Business ethics

A case study in Gävle in Sweden

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ABSTRACT

Research was conducted on the ways that smaller organizations establish and maintain their ethical standards as they grow. In this study, the development of business ethics and corporate social responsibility in growing firms is studied using two successful organizations: AB Gaylegardarna and Lantmateriet, both in Gavle. Both the legal compliance strategy and integrity strategy have been used by these firms in guiding their policies with respect to the stakeholders of the organization. The values of the leaders in each of these organizations have been inserted into the business via unwritten policies and by the patterns of ethical behavior by the founders.

Keywords: Business ethics, Corporate social justice, Swedish context
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CHAPTER 1

INTRODUCTION

Understanding the landscape of business ethics can be problematic. The field is vast and often encompassing. In fact, the field addresses the entire scope of responsibility that a company has to each of its stakeholders: those who have a vested interest in the decisions and actions of a company like clients, employees, shareholders, suppliers and the community. Depending upon a company, one may even be able to identify additional stakeholders. The field of business ethics is further complicated by the fact that many terms exist to refer to corporate offices and programs intended to communicate, monitor, and enforce a company’s values and standards.

For the purpose of clarity, definitions will be provided for each of the terms that can be understood as related to the goal of improving the conduct of business, namely, ethics, business ethics, and corporate social responsibility. These definitions are not being offered as official definitions, but only to impart how they are commonly used in the business ethics industry.

ETHICS

Ethics can be defined as the critical, structured examination of how to behave, in particular how to constrain the pursuit of self-interest when ones action affects others.
Ethics involves learning what is right or wrong, and then doing the right thing – but ‘the right thing’ is not nearly as straightforward as conveyed in a great deal of business ethics literature. Many ethicists assert there is always a right thing to do based on moral principles, and others believe the right thing to do depend on the situation, ultimately it is up to the individual.

For practical purposes, ethics means providing reasoned justification for choices and behavior when it affects others, and reasoned justification for praise or criticism of other people’s behavior. Ethics is important for human life, and our means of deciding a course of action. Without it, our actions would be random and aimless. In ethics there are three schools: virtue ethics, deontological ethics and utilitarian ethics. The goal of ethics to Aristotle is happiness and to Kant is duty. Kant then propose a ‘categorical imperatives’ of ethics;

- Act only on a maxim that you can will at the same time to be or become a universal law.
- Treat all people as ends or subjects in their own rights and never merely as means or objects only.

**BUSINESS ETHICS**

Business ethics can be defined as written and unwritten codes of principles and values that govern decisions and actions within a company. In particular, it involves examining appropriate constraints on the pursuit of self-interest, or (for firms) profits, when the
actions of individuals or firms affect others. In the business culture, the organization sets standards for determining the difference between good and bad decision making and behavior. In most basic terms, a definition to business ethics boils down to knowing the difference between right and wrong, and choosing to do what is right. Business ethics has been claimed is an oxymoron (Collins, 1994). Oxymoron means the bringing together of two apparently contradictory concepts such as in ‘a cheerful pessimist’ or ‘a deafening silence’. To say that business ethics is an oxymoron suggests that there are not, or cannot be ethics in business: that is business ethics is in some way unethical or amoral.

The phrase ‘business ethics’ can be used to describe the actions of individuals within an organization, as well as the organization as a whole. If business ethics is about the application of ethical values, corporate responsibility is the expression of those values. Corporate responsibility is about organization’s approach to what it is responsible for, to whom, and why. Business ethics is about doing things ethically.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility is a form of corporate self-regulation integrated into a business model. It policy functions as a built-in, self-regulating mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. The goal of Corporate Social Responsibility is to embrace responsibility for the company’s actions and encourage a positive impact through its activities on the environment, consumers, employees, communities,
shareholders, and all other members of the public sphere who may also be considered as stakeholders.

Basically, Corporate Social Responsibility means that a company’s business model should be socially responsible and environmentally sustainable. By socially responsible, it means that the company’s activities should benefit the society, and by environmentally sustainable it means that the activities of the company should not harm the environment. The term "corporate social responsibility" came into common use in the late 1960s and early 1970s after many multinational corporations formed the term stakeholder, meaning those on whom an organization's activities have an impact. It was used to describe corporate owners beyond shareholders as a result of an influential book by R. Edward Freeman, *Strategic management: a stakeholder approach* in 1984. Proponents argue that corporations make more long term profits by operating with a perspective, while critics argue that CSR distracts from the economic role of businesses. Others argue CSR is merely window-dressing, or an attempt to pre-empt the role of governments as a watchdog over powerful multinational corporations.

