



BENEVOLENT ACQUAINTANCES IN ORGANIZATIONS: A CRITICAL ANALYSIS

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Article DOI: <https://doi.org/10.36713/epra18094>

DOI No: 10.36713/epra18094

ABSTRACT

Humanitarian considerations in an organization refer to the policies and practices that prioritize the welfare and dignity of individuals. This includes ensuring fair treatment, promoting equality, supporting community development, and safeguarding human rights. Ethical humanitarian practices involve making decisions that respect the intrinsic value of all stakeholders, including employees, customers, suppliers, and the community. Incorporating humanitarian considerations into organizational ethics is not just a moral obligation but a strategic advantage in today's business environment.

Employees were treated as slaves, subjected to abuse and mental tension without humanitarian consideration. The manager, acting on his own ego and for his selfish interests, foiling all benefits reaching the employees. This toxic environment prevented employees from pursuing extra academic skills and caused severe health issues, leading some to commit suicide too. The management maintained no direct interaction with employees, further exacerbating the situation and neglecting their well-being entirely. The lack of support and oppressive conditions created a hostile and detrimental workplace, devoid of any regard for the employees' mental and physical health.

In India's dynamic corporate landscape, integrating humanitarian considerations into organizational ethics is crucial. Managements now realizing that their responsibilities extend beyond profit to include the well-being of employees, communities, and society. This benevolent approach enhances reputation, fosters trust, and promotes sustainable development. Secondary sources of literature have been consulted by the researcher for the development of the concept. In this paper an attempt has been made, to find a good solution to resolve the unfair treatment of an employees in organizations.

KEYWORDS: Humanitarian considerations, Ethical practices, Fair treatment, Social responsibility, Sustainable growth, Better future.

INTRODUCTION

Humanitarian considerations in the workplace refer to the policies and practices that prioritize the welfare, dignity, and rights of individuals. These considerations are crucial for creating a positive work environment where employees are treated with fairness, respect, and equality. Standards such as fair treatment, promoting diversity, supporting community development, and safeguarding human rights are essential for maintaining an ethical and productive workplace. Implementing these standards helps organizations build a supportive culture that enhances employee morale, reduces turnover, and improves overall organizational performance.

However, in many workplaces today, these humanitarian standards are often neglected, leading to an environment filled with negativity and vulgarity. Employees may face discrimination, harassment, and unethical treatment, which not only undermines their well-being but also hampers organizational effectiveness. Such a toxic atmosphere can result in increased stress, decreased productivity, and a higher incidence of conflicts and grievances.

Cursing may be a poor employee's only outlet to vent their anger without engaging in the unwanted politics imposed by managing administrators. It serves as a brief release amidst an oppressive environment, albeit an ineffective and damaging one. Middle level administrators, sometimes foster toxic environments by creating vulgar and antagonistic relationships among employees, undermining workplace harmony. This behavior reflects a lack of professionalism and damages team cohesion. For our organizations, this means embracing a holistic



approach that respects and uplifts individuals while contributing positivity to society. By prioritizing these considerations, companies can achieve a harmonious balance between profitability and social responsibility, ensuring sustainable growth and better future.

It is imperative for organizations to actively promote and enforce humanitarian standards. This involves fostering a culture of respect, providing channels for reporting misconduct, and ensuring accountability for unethical behavior. By doing so, companies can transform their workplaces into positive, supportive environments that not only comply with ethical standards but also drive sustainable growth and success.

Ethical practices in the workplace are fundamental to fostering a positive and productive environment where both superiors and subordinate employees can thrive. These practices ensure that all individuals are treated with respect, fairness, and dignity, regardless of their position within the organization. For superiors, ethical behavior involves leading by example, making decisions that reflect integrity, transparency, and accountability. This includes providing clear communication, equitable opportunities for advancement, and recognizing and addressing unethical behavior promptly.

For subordinate employees, ethical practices involve adhering to company policies, demonstrating respect towards colleagues and superiors, and contributing to a collaborative and supportive work environment. Open and honest communication is crucial, as it encourages transparency and trust. Subordinate employees should feel empowered to voice concerns or report unethical behavior without fear of retaliation.

Both superiors and subordinates should engage in continuous ethical training and development to stay informed about best practices and emerging ethical challenges. Creating a culture of ethics requires a collective effort, with everyone committed to upholding the organization's values and principles.

By prioritizing ethical practices, organizations can build a cohesive and motivated workforce, reduce conflicts, and enhance overall productivity. This harmonious dynamic not only benefits the employees but also contributes to the organization's long-term success and reputation.

