it is understood that morals are based on customs or culture, whether hierarchical or religious and obedience to norms. On the other hand, ethics can be defined as a set of values to be followed to guarantee social welfare; in other words, the way humans should behave towards society. Nevertheless, moral norms are investigated by ethics, for human acts by conviction and intelligence as well as acting by education, tradition or habit. Thus, organisational ethics are affected by the various normative systems of the organisation, such as policies, procedures, remuneration schemes and control systems (Barnett & Vaicys, 2000).

Moreover, moral is pointed as practical while ethics is considered theoretical and reflexive, but both are complementary, in other words, ethics is characterised as the moral behaviour of human, judged as valuable and obligatory (Vásquez, 1998). Also, ethics generally have behaviour guided by norms, but it is the individual who will identify how to act best in each situation, following these norms. Therefore, each individual's perception of the ethical climate of the organisation to which they belong plays a determining role in individual decision-making processes (Wyld & Jones, 1997).

According to Wimbush & Markham (1997), leaders can influence the organisational climate, for instance, managers can influence the ethical behaviour of employees through the effect of their actions on the workplace where this ethical attitude is inappropriate. Moreover, people

often seek guidance in making decisions about ethical dilemmas, concluding that organisations can moderate the relationship between individuals' cognitive assessment of reality and their behaviour by encouraging ethical behaviour, developing organisational norms and the accountability of hierarchies (Trevino, 1986). Several studies suggest the existence of a relationship between ethical climate and individual behaviour (Deshpande, 1996; Frietzsche, 2000; Peterson, 2002), confirming the relevance of the concept and justifying it as an organisational variable that characterises business practice.

Therefore, in organisations, internal regulation depends on the competence, responsibility and high ethical standards of their managers, and regulation should usually be translated into codes of ethics or conduct. Tenbrunsel et al. (2003) state that various organisations develop and implement measures to achieve ethics and therefore the development of people's attitudes towards ethics, in general, is influenced by elements such as the existence or not of formal ethical norms, the presence of ethics in the exercise of ethics. Leadership or the robustness of the values recognised in the organisational culture (Wooten, 2001). As the relevant literature refers, organisations have been looking for strategies aimed at reducing unethical actions and behaviours using. However, the results of these efforts are mixed. On the one hand, they do have positive impacts on reducing such behaviours (McCabe et al., 1996), but on the other hand do not produce any observable differences in them (KishGephart et al., 2010). Besides, Treviño et al. (2014) reveal that when individuals perceive the application of the code, there is a slight positive effect on reducing the occurrence of unethical behaviours.

Despite, Wiley (2000) argues that the HRM professional must promote ethical business practices and contribute to the ethical success of organisations. Nowadays, there is a greater complexity of ethical challenges in HR management, although many of the most recurring problems are already legally framed (Wooten, 2001). Hence organisational changes, such as the growing diversity of the workforce, challenge HR managers to deal with gender, ethnic or age discrimination issues. On the other hand, strategic HR management affects the employer-employee relationship and may result in unilateral practices to the detriment of workers' needs and rights. The priority given to strategic HR management stems from a unitarian view of governance based on the idea that the organisation and its members have a common goal and therefore all employees benefit from the success it can achieve. However, coupled with the decline in collective representation in industrial relations (Legge, 2004), this position reflected in the consensus-based discourse of ethics (Rhodes & Harvey, 2012) may result in

unilateral practices to the detriment of workers' needs and rights. Also, given the rise in HRM interventions that are considered demoralising for workers, the research appears to reconcile pressure from management to deliver results with HR concerns about fairness and ethical action (Foote & Robinson, 1999).

2.2 Human Resources Importance

According to Staehle (1990), the Human Resource department has its primary function in establishing the system that governs the relations between employees and the company. Human resources management has a set of actions aimed at planning; recruiting and selecting people; integrate people; analysis and description of positions and functions; job performance assessment; job and salary plans; compensation and benefits; safety at work; training and professional development. In addition to all these functions, Human Resources Management develops a strategic role within the company, which makes the department a critical leader for the organisation, able to outline strategies to maintain motivation and align employees with the company objectives, helping the organisation become more competitive and stronger in the market. Devana et al., (1984) describe that the selection, evaluation, rewards and development subsystems must be from the strategic point of view and, mainly, what kind of contract between company and employee will be established. This view includes elements such as the relationship that the organisation wants to create with the employee, whether limited to rewarding performance or based on the exchange of commitment for quality of work to be performed; the desired degree of participation of the employees; the emphasis on recruitment, whether internal or external, when necessary. Finally, if the performance will be based and evaluated individually, or in teams, or some mix between the two.

However, HR management consists of two models, which are the traditional model and the strategic model. The significant difference between these models stated by Becker and Huselid (2006) is the focus on organisational performance rather than individual performance, as the traditional model suggests. Despite this, meeting business objectives through HR management systems is emphasised by the strategic model, as opposed to practising HRM individual. Therefore, the strategic model creates sustainable competitive advantages, and it is HR's responsibility to implement, monitor and control these strategies with directors. However, the implementation and acceptance of HRM as a facilitator of

strategic decisions still face operational problems. Therefore, Bowen and Ostroff (2004) propose an alternative model, the organisational climate, in other words, employees should be motivated to adopt behaviours and attitudes that will contribute to the achievement of company goals, the authors believe that is the only way HR practices are linked to organisational performance.

Likewise, Mischel (1977) argues that it is more important to understand the impact of events on the perception of people than events with physical or external characteristics. Therefore the event gains strength when there is an interpretation of the employee, which results not only in more considerable agreement with these interpretations but also in expected and valued behaviours. Besides, the impact of an event, still within the behaviour required by the company, people tend to share their interpretations. Thus improving organisational performance, not only individual performance; the company's performance and conduct standards are not in harmony with the employees, individual performance is hardly guaranteed.

However, the management of human capital is still a problem for many organisations, even though the importance of people in business is unquestionable and logical. The difficulty is reconciling market demands and needs; also employees' development, resulting in a mistaken view of the organisation towards the employee, where it is seen as any resource in the company. Besides, another difficulty is understanding employees' reaction towards HR management (Gerhart et al., 2000). Therefore it is necessary to understand the perception of employees about internal policies, without forgetting other factors that influence employee performance and HR management, for instance, the organisational culture and leadership adopted by the company.