CSR is titled to aid an organization's mission as well as a guide to what the company stands for and will uphold to its consumers. Development business ethics is one of the forms of applied ethics that examines ethical principles and moral or ethical problems that can arise in a business environment. ISO 26000 is the recognized international standard for CSR. Public sector organizations (the United Nations for example) adhere to the triple bottom line (TBL). It is widely accepted that CSR adheres to similar principles but with no formal act of legislation. The UN has developed the Principles for
**Responsible Investment** as guidelines for investing entities.

Moreover, corporate social responsibility is how an organization approaches the social and environmental impacts of its business operations and its voluntary contribution to the well-being of the global and local communities in which it operates.

Social Responsibility and Business Ethics are often regarded as the same concepts. However, the social responsibility movement is but one aspect of the overall discipline of business ethics. The social responsibility movement arose particularly during the 1960s with increased public consciousness about the role of business in helping to cultivate and maintain highly ethical practices in society and particularly in the natural environment.

**AIMS AND OBJECTIVES**

The aim of this writing on business ethics is to help add a line of defense to protect companies, enable company growth, save money and allow people to avoid certain legal implications.

**OBJECTIVES**

- Understanding the role and place of ethics in companies.

- Looking at ethics from the perspective of workers, employers, customers and business partners.

- Focus on the business world in the future.
• What ethics got to do in the value-determined corporations in a changing world.

CHAPTER 2

METHODOLOGY

The research followed a principle of a grounded theory and qualitative content analysis. There was a semi-structured interview format with long interview technique to solicit responses about the creation and development of companies over time. The interviewees freely expressed their views on ethics without the stimulant of a prompt or the knowledge that they would be specifically analyzed with respect to their ethical decisions or underlying values.

This methodology also addresses the concerns of many researches in the field of ethics for a degree of contextual sensitivity. Research questions guided the present analysis. A key concern in this research was the need to collect data without leading the subject in their answers. Two workers from two companies were interviewed: Chirstina Wasstrom from Lantmateriet in Gavle and Ulf from Gavlegardarna in Gavle.

A search for similarities within the information was undertaken resulting in the discovery of a number of interrelated and expressive themes.

RESULTS

The results of this study reveal that both sets of organizations concentrate their attention
on a similar set of stakeholder and approximately the same corporate social responsibility issues.

**AB GAVLEGARDARNA**

AB Gavlegardarna is Gavle’s municipal housing company, founded in 1917. The company is one of the largest and oldest in Sweden, and it forms part of the group Gavle Stadshus which also includes all of the other municipally owned companies. Gavlegardarna has a long tradition of being beneficial to society.

For the past successive year, Gavlegardarna presented a Corporate Social Responsibility report. They view the long-term perspective in what they do and take social responsibility. Their employees work according to these four cores values:

- Heart and mind
- Reliability
- Ambition
- Solidarity

These core values are the starting point for all of the collaboration between employees, with customers and with other groups they encounter daily, and this is reflected in the way they work. According to Ulf,” Gavlegardarna’s board has taken the decision that the company will be climate neutral by 2015. This means that the company will, by then, be conducting its operations without contributing to global climate change”. 
LANTMATERIET

Lantmateriet – Swedish mapping, cadastral, and land registration authority. Lantmateriet’s mission is to manage the Swedish cadastral system and promote the rational subdivision of land, and to be responsible for the efficient provision of basic geographic and land information. It provides professional services for the development and use of geographic information techniques. Lantmateriet is environmentally certificated and respect for the environment is an inherent component in all of their activities. Due to that their international activities is successively increasing.

According to Christina Wasstrom, the interviewee, business ethics is how people behave in the workplace. It is a difficult word to explain, but there are principles and codes in the company. And to her, they do not have written documents that guides the company. It is necessary to have ethics in the company to help in the operation of the company. And there are some particular things they take into consideration in operation:

- Basic principles
- Open climate
- Priority services

In addition Christina said, it does not pay to be ethical. And in this twenty-first century they do not exactly face ethical dilemmas. It is also enough to have ethical codes and
code of conduct in the company. There should always be some ethical grounds to stand on in decision making.

CHAPTER 3

DISCUSSION

A discussion of ethics is actually a subjective issue, as in the case of business ethics. Everyone will always have their own concept of righteousness; therefore a one definition of business ethics can be difficult. Moral standards are created by home environment, religious beliefs and traditions and thus making ethics hard to define, but not impossible to make.