Fair treatment should be a fundamental principle in any organization, ensuring that all employees, regardless of their position or background, are treated with respect and equity. This includes consistent and unbiased behavior towards all staff members, fostering a culture of inclusivity and respect. Promotions should be based on merit, performance, and potential, without favoritism or discrimination. Salary disbursement and increments must reflect the value and contributions of the employees, adhering to transparent and equitable criteria.

Welfare benefits should be accessible to all employees, promoting their well-being and job satisfaction. By implementing these practices, organizations can build a motivated and committed workforce, reduce turnover, and enhance overall productivity. Consistent fair treatment across all aspects of employment not only strengthens employee morale and trust but also upholds the integrity and ethical standards of the organization. This approach ensures sustainable growth and a positive work environment, benefiting both the employees and the organization. Social responsibility in an organization involves a collective commitment to ethical behavior and community engagement by employees, employers, managers, and supporting staff. Employees should adhere to ethical practices, contribute positively to the workplace culture, and engage in community initiatives. Employers and managers must foster a fair and inclusive environment, promote sustainability, and ensure transparent and responsible business practices. Supporting staff should provide essential services efficiently and ethically, enhancing organizational functionality. By prioritizing social responsibility, the organization can improve its reputation, enhance employee satisfaction, and drive sustainable growth, ultimately contributing positively to society and the business's long-term success.

Sustainable growth in an organization demands a seamless integration between management and employees, fostering a sense of ownership and commitment among staff. Employees should feel as though they are integral to the company's success, not merely as intermediaries but as valued contributors. To achieve this, management must engage directly with employees, promoting open communication, providing clear insights into organizational goals, and actively involving them in decision-making processes. By eliminating unnecessary barriers and ensuring that employees understand their role in the company's growth, management can build a cohesive team that drives sustainable progress and shared success.



Instead of focusing on a better future, some management teams may succumb to listening to misguided advice from supervisors, leading to punitive measures that are physically and mentally abusive. This neglect of constructive leadership and self-assessment results in a toxic work environment where valuable employees are mistreated. Such actions fail to recognize that dedicated workers, who contribute sincerely without expecting undue rewards, are essential assets to the organization. When management allows such negativity to thrive, they overlook the importance of nurturing their workforce and fail to identify their true strengths and potential.

It is unfortunate but sometimes the passion of certain middle managers to assert control can manifest as creating vulgar and antagonistic relationships among employees. These managers may engage in or encourage inappropriate behavior, fostering a toxic work environment that undermines team cohesion and morale. Such actions reflect poorly on their leadership and can erode trust within the organization. By prioritizing power struggles and personal grievances over professionalism, they fail to recognize the long-term impact of their behavior on employee well-being and organizational success. Addressing this issue requires a commitment to ethical leadership and a focus on fostering a respectful and supportive workplace culture.

A progressive organization should prioritize understanding and valuing the contributions of its employees, rather than resorting to punishment based on misinformed opinions. By focusing on self-assessment and recognizing the caliber of their workforce, management can foster a positive work environment that encourages growth and dedication. Embracing a culture of respect and support enables employees to perform at their best, aligning their efforts with the organization's vision for sustainable and ethical advancement. In doing so, organizations not only safeguard their most valuable assets but also pave the way for a more prosperous and harmonious future.

Through this paper researcher attempted to investigate methods to address the challenge lies in ensuring fair treatment and equitable support for employees. The focus is on finding solutions to support employee well-being and productivity in such an environment.

REVIEW OF LITERATURE

1) Psychological Effects: The act of whistleblowing can have significant psychological effects on individuals. Studies, such as those by Bjørkelo et al. (2010), indicate that whistleblowers often experience stress, anxiety, and other mental health issues due to the backlash they may face. Recommendations for Organizations: To support whistleblowers, organizations should implement clear reporting channels, ensure anonymity, provide training on ethical behavior, and foster an environment where employees feel safe to speak up without fear of retaliation.

2) Crane, A., Matten, D., & Spence, L. (2013). *Corporate Social Responsibility: Readings and Cases in a Global Context*. Routledge.

Summary: This book provides a comprehensive overview of corporate social responsibility (CSR), including case studies and theoretical perspectives. It emphasizes the importance of ethical practices that respect human rights and promote social welfare, aligning with the principles of humanitarian considerations.

3) Eccles, R. G., Ioannou, I., & Serafeim, G. (2014). The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11), 2835-2857.

Summary: This study provides empirical evidence on the positive impact of corporate sustainability practices on organizational performance. It highlights how prioritizing ethical and humanitarian considerations can lead to long-term profitability and sustainable growth.