According to Parkes & Davis (2013), HR managers also ensure the consistency of the company's culture and the HR management strategies, practices and policies are ethical. Further, gain the trust and admiration of employees when ethically performing their function and obtain appropriate conduct. CIPD (2009) identifies the HR professional as essential in the development of organisational ethics when motivated and is seen as a model of conduct. Furthermore, the most critical asset of the organisation is the HR professional, assuming the role that the organisation demands in the economic and financial objectives. Nevertheless, the evaluation of economic and financial results in HR management's predisposition to reduce the ethical control of labour relations. Therefore, practitioners can strategically change their

mindset in a way that will imply the ethical relationship of employer and employee, which needs to be understood is that as a relevant issue, this change of HR professional is conscious or not (Van Buren et al., 2011).

2.3 Ethical Dilemmas in Human Resources

Winstanley and Wodall (2000) point out that HR professionals seem to be looking for best practices to deal with ethical problems rather than reflecting on ethical principles. Besides, Wilcox (2001) argues that HR as a business partner has contributed with a more narrow and economic view of the area and that there is no moral content when it comes to business decisions. Therefore, business issues would undermine ethical issues by showing that adding value is the business's priority (De Gama et al., 2012). However, Wooten (2001) points out as influencing factors of the people management environment internal factors, such as values, culture and professional skills; and external factors, for instance, legal environment and social and demographic trends.

Fisher (2000) highlights three significant ethical inactivities in HR management, first mutism, the most extreme lack of ethics, where HR professionals are coerced into acting, regardless of their beliefs, into dubious guidelines by the organisation. Second is neutrality, where there is no opportunity for intervention in organisational policy; in other words, moral silence. Finally, even if it compromises personal ethics, the latter is the acceptance of lucrative business cases. The organisational environment that does not encourage active action posture; or it can be a form of self-preservation when a person feels that action could hurt his image or career; or when there is a feeling that acting means being disloyal to the organisation (Parke and Davis, 2013).

However, it depends on the types of dilemmas faced by HR management; the attitude to be taken may vary. According to Wooten (2001), ethical dilemmas in HR are defined as different angles placed on these professionals in which expectations, values and personal, professional and organisational needs conflict as a result of environmental influences on HR. Environmental influences would be economic conditions, demographic and social trends, and the regulatory and legal environment. The author points out that unethical behaviour is,

therefore, a decision or behaviour of the HR professional that usually stems from an ethical dilemma and that harms people or the organisation.

Regarding the ethical dilemmas faced by HR professionals, Wooten (2001) and Ekuma and Akobo (2015) propose the use of the categorisation proposed by White and Wooten (1983) for organisational development:

- Distortion of information and collusion when the professional realises that they need to include/exclude people from a process, decision, negotiation, both for their benefit and for the benefit of the organisation.
- Misuse of data, the trader feels pressured or required to disclose information provided by individuals on a voluntary or confidential basis or when pressed to alter, delete, or not report information.
- Manipulation and coercion, the professional is required to implement HR policies and practices that require employees to repress or change personal values and needs, such as the obligation to disclose personal information in training programs.
- Conflict of values and objectives, the professional is faced with conflicts of values, needs and objectives of the various stakeholders of the organisation.
- Lack of technical ability or expertise, the professional is in situations where its qualification/expertise is not sufficient to address it.

Nevertheless, there is a hope for HR professionals called ethical reactivity, where the ethical pathway is influenced by the ability of individuals to intervene in certain situations and deal with external and internal pressures (Lowry, 2006).

2.4 Organisation Culture and Leadership

Gallagher (2009) leadership is the capability to stimulate and encourage other people to work enthusiastically in favour to achieve organisational objectives. Also, Comstock (2018) agrees that leadership is the skill to the leader, encourage, or influence others as the head of a cluster or organisation. In addition, according to Russell (2015), anybody can become a leader by beginning with strengths and then influencing individuals to fill in the holes. However, Rierson (2014) points out that leadership is not related to seniority or position, is not about

the title in the company, and is not about someone else's attributes, and also leadership and management are not synonyms.

Smircich and Morgan (1982) state that group individuals attribute influence to those members who structure the experience in a meaningful way. They emerge as leaders because of their substantive role in framing meaningful situations. From this perspective, it is clear that leading is being able to manage and order the meanings people give to what they are doing. Thus, the leader, considered as a point of connection between each individual and his own world of work, has a strong influence when it comes to favouring or compromising the organisation of the inner structure of those who expect from him a kind of action that can somehow, to organize the world around them (Bergamini, 1994). Therefore, a leader's effectiveness rests on his ability to make a meaningful activity for those in this role set — not to change behaviours but to give others a sense of understanding of what they are doing (Smith and Peterson, 1989).

However, leadership is, above all, a relationship, a mutual bonding process between leader and follower. Such a process involves a two-way relationship of influence, oriented mainly towards meeting mutual goals and expectations. The influence's process is not only ensured by the leader's will but by the conjunction of this will with the images, desires and beliefs shared by the group (Baudrillard and Guillaume, 1994). Thus, the leaders' power depends on this combination; and is linked to the group's needs, which is recognised during the identification process (Aubert, 1991).

According to Daft (2002), culture is the set of values, guiding beliefs, knowledge and ways of thinking shared by members of an organisation and transmitted to new members as appropriate. It represents the unwritten part, the feeling of the organisation. Everyone participates in the culture, but in general, it goes unnoticed. Only when organisations try to implement new strategies or programs that clash with pre-established cultural norms and values do they come face to face with the force of culture. Culture gives members of the organisation a sense of organisational identity and engenders values that are greater than the members of the organisation themselves. While the ideas that come into the culture can come from anywhere in the organisation, a company's culture begins with the founder or pioneer leader who articulates and implements particular ideas and values as a vision, philosophy, or business strategy. According to the author, cultures serve two crucial functions in organisations: integrating their members so that they know how to relate to each other and

helping the organisation adapt to the external environment. Internal integration means that participants in the organisation develop a collective identity and work together effectively. Therefore, it is the culture that guides daily work relationships and settles how people interact within the company, what behaviour is acceptable or not, and how power and status are distributed.