Shareholders versus shareholders

There are two schools of thought regarding how companies should approach definition for business ethics:

- Shareholder perspective

- Stakeholder perspective

Shareholder perspective

Those who approach ethical decision making from a shareholder perspective focus on making decisions that are in the owners’ best interest. Decisions are guided by a need to
maximize return on investment for the organizations shareholders. Individuals who approach ethics from this perspective feel that ethical business practices are ones that make the most money.

**Stakeholder perspective**

Stakeholders are individuals and groups who affect or who are affected by a company’s actions and decisions. Organizations that approach business ethics from a stakeholder perspective consider how decisions impact those inside and outside the organization. The phrase corporate social responsibility is often used in discussions of business ethics. The idea behind this concept is the belief that companies should consider the needs and interests of multiple stakeholder groups, not just those with a direct financial stake in the organization’s profits and loses. The stakeholder perspective suffers from a wheel and spoke network metaphor that does not acknowledge the complexity of network interactions that can occur in cross sector partnership.

However shareholders are definitely stakeholders, but they are not the only ones who fall under the definition of stakeholders. Stakeholders may include employees, suppliers, customers, competitors, government agencies, the news media, community residents and others. The idea behind stakeholder based ethical decision making is to make sound business decisions that work for the good of all affected parties.

In the past, various companies only thought that ethical issues in business are only a term used to define administrative rules and regulations that everyone must adhere or a standard that must be followed. However, today top level management and small business owners have now realized that it is more than that.
There are many reasons that business ethics matter. Companies that have made a commitment to behaving in a socially responsible manner know that committing to ethical behavior is not only the right thing to do – it is also good business.

To answer the question of why business ethics are important, you must understand what the phrase "business ethics" really means. At the most basic level, business ethics are nothing more than the code of values and principles that govern the actions of a person, or a group of people, regarding what is right versus what is wrong.

A person's sense of ethics has an impact on the type of conduct the individual will exhibit. When people are able to tell the difference between right and wrong and they choose to do what is right, then they are acting in an ethical manner. Business ethics are not just about the difference between right and wrong; they are the actual application of that knowledge to business.

While many businesses have codes of ethics, the words written in a formal code are valuable only if their intent is reflected in the actions of the people who represent the organization. A business cannot be any more or less ethical than the people who run it and who work for it. Within a company, people take their cues regarding the behaviors that are acceptable based on how they see the company's leaders acting and the behaviors that they see being rewarded in their peers. Businesses that are managed by leaders who conduct themselves in an ethical manner and who reward employees for
doing what is right are much more likely to be characterized by a positive ethical culture.

If an organization's corporate culture is characterized by ethical behaviors, then the decisions that are made by the company's leaders and workers are likely to be ones that are socially responsible rather than motivated solely by a profit-seeking motive. Socially responsible business decisions are ones that are made from a stakeholder perspective, focusing on coming up with problems that take into account the needs of everyone who has the potential to be impacted by the company's actions. By focusing on the impact an action will have on all stakeholders rather than solely on the bottom line, companies can avoid making decisions that are on the wrong side of the line between right and wrong.

Individuals who work for businesses make decisions every day, and their actions can impact the lives of many other people. When business people make decisions that are not ethical, many people can be hurt – including employees, customers, and members of the general population as well as the business itself. Companies that are operated by people who do not choose to do what is right are often entities that do not survive for the long term. Often, making business decision that are counter to what is right may result in short term profit but lead to eventual demise of the organization.

With so many reasons why business ethics are important, it is easy to see why creating an ethical culture is something that many companies are focusing on. Organizations that are committed to long term success recognize and realize that creating a culture where ethical behaviors are rewarded and encouraged is the ultimate key to survival today and
growth in the future.

Business owners face many struggles on the road to success. They must make decisions on a daily basis that could alter the likelihood of survival in today’s market. Some of the decisions are straightforward in nature and include things such as the business product or service, location of operation, the size of the target market (local, national, global) and identifying sources of capital. Each of these decisions forces business owners to weigh pros and cons regarding benefiting the business, shareholder needs, legality issues, geographical concerns and other easily discernible matters. The decisions that tend to be more difficult in nature are the same decisions that seem to offer less formal guidance. These decisions involve ethics of business. Business owners at one time or another are often forced to identify a code of ethics or ethical codes for application in their daily business operations. Typically, at least some part, the ethical codes designed for the business will vary from individual personal ethics. Many companies have adopted formal ethical codes of conduct. These codes are generally broad based statements of a company’s responsibilities to its employees, customers, suppliers and the communities in which the company operates. Codes rarely spell out specific dos and don’ts or suggest proper behavior in a specific situation. Instead they give broad guidelines. Ethical codes or code of ethics is necessary for business owners and their employees to ensure everyone knows and understands which behavior is acceptable as right and wrong, as it pertains to the individuals and the business as a whole.