4) Jones, T. M., Harrison, J. S., & Felps, W. (2018). How applying instrumental stakeholder theory can provide a sustainable competitive advantage. *Academy of Management Review*, 43(3), 371-391.

Summary: This article discusses how organizations that adopt an instrumental stakeholder approach, considering the interests and well-being of all stakeholders, can achieve a sustainable competitive advantage. This aligns with the principles of humanitarian considerations by ensuring fair treatment and respect for all individuals involved.

RESEARCH GAP

From the review of literature, it was revealed that the previous research concentrated on workplace bullying, toxic leadership, and organizational justice and no study has directly focused on the impact of abusive management and neglectful practices on employee well-being, these topics are critical for understanding and addressing the detrimental effects of a hostile work environment.

RESEARCH PROBLEM

The research problem is to investigate on how to provide value and necessary benefits to employees while navigating and potentially ignoring the influence of middle management's ego and biases. The challenge lies in ensuring fair treatment and equitable support for employees despite possible obstruction or favoritism from middle



managers and directors. This involves understanding the impact of such managerial dynamics on employee satisfaction, performance, and overall organizational equity.

OBJECTIVES

1. To assess the impact of discrimination by middle management on employees.
2. To identify effective strategies for ensuring employees receive value and benefits despite middle management biases.
3. 3)To examine best practices for direct communication between upper management and employees.

RESEARCH METHODOLOGY

The impact of abusive management and neglectful practices on employee well-being, a mixed-methods research methodology could be adopted. This would involve quantitative surveys to assess the prevalence. Secondary sources available on the topic was consulted to develop the concept.

DISCUSSION & RECOMMENDATIONS

1) Impact of discrimination by middle management on employees

Decreased Morale, Job Dissatisfaction, Stress and Anxiety, Physical Health Issues, Reduced Productivity, Performance Decline, Increased Turnover, Difficulty in Retention, Toxic Work Environment, Isolation and Exclusion, Stalled Career Growth, Skill Underutilization, Legal Risks, Financial Impact, Damage to Reputation, Negative Employer Brand, Reduced Engagement, Disengaged Workforce, Cultural Erosion, Strategic Impact.

Discrimination by middle management can have profound and far-reaching impacts on employees, affecting not only their professional lives but also their personal well-being, it is essential not only for the well-being of employees but also for the overall success and sustainability of the organization. Proactive measures to prevent and address discrimination can lead to a healthier, more productive, and more inclusive workplace.

2) Strategies for employees receive value and benefits despite middle management biases

Transparent Communication Channels, Bias Awareness and Training, Clear, Objective Criteria for Benefits, Empowerment of Employee Resource Groups (ERGs), Top-Down Leadership Commitment, Regular Audits and Reviews, Mentorship and Sponsorship Programs, Whistle blower Protection, Performance Metrics for Middle Management, Continuous Improvement.

These strategies help create a culture of fairness and transparency, where employees can trust that their contributions will be valued and rewarded, irrespective of any potential biases in middle management.

Addressing middle management biases and ensuring employees receive value and benefits requires a multi-faceted approach. These strategies help to create a culture of fairness and transparency, where employees can trust that their contributions will be valued and rewarded, irrespective of any potential biases in middle management.

3) Best practices for direct communication between upper management and employees

Open-Door Policy, Regular Town Hall Meetings, Transparent Communication Platforms, Executive Walk-Around, Feedback Loops, Direct Involvement in Projects, Mentorship Programs, Transparent Decision-Making, Leadership Blogs or Video Messages, Recognition and Appreciation, Crisis Communication, Clear and Consistent Messaging.

Direct communication between upper management and employees is crucial for fostering transparency, trust, and a cohesive organizational culture, by adopting these best practices, upper management can foster a culture of openness, trust, and collaboration, leading to a more engaged and motivated workforce.

LIMITATIONS

Limiting care for employees while addressing middle management's ego can lead to inconsistent support and favoritism. Such an approach may neglect addressing systemic issues within management, resulting in insufficient benefits and recognition for employees. This can create disparities in treatment and undermine overall morale. It might not resolve underlying problems caused by egotistical behavior in middle management, potentially perpetuating a toxic work environment.



CONCLUSION

Effectively providing value and benefits to employees requires a strategic approach that ensures fairness despite potential biases from middle management. It is crucial to implement transparent policies and facilitate direct communication channels between upper management and employees. Addressing these challenges head-on can enhance employee satisfaction and performance, fostering a more equitable and supportive work environment. Ultimately, focusing on employee well-being and equitable treatment contributes to sustainable organizational success and harmony.

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