2.5 Work Service Industry

According to Irish Times writer, Taylor (2019), Ireland is experiencing fast employment growth in early 2019. Compared to the last three months of 2018, the number of people working had a record increase of 35,200, presenting the unemployment rate at its lowest level since 2006, falling below 5%. Most sectors experienced employment growth last year across all regions of the country, most occurring in Dublin, Kildare, Meath and Wicklow. Although, after the crash, part-time employment has grown, there has been an increase in full-time employment in recent years.

However, according to SIA - Staffing Industry Analyzes (2019), the jobs.ie website has shown that over the past five years, part-time employment and seasonal functions have grown by 73%, also, the increase in the hospitality and restaurant sectors, 39% and 18%, respectively. Besides, tourism in the Republic of Ireland is continuously increasing year by year, resulting in a significant impact of consistent improvement in the hospitality industry. Creagh (2018) highlights the Irish hospitality industry - bars, hotels, pubs, hostels, restaurants and cafes - as a thriving and rising tourism industry that generates about 5 billion euros. Data from 2018 shows 18,377 companies were working in this sector, contributing approximately 177,000 jobs indicating continued growth when compared to 148,000 in 2016. Moreover, as it is a booming job market, there is a competition for labour because the industry has suffered from bad publicity regarding pay, working conditions and career opportunities.

Eolas Magazine (2018) agrees that the hospitality sector in Ireland is growing and points out that this development has a significant contribution to the economy and a high impact on the creation of new jobs in the country. Tourism is projected to grow to 13.7 million by 2025, where more than 80,000 workers will be needed to meet this demand. This growth, however, leads to the issue of employee attraction and retention. Just as Creagh (2018) mentioned the

bad reputation of the hospitality industry, Eolas Magazine (2018) also adds long and unsociable hours of work. Therefore, companies must be willing to adapt to new forms of business to deal with problems, for instance, the lack of adequate personnel.

Despite this, Taylor (2019) highlights Davy Stockbrokers who believe in the comfort of job numbers and that prospects for the Irish market remain in good health, stated by Dermot O'Leary of Goodbody Stockbrokers. However, the Irish labour market is already hot, causing more supply than demand in some sectors. According to Dermot O'Leary of Goodbody "There is already visible evidence of rising wage pressures and significant skills shortages." Moreover, according to a 2017 Central Bank survey, immigration is seen as a likely source of additional work, but the problem housing and renting in Dublin can disrupt this surge in the country's growing workforce, yet with the housing crisis and wage issues, the level of hiring remains fast (Taylor, 2019).

2.6 Non-EU in the Republic of Ireland

According to inis.gov.ie. (2018) presented Immigration in Ireland: Annual Review 2018, with data on the number of permits, visas and entries of persons from other countries in the Republic of Ireland. About 140,000 visa applications were made in 2018, an annual increase of 12%, while 121,220 visas were granted. The number of non-European citizens living in Ireland also increased last year by 11% to almost 143,000 people. However, more than 5,000 people were barred from entering Northern Ireland's ports, airports and the border in 2018. Moreover, the report states that citizens of India, China and Russia were the top three nationalities outside Europe to apply for visas in Ireland last year, followed by Pakistan, Nigeria, Turkey, the Philippines, Ukraine, Saudi Arabia and Indonesia.

Furthermore, the combined effect of positive net migration and natural population growth resulted in an additional 64,500 people living in Ireland between April 2018 and April 2019, reaching 4.92 million. There were 88,600 immigrants arrived in the country and a drop of 2% compared to 2018, according to the estimate released by cso.ie. (2019) the Central Statistics Office from Ireland. Despite this, all regions showed a population increase in the year to April 2019, ranging from 2,600 people (0.5%) in the Midwest to 25,100 people (1.8%) in

Dublin. As a result, Dublin's population in April 2019 was estimated at nearly 1.4 million people, equivalent to 28.4% of the country's total population.

Therefore, Ireland has absorbed talent from all over the world, thus become more globalised, and immigration has contributed in many ways, as reported by Jordan (2017), in an article to the Irish Examiner, defending that immigrants are not just workers, but they also create jobs. They are consumers themselves, and they spend the economy using services and buying goods with the wages they earn. O'Brien (2017) from Independent.ie agrees that immigrants help fill skills gaps as workers and boost domestic demand as consumers. Also, O'Brien (2017) underscores the remark made by Mark Fielding, a former member of the ISME business lobbying group, "without immigration; many SMEs would be unable to survive".

Hence, O'Brien (2017) presents CSO 2016 Census data on 'Migration and Diversity', highlighting that immigrants have higher qualifications compared to nationals, besides probably technical training. However, foreign workers have greater participation in the hospitality sector when compared to administrative, technology and public administration functions. Although research shows that immigrants are more concerned with applying for job opportunities, even though the unemployment rate is still higher than natives. Conversely, the growth of immigrants has some not so beneficial consequences for society at large, for instance, the housing crisis has been getting worse as a result of supply that has not been able to keep up with the demand of more newcomers. However, consensus economically is of general benefit to economies (O'Brien, 2017).

Besides, Kelly (2019) states that there was a considerable 45% increase in the number of non-Eu students between 2013 and 2017. However, the author reports on the difficulties encountered by students in finding employment in the country. The survey conducted by the European Migration Network, called Attracting and Retaining International Students, found that most of the non-EU migrant category is composed of students, contributing significantly to college-funded income. Moreover, the Republic of Ireland has been prosperous in attracting and retaining non-EU students, according to report author Sarah Groarke.

3 Research Methodology

This chapter will describe the methodology chosen to conduct this study. Beginning with research design, strategy and analysis of the philosophy, also the approach of the chosen methods within the qualitative methodology. Besides, critically explaining the chosen method in more detail.

3.1 Research Design Methodology

Through methodical data collection and logical interpretation, researchers use research in a systematic process to increase knowledge or understand something (Saunders et al., 2012). Instead of the phenomenon's frequency, qualitative methods produce contextual explanations with an emphasis on the meaning of the phenomenon. The focus is to aim the understanding of the studied phenomenon, centring on the specific and generally linked to the attitudes, motivations and thoughts of the studied public. People have the opportunity, provided by qualitative techniques, to reveal their feelings and how the world is perceived from their perspective (Spencer, 1993). Nevertheless, personal interpretation, open data collection and text analysis are the leading qualitative procedures (Creswell, 2010).