The idea of a good ethics is generally expected in the business landscape of Gavle. A popular term used in conjunction with the idea of good business ethics is accountability.
Accountability refers to the fact that every person is responsible or answerable to someone. Another common term with regard to ethics is liability. Liability insists that every person is responsible for something or someone. (Robinson, 2009) By looking at these two terms, the importance of good business ethics can be identified as something that affects coworker-manager relations as well as customer-client relations. Because ethics can involve so many relationships in business, practicing ethics that support a prosperous business is essential.

When managers have employees behaving unethically or opposing behaviors that enjoin virtues of honesty, compassion and loyalty (Velasquez, 2008) the resulting internal conflicts could cause disruption to the organizational culture and overall productivity. Personal conflicts among coworkers and trust issues with management could hamper work flow and communication. Likewise, unethical behavior involving customers and the business could result in lost sales, lack of referrals and cancelled accounts. Information from the Mark Kula Center for Applied Ethics at Santa Clara University indicates that often customers who feel they are being treated unfairly or feel that businesses are withholding vital information and keeping secrets believe that unethical behavior is occurring.

Additionally, questions of morality and suspecting a business or one of its representatives is doing something immoral can lead to questioning whether good business ethics of an organization are oscillating. Government officials, law enforcement, and any public servant who works in a position of authority and accepts a gift of monetary value can expect to be faced with questions regarding ethics. One of
the primary concerns is favoritism to whoever provides the gifts. The gifts can be in exchange for anything to include fixing a ticket, awarding government contracts for various products and services, ignoring legal infractions, providing jobs, influencing decisions, and appointing certain individuals to positions of authority in the community.

Moreover financial gain seems to be one of the most prevalent ethical battles in the world today. In a struggling economy where unemployment is quiet high it should not be a surprise that where ethical concerns exist, it usually revolves around money. Also ethical codes should be detailed and include examples for clarity. Many companies have adopted formal ethical codes of conduct. These codes are generally broad based statements of a company’s responsibilities to its employees, customers, suppliers and the communities in which the company operates.

For a business owner, there is a very fine line between doing what is best for the profitability of the company and crossing the line over into the unethical. While many may argue that there is no place for personal values in the dog eat dog world of business, the truth is that ethics can make or break a growing business in a number of ways. Business ethics is far from the only thing that must be addressed for entrepreneurs. It is generally accepted that society values ethics from their businesses.

Companies are boycotted for unethical behavior and profits go down as does consumer trust in the company. When consumers and clients feel they cannot trust a business, their natural reaction is to end their loyalty in that business which in turn, lowers the company's profits. If a company can maintain their clients’ loyalty by acting reasonably and ethically while still remaining in the black financially- no small feat for even the
most moral business owner- they will find continued success as the business grows and expands.

But how exactly does a business remain ethical? The question is one asked time and time again and often there is no clear answer. The ethics of a business are determined by those running it, and understanding the concept does not make for an ethical business owner. This goes for all employees and not just a C.E.O. (Chief Executive Officer). Because of this many ethical business will perform a criminal record check for all new job applicants. He or she must have strong moral values and beliefs and have a determination to uphold those beliefs before even entering into the business world. The person must also have a strong character and be able to handle challenging situations. Oftentimes it is a difficult decision to choose between doing what is ethical and doing what is best for the business.

Take the example of the small business phone system industry. Telecom is a necessity in every person’s life and the industry is of course aware of this. During a seller's market that is, there are more buyers than sellers, reducing the variety of choice available to the customer- if a store maintains their prices and does not increase to take advantage of the consumers who have little other choice, they will gain the respect and loyalty of their customers during the subsequent buyer’s markets, when consumers have more choices for shopping and stores are generally competing for customers. The stores that remained fair to their customers even when they could have raised profits by acting unethically increase their profitability in the long-run.