Nevertheless, the quantitative method of analysis would not be ideal when the study proposes to understand people's behaviour and interpretation is required to analyse the questionnaires (written method) or interview (face to face) (Trauth & Jessup, 2000). Also, according to Mayer (2015), qualitative data generally involve opinions expressed by words rather than numerical data. Moreover, Trauth & Jessup (2000) believe that the two methods can be complemented by having different procedures. For this reason, this paper chose to use two different methods of the qualitative methodology, the questionnaire in order to collect data and interpret the situations experienced by the non-European worker's point of view in the workplace. Also, the interview, to understand the employer's perception concerning ethical issues in organisations and the topic studied. According to Patton (1990), the interview allows access to data such as feelings, intentions and thoughts that would be difficult to obtain through a questionnaire. However, it allows corrections and clarifications to make information more productive, while the use of other instruments is sealed the moment they leave the hands of the researcher who designed them (Lüdke and André, 1986). However,

Patton (1990) states that there are no formulas for interpreting or analysing qualitative data, as each study is unique, and therefore the analytical approach will also be unique.

Based on the nature of the research question, this study will use a survey that contains open-ended questions and will give an approach to achieve better results from respondents' answers. The questions will be formulated through an online platform, with a similar style to the surveys, with a greater focus on a more detailed exploration of the respondent's reactions and behaviour. The standard methods used in such studies are surveys, questionnaire, and random sampling (Killam, 2013). The questionnaire consisted of ten questions, six open-ended questions (see Appendix B), which sought to gather participant responses to ethical violations in the work environment and their knowledge of HR's importance in the organisational ethics and four socio-demographic questions (see Appendix C). Also, it was elaborating an interview with two restaurant managers of relative importance (see Appendix D).

Furthermore, all participants will be assured that their responses will be entirely confidential, and their names, nationality, age or other additional information that may identify them will not be shared in this study. A particularly tricky ethical dilemma arises where information is disclosed during an interview which indicates that the participant is at risk of harm. To pass on information without the participant's consent is a profound loss of control for (Ritchie et al., 2013).

Moreover, it is essential to emphasise this study is very conscious that, because of the legal reason, some of the responders, in other words, people answering the questions may not want to give real information. Under these circumstances, the responses are going to be treated very sensitively and securely, according to the General Regulation on Data Protection – DGPR (2019) in the EU. It is a regulation of European law on confidentiality and protection of personal data, applicable to all individuals in the European Union and European Economic Area.

4 Research Findings

The instrument was applied focusing on non-European citizens and also the hospitality work service industry, through the electronic questionnaire all participants were informed that the

collected data would be confidential and used exclusively for the research purposes (Appendix A). The questionnaires were applied through the SurveyMonkey feature and distributed by WhatsApp in an access link, obtaining a convenience sample with 32 participants, but one of the samples is incomplete, affecting only the socio-demographic questionnaire. Therefore, the socio-demographic questionnaire indicated that 51% of responders are male. Moreover, the average age is between 25 to 34 years, with a slight variation among the other categories, but only one sample was identified in the 45 to 54 years category. Also, the vast majority of the samples received have the highest level of education. Besides, the questionnaire states that concerning the work service industry, of the 32 samples, 59.4% work in the hospitality area, an average of two years of employment in this area. Moreover, the other samples are divided among several sectors, such as nursing home, IT, retail, among others.

Besides, open-ended questions were designed to assess participants' knowledge and opinion regarding the involvement of human resources, ethics, and the influence of the leader in the workplace, also, address if the responders have had any experience of an ethical breach in the workplace and finally gather data on possible causes of a non-EU employee being exploited by employers. The analysis of the samples presented different interpretations and also similarities between the participants in some answers, which will be summarised below. All samples were transcribed in Appendix B.

When asked about the importance of the HR department in organisational ethics, participants had different opinions, most (62.5%) agree that HR targets both sides, the organisation and the employee, in other words, not only as HR's primary activities are selection, hiring, pay and layoff, but it also helps in supporting and aligning company and employee in their needs. However, only 12.5% of responders believe the importance of HR is to guide and protect employee rights. The samples show that almost 15% do not have a formed opinion. Furthermore, the remainder (less than 10%) is split between whether HR is the most crucial department in the organisation.

- “To intermediate the necessities of the organisation and the employees but at the same time keep the environment respectful between them” (Responder 2).
- “HR deals with people needs and manage their workplace; that's why it is so important” (Responder 4).
- “It is important to keep the employees know they rights” (Responder 25).

In HR's relationship with the employee, 37% of the participants claimed an excellent relationship, and some pointed out that there is easy access to communication and support. However, a considerable number of participants (31.2%) reported that there is no direct relationship between the parties or do not know about the HR of the company. Only 12.5% say the relationship between HR and employees is, hiring, paying and firing. Moreover, some of the samples (18.75%) do not have HR or HR is external.

- “Good. Anytime I needed something from HR they were ready to help” (Responder 2).
- “I would say it’s satisfactory. I feel free to contact them anytime and for anything I need” (Responder 29).
- “None, the HR just deal with the managers” (Responder 10).

Nevertheless, 68.7% believe that the essential reasons for the company would act unethically are the financial advantage that can be obtained and also any other kind of benefit. However, only 6% highlight organisational culture as the focus of the problem, and yet almost 10% have no opinion on the subject, and according to 31.2%, the problem is lack of respect for employees.

- “A company would act unethically to maximise profits and cut extra costs” (Responder 18).
- “The term unethical is related to the company culture and the financial conditions that business has” (Responder 30).

The answers are divided into equal parts (46.9%) when the analysis refers to unethical situations already suffered by the worker, leaving only a minority (6%) who chose not to respond. When it comes to leadership and its influence on ethics and the organisational climate, the difference between the samples is not so significant, most (56.2%) can identify leadership influence, such as inspiration in the atmosphere of the workplace, while 40.6% work in a family business where this type of relationship is not valued or simply the leader has no influence at all.

Finally, almost all respondents believe that it is easier for companies to exploit non-EU citizens for reasons of vulnerability to the knowledge of the country's laws, legal situation and opportunity to work more than they are allowed.

Furthermore, an interview was prepared with two managers of hospitality sector – both managers work in the same company – to expand the investigation of ethical violation in the work environment, in the perception of the employer. However, the chosen interviewees are divided into European (interviewee 1) and non-European (interviewee 2), in order to balance and compare the two perceptions regarding the study. The analysis of the results shows that respondents' responses can be classified into five categories - the importance of the HR department in the organisation, the relationship between HR and employees, unethical situations in the work environment, employees' behaviour and discrepancy in treatment between European and non-European. These categories are described below.

- The importance of HR in the organisation - Respondents demonstrate an understanding of HR's role in the organisation and its importance.

“HR is designed to help the company and employees follow an ethical code. Without it, parties may stray from said code” (Interviewed 1).

“It is essential because it is the area responsible for selecting, recruiting and training employees” (Interviewed 2).

- The relationship between HR and employees - There is a difference in the interpretation of respondents in this category.

“The relationship is friendly, and both sides appreciate what the other does. Turning to someone in HR for advice is very beneficial. The HR department is a valuable resource” (Interviewed 1).

“To be honest, there is no relationship between HR and employees. Filled forms are sent to HR when staff is selected by a general manager, and the trial is done by area in need” (Interviewed 2).

- Unethical situations in the work environment - Both managers interviewed can mention at least one unethical attitude on the part of the company (See the full statement in Appendix D).

“Yes. I have seen hours cut from hours worked by employees ...” (Interviewed 1).

“Yes, a general manager using his" power "to despise staff, specifically the non-European...” (Interviewed 2).

- Employees’ behaviour - However, when the reference is the employee, the interviewees have different opinions. (See the full statement in Appendix D).

“... Directly stealing money from their employer. Taking stock or supplies for their own gain” (Interviewed 1).

“Don't remember anything that could be possibly unethical from staff” (Interviewed 2).

- The discrepancy in treatment between European and non-European - Respondents share the same thinking that non-EU citizens are more vulnerable to exploitation because they do not have the knowledge about legal rights (Appendix D).

5 Discussion

This section will analyse and interpret the results obtained through the questionnaire and interviews, linking back to the previous literature review in chapter two. The study of ethical violations in the work environment focus on non-European employees was developed in order to understand the differentiation in the workplace between European and non-European employees and to highlight reasons that lead to this circumstance.

Analysis of the reports on the importance of HR in organisational ethics in employee and employer perceptions suggests that this connection is essential in order not only to guarantee workers' rights but also to intermedate the needs of those involved. Moreover, promote hierarchical alignment, develop and implement ethics as well as facilitates the communication channel within the company. As Staehle (1990) points out, in addition to the core functions and despite guiding employees and the company, the Human Resources department develops a strategic role that can maintain motivation and align employees with company objectives. Also, Wiley (2000) collaborates with the argument that contributing to the ethical success of organisations and promoting ethical practices is the duty of Human Resources management.

However, there is a balance between favourable and unfavourable in the relationship between employee and Human Resources. According to the study, some companies do not use this

resource, and for this reason, often do not care about establishing trust and support between company and employee. Indicating that HR management (or whoever performs these roles) as a business partner is more involved in business decisions and contributing with economic insight, omitting to deal morally with those business decisions (Wilcox, 2001). However, the employer's perception believes that there is a favourable relationship, and yet the employee sees the opposite, so understanding the perception of employees towards HR management is also a challenge (Gerhart et al., 2000).

Although cost reduction or financial benefit, as well as disrespect for the employee, are the possible causes of a company acting unethically in the employee's view, the sample still highlights the organisational culture as one of the factors. Likewise Wooten (2001) presents internal factors, such as values, culture and skills of the professional; moreover environmental influences that would be economic conditions and demographic trends, which goes toward the perception of the employer, who believes in unethical activity because of employee vulnerability and lack of knowledge of their rights, being immigrants.

The study shows equality in results when it comes to ethical dilemmas suffered by the company. However, the female gender is the most affected portion, and a small sample chose to abstain from answering, suggesting that people still feel coerced in the workplace, Tenbrunsel et al. (2003) recalls the importance of implementing ethical measures for the development of people's attitudes. In contrast, the employer emphasises the misconduct on employee' side, abusing working conditions and not fulfilling its obligations; nevertheless, these attitudes can be reduced by applying a code of conduct, as remembered by Treviño et al. (2014) and highlights a slightly positive effect.

The study showed the influence of leadership in the workplace and organisational ethics. However, the sample analysed was still not very powerful, perhaps because companies in the hospitality generally are managed by the owner's family, impacting to ethical attitudes. Similarly, Wimbush & Markham (1997) reports that through the actions of the leader (whoever assuming this position) in the workplace it is possible to influence the change of inappropriate ethical attitude and the organisational climate.

The study proves that there are several reasons for the immigrant to be exploited. However, the vulnerability in legal issues, lack of knowledge of the laws and especially the need to work are the factors most mentioned in the study, in both perceptions, employees and

employers. As pointed out by Creagh (2018) and Eolas Magazine (2018), the hospitality sector carries a terrible reputation for the salary offered, precarious working conditions, and long and unsociable working hours and it is the immigrants who help to fill gaps in this sector as pointed out O'Brien (2017), accepting the opportunity offered and subjecting themselves to precarious conditions.

6 Conclusions and Further Research

The research aimed to empirically explore the factors that influence companies to practice unethical attitudes in the workplace towards non-European employees, then assessing the perception of both employee and employer. Also, on both parties' understanding, there is a correlation between these issues and the HR department and how much it influences the organisational climate. Besides, examine what makes the non-European worker more vulnerable in this situation.

Therefore, the study showed that most responders are educationally qualified but perform functions where labour is not adequately valued. Consequently, this reflects in the relationship between company and employee, where the company does not identify human capital as an essential resource in the organisation, it is concluded from the lack of significance in the results regarding the relationship between employee and Human Resources. Although most of the samples identified leadership influence on the ethics and organisational climate, it was observed that there is still a lack of leadership contribution to ethical issues within the organisational environment. Therefore, it is up to the Human Resources professional or whoever is performing this role in the company, to improve ethical practices and allows understanding of all involved in the organisation, as well as ensuring that this role is being successfully fulfilled.