However, the consumer is not the only one that businesses must act ethically towards. It
is equally important that they have their employees’ best interests in mind. During the buyer’s market, when profits are presumably down and the store may be having trouble attracting new customers or keeping the old, the store may need to lay off a number of employees. However, in times of low profits, the owners and those high up on the corporate ladder should also be feeling the heat from the troublesome times. If a C.E.O. keeps his current, million SEK salary while hundreds of thousands of minimum wage workers get cut, word will soon get out that the company is acting unethically and not only will they lose customers but when the business is ready to rehire, qualified potential employees who may have applied in the past will not out of fear that they may just get laid off when times are tough.

Business ethics can also relate to how we behave in other professional settings outside of our own place or work when we ourselves are the customer. Honesty and integrity are just as important in these situations. However, if the owners are responsible and share the financial hardships with their employees, with those on the upper rungs taking pay cuts and laying of a reasonable number of lower rung workers, both the employees and customers will have nothing but respect for the company and will be much more willing to support it, with hard work from the former and higher profits from the latter. While it is the choice of the owners of a business whether or not to remain ethical, it is certainly better in the long run for profits and consumer and employee loyalty to operate with ethics in mind at all times.
RESPONSIBILITY (CSR) CONCEPT

As corporations pursue growth through globalization, they have encountered new challenges that impose limits to their growth and potential profits. Government regulations, tariffs, environmental restrictions and varying standards of what constitutes labor exploitation are problems that can cost organizations millions of SEK. Some view ethical issues as simply a costly hindrance, while some companies use CSR methodologies as a strategic tactic to gain public support for their presence in global markets, helping them sustain a competitive advantage by using their social contributions to provide a subconscious level of advertising. Global competition places a particular pressure on multinational corporations to examine not only their own labor practices, but those of their entire supply chain from a CSR perspective.

In recent years, CSR is increasingly becoming a part of a large number of companies. It is becoming an important activity for businesses throughout the globe. A common approach of CSR is philanthropy. This includes monetary donations and aid given to local organizations and impoverished communities in developing countries. Some organizations do not like this approach as it does not help build on the skills of the local people, whereas community-based development generally leads to more sustainable development. Over the past decades, there has been a rise of CSR as a result of the rise in popularity of ethical consumerism. As global population increases, so does the pressure on limited natural resources required to meet rising consumer demand (Grace and Cohen 2005, 147). Industrialization in many developing countries is booming as a result of both technology and globalization.
Furthermore, consumers are becoming more aware of the environmental and social implications of their day-to-day consumer decisions and are related to their environmental ethical concerns. However, this practice is far from consistent or universal. The traditional conception of CSR is being challenged by the more community-conscious. A driver of CSR— the role of independent mediators, particularly the government, in ensuring that corporations are prevented from harming the broader social good, including people and the environment. CSR critics such as Robert Reich argue that government should set the agenda for social responsibility by the way of laws and regulation that will allow a business to conduct themselves responsibly.

MANAGING ETHICS IN THE WORKPLACE

The management of ethics in the workplace holds enormous benefits for everyone. This is particularly true today, when it is critical to understand and manage highly diverse values in the workplace and at a time when many people feel that business ethics has been the domain of philosophers or is about shaming or blaming people. This module
aims to make the topic business ethics very understandable and accessible. Big and small companies are now slowly realizing the importance of ethics in business that is crucial for them to succeed. A successful company must learn that confidence and respect of its customers are vital to its business. Business people are now held accountable for their own actions, as more and more people are demanding that they meet their social duty not just for their country but most especially to their customers who are considered as their life and blood.

Moreover, ethics in the workplace is about prioritizing moral values for the workplace and ensuring behaviors are aligned with those values. About ninety percent (90%) of business schools now provide some form of training in business ethics. Today, ethics in the workplace can be managed through codes of ethics, codes of conduct, roles of ethicists and ethics committees, policies and procedures and so on. Fairness and honesty are big issues, a very complex dilemma especially if this will somehow hurt the business. Since ethics are moral issues, thus making a decision that will have negative effect on the company is going to be tough for the person who will be making the decision. A business will react accordingly to its moral guidelines and principles if the owners and executives do not lose sight on the essential value of fairness. However, if they choose to use legality and profitability as their measurement in determining what is right from wrong then business ethics will surely become irrelevant.