Furthermore, the interview with hospitality managers was crucial for cross-checking and contrasting with employee perception. However, research shows that employers are aware of the importance of HR in the company, but disagree about the relationship between the department and employees, suggesting that the discrepancy in dealing with non-EU employees may occur regardless of the position obtained. Also, the interviewed understand that there are flaws in company attitudes towards employees, mainly affecting non-Europeans. Moreover, research has shown that non-European employees are more susceptible

to ethical dilemmas in the workplace because they are more vulnerable and accept any conditions offered to them because they have to work, in addition to the lack of knowledge of employees' rights and the pressure of immigrant status in the country contribute to these problems.

As limitations of the research, it highlights the qualitative character that, on the one hand, provides essential insights on the subject, and on the other, does not allow generalisations. Besides, the research was restricted to the hospitality work industry, where the results may not have been representative of the entire context. Besides, people are afraid to provide more information given the sensitivity of the topic being addressed. Recommendations for future research, it is advocated to study in other sectors of the labour market in the country. Despite this, use the mixed methodology, to obtain more accurate results and still be able to evaluate the insights obtained in the interview.

Furthermore, knowledge of the influence of Human Resources management on organisational ethics demonstrates how reputation benefits, the creation of an organisational environment that is more conducive to stakeholder development, as well as increased reliability in the company. However, the implications indicate differences in individual values that impact decision making and the development of a continuous ethical process.

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Appendices

Appendix A – Request Sheet

Dear Responder,

Your contribution to this survey is essential to completing the Level 8 Bachelor of Business course. Also, there are no right or wrong answers in this questionnaire, it concerns your perceptions and opinions, so it is crucial that you must answer all questions most sincerely.

I would like to request some information regarding your personal data. Please be advised that this information is strictly confidential, also will be used solely for the purposes of this investigation. It is essential to emphasize this study is very conscious that some of the responders may not want to give true information. Under these circumstances, the responses are going to be treated very sensitively and securely, according to The General Regulation on Data Protection – DGPR (2019) in the EU. It is a regulation of European law on confidentiality and protection of personal data, applicable to all individuals in the European Union and European Economic Area.

Thank you for your collaboration!

Appendix B – Non-European Employees Open-Ended Questionnaire

1. In your opinion, why is HR important for organisational ethics?
2. What is the relationship between HR and employees in your company?
3. Why do you think a company would act unethically?
4. What ethical violation in the workplace have you suffered?
5. What kind of influence does your direct boss have on the organisational climate and ethics in the company?
6. In your opinion, why is it easier for an employer to exploit as a non-EU citizen?

Appendix C – Non-European Employees Socio-Demographic Questionnaire

7. What is your gender?

Feminine

Male

8. What is your age?

18 to 24

25 to 34

35 to 44

45 to 54

9. Highest level of education

Basic education

High school

Bachelor degree

Master's degree

PhD

10. What type of organisation you work for, and how long are you working in this company?

Appendix D – Sample of Interview and Answers

Interviewed 1 – European Manager

1. Why in your opinion, is HR important for organisational ethics?

“HR is designed to help the company and employees follow an ethical code. Without it, parties may stray from said code”

2. What is the relationship between HR and employees in your company?

“The relationship is amicable and both sides appreciate what the other does. Turning to someone in HR for advice is very beneficial. HR department is a valuable resource”

3. Have you ever seen an unethical situation in your workplace, what factors do you identify as responsible for this behaviour?

“Yes. I have seen hours cut from hours worked by employees. Any benefits owed to employees may sometimes be circumvented. I believe this happen because vulnerable employees may easily be targeted. They are less likely to complain, or may be less knowledgeable of their rights”

4. What ethical violation in the workplace have you suffered from employees?

“Employees in certain positions may sometimes have the ability to cheat their employer out of something. Not working despite being paid for their time clocked in. Directly stealing money from their employer. Taking stock or supplies for their own gain”

5. Do you believe there is any discrepancy in the treatment of non-Europeans compared to the natives in the company, and what makes you believe that?

“Yes. I believe that due to the nature of non EU citizens having fewer legal protections, they are more vulnerable to exploitation. They may ostensibly have fewer rights than their EU counterparts. It is also likely their command of the English language is more limited. And the hours they can legally work are fewer, so employers have an opportunity to give them more difficult work for perhaps less pay”

Interviewed 2 – Non-European Manager

1. Why in your opinion, is HR important for organisational ethics?

“Its essential because is the area responsible for selecting, recruiting and training employees”

2. What is the relationship between HR and employees in your company?

“To be honest, there is no relationship between RH and employees. Filled forms are sent to the RH when staff is selected by general manager and trial is done by the area in need”

3. Have you ever seen an unethical situation in your workplace, what factors do you identify as responsible for this behaviour?

“Yes, general manager using his "power" to despise staff, specifically the non European. Maybe because of their lack of knowledge in relation to the work relations”

4. What ethical violation in the workplace have you suffered from employees?

“Don't remember anything that could be possible unethical from staff”

5. Do you believe there is any discrepancy in the treatment of non-Europeans compared to the natives in the company, and what makes you believe that?

“Just as I mentioned previously, the majority of the employees of the company are foreigner. The reason I believe its because they do not hold sufficient knowledge about work rights in the country and in accordance with break times random conversations; they would rather work under any conditions than not having a job to pay for their bills. Not forgetting to mention that they get minimum wages and work really hard”

Appendix E – Samples of Survey Questions and Answers

Responders	1. In your opinion, why is HR important for organisational ethics?
1	It's crucial
2	To intermedate the necessities of the organisation and the employees but at the same time keep the environment respectful between them.
3	Because they are important to deal with the well being of the employees and keep the environment
4	HR deals with people needs and manage their workplace, that's why it is so important.
5	Yes
6	Everyone opinion has to be respected
7	To keep all staff working according the company's ethic
8	Because HR aims to align employees with companies values and rules.
9	HR is important to ensure there is human support when needed.
10	Because without HR there is no organisation.
11	To show the pathway and control the things
12	To take care of the employees
13	they are responsible for keeping control of the ethics in the workplace
14	Yes, it is! when it comes to the relation between employees and employers
15	HR helps from analysis of CV's, allocating personal, supporting them, making business run smoothly
16	HR is the department responsible to give all the information, including ethics to the employees.
17	Yes
18	I think it's import to maintain the order and protect employee's rights.
19	Make employees feel they have someone to talk about anything in the working environment
20	Procedures that are related to the good actions and behaviors of all employees of the organisation, aligning all hierarchical levels, calling them to participate democratically in the elaboration and implementation of an internal code of conduct.
21	I don't think HR has more relevance than other departments regarding to ethics. Ethics must be a concern of the highest level of management, whivh must ensure that actions in this regard are taken in all levels.
22	Because it is responsible for recruiting people, interviewing them and evaluating them, as well they have to make sure that the employees are in compliance with the company's policies
23	Definitely
24	Because it ensures both employee and employer law abide
25	It is important to keep the employees know they rights
26	Yes it is. Human Resources is essencial for implementation of policies, it is also responsible for finding, selecting, recruiting and training employees.

27	To keep a base of rules and regulations
28	to drive and raise awareness of employee attitudes
29	I think HR helps building a bridge between the employer and the employees.
30	Because the HR time has the strategy to deal with employees
31	HR is important to all companies employees in order to understand the need to achieve the corporation goals but with training and information that are duties of HR to develop.
32	In theory, their role is to ensure organisational ethics are upheld by all at all the times.
Responders	2. What is the relationship between HR and employees in your company?
1	There's no Hr department because it's very small company
2	Good. Anytime I needed something from HR they were ready to help.
3	Good
4	Someone is responsible for employees' payments (salary, holidays, etc).
5	Good
6	It a normal and good relationship
7	Distant
8	We have external RH. They only send email every month for me. (PaySlip)
9	Extremely distant, the contact between HR and employees is made virtualmwnte
10	None, the HR just deal with the managers
11	There are not relationship, I even do not know who they are.
12	I don't have HR
13	There is no hr in my company
14	Very immature in my opinion, they're very confusing to organize staff roster, and the communications are faulty.
15	There's no HR in my company
16	There's no HR, we deal directly with the general manager
17	I don't know
18	It's a bit distant.
19	Could be better. Basically I need this that, HR. There's no connection
20	HR makes it easier for me to access information within the company
21	Hiring, training and dismissals
22	They take care of the organisational culture, compliance and development of the employees, as well they follow up their perdomance
23	I work in a small company. There's no HR department
24	Friendly professional
25	Very close
26	RH is responsible to select the most approachable fit for any area of the company.
27	Making sure thwy feel respected and protected at work
28	It is an extremely professional relationship, but without physical contact. All communication is done via email or internal system. Employees do not know who are

	responsible for managing the HR department.
29	I would say it's satisfactory. I feel free to contact them anytime and for anything I need.
30	The HR time gives the support to the employees, in terms of training, basic assistances and connection between different departments.
31	It's really weak. Our contact with the HR management only takes place when it needs to complain about something.
32	HR provides support in every employee-company related matter

Responders	3. Why do you think a company would act unethically?
1	Because they can get away with it
2	When there is no respect with the staff.
3	Personal reasons, maybe
4	To benefit themselves financially.
5	For Ambition
6	Not respecting the employees rights
7	To aim their own interests instead of the community's.
8	Because companies think first about their interests.
9	To increase profits
10	To overdue the revenue or get a better position in the market
11	To improve profits
12	Because they think more about them than the employees
13	I don't know
14	To give privilege to the others or to themselves, like the company has the policy to give the same opportunity to all staff, but in practice, we don't see it happening
15	Safe costs, misguiding quality issues, ignoring customers complains
16	Bad organisational culture
17	I have no clue
18	A company would act unethically to maximise profits and cut extra costs.
19	Commercial Reasons, profit driven, short term driven
20	lying, treating the other with contempt or rudeness, abusing his or her self-serving power
21	I think the only way that the company might be unethical is in the case of the highest management level decide to act in this way otherwise it can be only isolated actions from employees
22	Maybe in a self-interest situation...

23	To make profit
24	To achieve a certain goal specially a short term one with low repercussion
25	Don't paying the correct wages
26	Negligible hire an employee for determined position in the organisation without interviewing them to make sure the candidate is well prepared for the role.
27	If it favoured then financially
28	To try to reduce costs.
29	Mostly of the cases is about avoiding to spend money and to try to hide any ilegal information.
30	The term unethical is related to the company culture and the financial conditions that business has
31	To get advantage under the employees or clients, such as making money.
32	For business or personal interests

Responders	4. What ethical violation in the workplace have you suffered?
1	Senior workers looking down on me
2	In my previous job when the managers always asked me to clean bathroom and the Irish girls never.
3	None
4	I've already worked in a bank holiday and haven't received the 'extra' days.
5	Abusive of power
6	I haven't suffered any.
7	A denied pay-rise
8	Nationality discrimination by clients (few times)
9	None until now.
10	Worked more hours than it is aloud, and denial of my holidays
11	Racism, differentiation between employees that are European.
12	None
13	None so far
14	Respondent skipped this question
15	Being an immigrant
16	I've never suffered any ethic violation
17	I don't remember
18	None
19	None
20	Thankfully I have never suffered an ethical violation in the workplace.
21	I don't remember
22	I have none so far.
23	None

24	None, so far
25	Once because I was foreign
26	I would rather not saying anything about it.
27	None
28	Xenophobia by other employees or supervisors
29	I didn't get payed for extra working hours.
30	Racism for not being European
31	When I got sack without any notice in advance.
32	Discrimination based on country of origin

Responders	5. What kind of influence does your direct boss have on the organisational climate and ethics in the company?
1	Unethical rude
2	Huge
3	He is the CEO
4	I believe he can make any decision. So he has strong influence.
5	None
6	She has practice influences, since apply the tasks.
7	On staff's mood and motivation
8	Good organisational climate but low concern for ethic.
9	he is distant and not very participative, certainly this attitude affects the group as a whole
10	None, she just rules on my shop
11	I'm not sure, because I only have contact with my supervisor. I don't have contact with others.
12	Almost 100%
13	he is one of the most important figures
14	he has the whole power, once he's in there, everything goes smoothly
15	He set the standards
16	Low influence
17	I don't know
18	A lot of influence. If the management is not good it affects everything and everyone. A lot of influence. If the management is not good it affects everything and everyone.