Also there are ethical dilemmas faced by managers in the workplace which are highly complex. When the topic of business ethics comes up, people are quick to speak of the Golden Rule, honesty and courtesy. But when presented with complex ethical dilemmas,
most people realized there is a wide “gray area” when trying to apply ethical principles. Managing ethics in the workplace involves identifying and prioritizing values to guide behaviors in the organization, and establishing associated policies and procedures to ensure those behaviors are conducted.

Additionally, many people are used to reading or hearing of the moral benefits of attention to business ethics. However, there are other types of benefits as well. A matter of decades ago, workers’ limbs were torn off and disabled workers were condemned to poverty and often to starvation. Trusts controlled some markets to the extent that prices were fixed and small businesses were choked out. Influence was applied through harassment and intimidation. Then society reacted and demanded that business should place high value on fairness and equal rights. Onwards anti-trust laws were instituted. Government agencies were established, unions were organized, and laws and regulations were also established. Continuing attention to ethics in the workplace sensitizes leaders and staff to how they want to act consistently. Ongoing attention and dialogue regarding values in the workplace builds openness, integrity and community, critical ingredients of strong teams in the workplace.

CHAPTER 4

CONCLUSION

In conclusion, ethics is important for human life, and our means of deciding a course of
action. Without it, our actions would be random and aimless. Hence, business ethics which involves examining appropriate constraints on the pursuit of self-interest, or (for firms) profits, when the actions of individuals or firms affect others. A definition of business of ethics boils down to knowing the difference between right and wrong, and choosing to do the right thing. Business ethics is about the application of ethical values. If business ethics is about the application of ethical values, corporate responsibility or CSR is the expression of those values. CSR means that a company's business model should be socially responsible and environmentally sustainable.

Moreover, there are two schools of thought regarding how companies should approach the definition for business ethics: shareholder perspective and stakeholder perspective.

When a business does not have ethics in its everyday work atmosphere, the long lasting ethics can be disastrous and often times, even fatal to that business. Success in business is hard; acting with a strong sense of ethics while in business is harder still. For corporations to act socially responsible and to be sustainable require shareholder, employers and other partners to ask the right questions – to question how to ethically apply the core concepts in ways where harm is not generated.

**RECOMMENDATION**

The code of ethics each business should create needs to be specific for that business and cover any conceivable situation. All employees should be made aware of the ethics,
provided training, and annually updated on all ethical business practices. Ethical beliefs can vary globally and businesses that operate in other cultures need to address the best ethical practices in those environments as well.

Moreover, employers should communicate the company’s policy to the employees. Ask people to talk about examples of different ethical decisions. There should be review of rules and the reasons for them. Employers must make it clear that the company will not tolerate unethical conducts and outline the consequence for them. And also there should be easy way for employees to seek guidance when they need help making a decision. Employees may not always be sure what the ethical solution is. Therefore, it is the company’s responsibility to provide the resources that they need to make the right decision. Someone should be available at all times with which employees can discuss these issues. There should be an atmosphere in which employees can trust their supervisors and know they can report violators of the ethical policies.

Disability must be made a part of CSR policies of the companies and people with disabilities must be allowed to become stakeholders. There should be non-discrimination or diversity management awareness-raising and training for employees in the companies, which include disability treatment. They should include the disability factor in employment indicators so that the situation of people with disabilities can be compared with that of other employees. The companies should take into account the characteristics of people with disabilities when managing human resources (recruitment, selection, contracting and induction, promotion, training, prevention of risks at work). Customer care staff training should be carried out by the companies aimed at
guaranteeing appropriate treatment of people with disabilities. They should have a policy or directive aimed at considering or favoring suppliers and subcontractors that employ people with disabilities, including Sheltered Workshops. Thus, carrying out business practice which includes disabled people will help improve the company's reputation and image in an increasingly competitive environment.

Finally, disability is one of the factors that can contribute to "Diversity" and Diversity is a rising value within companies’ management. However, disability is often pushed behind in favor of other diversity criteria, thus disability needs to be specifically included within the CSR.
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INTERVIEW QUESTIONS

- What is business ethics?
- Do you have ethical codes?
- Does your company has a code of conduct?
- Does an ethical code differ from code of conduct?
- And why produce ethics?
- What factors encourages your company to address ethics?
- Does it pay to be ethical or is just another burden?
- What relevance do ethics have to business?
- What are the ethical dilemmas in your business?
- Is having a code in your company enough?
- What are the roles that ethics play in your company?
- How does ethics relate to Corporate Social Responsibility?
- In business, there are some issues mostly addressed, like bribery and corruption, what have you done about these issues using ethics?