19	Very low
20	Total influence, he is directly and indirectly responsible for everything that happens in the company and therefore the responsible for watching out and solve all the problems the company may have. This will show what kind of leadership he has.
21	The boss is always directly responsible for the organisational environment and for ensuring the commitment of all team members with ethical issues
22	They are seeing as inspirational people and as well respected for their position and responsibility on making decisions for the company
23	All
24	Strong influence but in a helpful way
25	A very important influence
26	My direct boss is also the owner's son. He is directed responsible for all areas and in my view point he does not hold enough knowledge doe any of the areas. Lack of training so, bad influence.
27	Almost 100% responsible for the work atmosphere
28	Theoretically, he is responsible for managing and adopting an organisational culture based on ethics. however, the role is transferred to another supervisor.
29	As a family company, his wife works at te HR so he can interfere in everything.
30	He is the owner, so he has all the powers.
31	I have no idea, because our relationship with the company is so weak. So I don't know what they have done in this case.
32	As I am working for a large multinational company none really

Responders	6. In your opinion, why is it easier for an employer to exploit as a non-EU citizen?
1	Because they're more vulnerable to the system
2	Because our dreams are bigger than that and we, most of the time, don't mind to do some things because the job is not our lives, it's just a moment.
3	Respondent skipped this question
4	Because the non-EU citizen might be counting on their job and visa.
5	Lack of regulation
6	Because of kid of visa.
7	Seems the non-EU citizen legal vulnerability

8	Ireland has an old population, they don't have enough natives to meet market needs
9	I don't think it's easier. Some non-EU claims their rights more than a EU.
10	The non EU citizen does not have the knowledge of the rules and regulations in the county
11	Because usually non-EU citizen "can't" work full time, what make more difficult to find a job, or even that give the opportunity to work more hours.
12	Because they bring the culture from their own places
13	I dont understand the question
14	We don't have much knowledge about the Irish law or access to it, like where to find it or have a voice here, so in case of necessity we get the first opportunity they gave, some of them pays 5 or 6 euro per hour, having access to the law and being clear with our rights is easier to look for help, in my opinion it should happen more often so them won't be able to explore us paying less than the minimum wage
15	Lack of income, unsure of workers rights, lack of support.
16	They take advantage that most of non-EU citizens have bad or no English, so this people struggle to get job, and when they find one, they accept some exploit treatments
17	Because they are from another country
18	Because they know we are foreigners therefore we don't have a lot of knowledge about the law of the country, but mainly because they know that it's very unlikely that we are going to complain or do something about it, specially in situations where the visa is associated to the employer.
19	Because a non-eu in most cases will be more willing to work more for less, in non acceptable conditions. It might be a way of getting experience, EU references
20	It is easier because they are out of their comfort zone In a country with very different things such as culture, laws or lack of it and more importantly the language.
21	Because by the law and mainly by the popular thinking, they don't have the same rights as EU citizens do
22	Exploration happen in any place, if the exploit is a non-eu citizen, I thing the employer would use the situation of these person as a non-European, with visa limitations and dreams as a bargain for the opportunity given. But, theoretically it would be ilegal.
23	Didn't understand the question
24	Lack of knowledge about ones rights

25	Because sometimes a non eu citizen doesn't know the rights
26	Lack of knowledge of the laws. Not being fluent in the local language.
27	Language barriers
28	Due to lack of knowledge of local labor law. In addition, another factor is the need for non-Europeans to get jobs.
29	Usually immigrants accept some kind of job conditions that EU citizens wouldn't accept.
30	Because the non-EU is afraid to lose the job
31	Because most employees that come from another continent don't know their rights and they sometimes don't even speak English. What makes the company feel powerful under employees conditions.
32	Non EU citizens depend on the employer to a larger degree due to work permit restrictions

Responders	Socio-Demographic Questionnaire				
	7. What is your gender?	8. What is your age?	9. Highest level of education	10. What type of organisation you work for, and how long are you working in this company?	
1	Female	25 to 34	Bachelor degree	Hospitality	1 Year
2	Female	25 to 34	Bachelor degree	Logistic	1,9 Years
3	Male	18 to 24	High School	Hospitality	1 Year
4	Female	18 to 24	High School	Hospitality	1,5 Year
5	Male	25 to 34	Bachelor degree	Hospitality	1 Year
6	Male	45 to 54	Bachelor degree	Hospitality	2,5 Years
7	Male	18 to 24	High School	Hospitality	8 Months
8	Female	35 to 44	Bachelor degree	Health Company	2 Years
9	Female	25 to 34	Master's degree	Customer Service	Incomplete
10	Incomplete	Incomplete	Incomplete	Incomplete	Incomplete
11	Female	25 to 34	Bachelor degree	Hospitality	2 Years
12	Female	25 to 34	Master's degree	Hospitality	4 Years
13	Male	25 to 34	Bachelor degree	Hospitality	4 Months
14	Male	35 to 44	Bachelor degree	Warehouse	5 Months
15	Male	25 to 34	Master's degree	Sole Trader	2 Years
16	Male	25 to 34	Bachelor degree	Hospitality	1 Year
17	Male	25 to 34	Bachelor degree	Retail	2 Years
18	Female	25 to 34	Master's degree	Nursing Home	4 Months
19	Female	25 to 34	Master's degree	IT	6 Months
20	Male	25 to 34	Bachelor degree	Hospitality	5 Years
21	Male	25 to 34	Master's degree	Hospitality	2,5 Years
22	Female	35 to 44	Master's degree	Listed Company	6 Months
23	Male	25 to 34	Bachelor degree	Travel Industry	6 Months
24	Male	25 to 34	Bachelor degree	Hospitality	2 Years

25	Female	25 to 34	Bachelor degree	Hospitality	1 Year
26	Female	35 to 44	Master's degree	Hospitality	4 Years
27	Female	18 to 24	High School	Hospitality	Too Long
28	Male	25 to 34	Bachelor degree	Hospitality	3 Years
29	Female	25 to 34	Bachelor degree	Hospitality	6 Months
30	Female	25 to 34	Master's degree	Retail	3 Years
31	Male	25 to 34	Bachelor degree	Hospitality	1 Month
32	Male	25 to 34	Bachelor degree	Consulting	2 Years