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Title: Significant of Treating Employees as "ends" or human beings as end in themselves and not as "means" or instrument/resource/tool.

Name of Author	DY Sereyvirak
Name of University	Western Sydney University
Country of Study	Australia
Major	Business and Commerce
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Introduction

The rational of this report is to examine the significant of treating employees as “ends” or human beings as end in themselves and not as “means” or instrument/resource/tool. The report also aims the recommendations on how employees can be treated as ends and not means. It is clear from the past researches that, treating employees as human being and not seeing them as resources of the organisation performance, enable many organisations to improve their performance. This is because employee satisfaction is derived from the treatment received from the employer. Valuing employees is a beneficial decision to the organisation and the management itself. There is a trend applied by organisations of treating people as means to the end of the organisation makes them look like slaves and this is the problem to the employer and employee relationship. Treating employees as ends enable them to meet their desire and this gives them courage in themselves as having ability to make ethical decisions, which are likely to influence the organisation and the society.

Even though there is a huge need of treating employees as ends and not means, some organisations still treat employees as means to the business. It is clear that some organisations do not realise the benefit of letting employees make choices and decisions. Consequently, more research needs to be conducted to emphasize on the benefits of treating employees as ends and not as means. The report examines available literature published on the specific topic.

Research

Treatment of employees as ends (people) and not as means (resources)

In the current generation, organisations compete through the value and quality of their productivity. For organisations to be competitive there has to be improved and quality performance from the employees. In the HRM practice, employee's matters are very important because employees reflect on the performance of the entire organisation (Kramar et al. 2014). Management of human resources in a rational manner whereby workers are not taken as commodities are very important for performance management of an organisation. The organisation taking the advice of Kant on treating people as end in themselves and not as means to an end improves in their performance and competitiveness. Allowing employees make choices and decisions is the great impact to the organisation, employer, and the customers because as they realise recognition of their usefulness, they reciprocate with good and improved performance (Klikauer 2010). It is the legal obligation of an employer to allow workers enjoy their right as human beings even when at the workplace whereby they should be respected and protected.

Companies that encourage health relationship between the employer and the employees, value the decisions of employees even the ones, which are ethical and this empowers employee (De Vos & Meganck 2008). Evidence implies that seeing employees as ends to themselves and not regarding them as tools or resource to the end of the organisation is an essential in achievement of the organizational goals and objectives (Macintyre 1982). It also shows that, for organisations to adapt the strategy of treating employees as people, organisations have to be loyal to their workers, see employees as core stakeholders, promote, and protect the well-being of the workers.

According to evidence, when employers make decisions in way that show concern to the needs of employees, the employees feel secure and recognised since their welfare is advanced and they are motivated to perform (Pinnington, Macklin & Campbell 2007). Additionally, there has to be clear understanding that employees are not resources, but work towards turning resources to be valuable and they change markets into sensations and being treated as ends in themselves, employees have ideas capable of making organisations more profitable. Evidence show that, when HRM sees human beings as human resources, instruments, tool, materials, as well as means this is an indicator of being unethical (Kearns 2013). Moreover, it is necessary to enable workers realise their dreams by setting them free in order to raise the issues they have without being threatened of revenge.

The result of this research, it is clear that treatment of employees as end to themselves and not as tools, resources, or mean has positive impact in the performance of the organisations. This indicates that HRM should be practices with mentality that workers are human beings who turn resources to be profitable for an organisation. According to the argument put forth by Thompson 2013, business have an obligation of making people happy and people have the duty of making business successful. It is clear that, once employees are seen as people and ends to themselves, they tend to be engaged in the organisational decision making; hence, improvement of the performance. Kramar et al. 2014 concluded that, job satisfaction is likely to be realise where employees are treat as people and not means or tools of organisaitonal competitiveness. Current studies put forward that, the calling of workers human resources make them not to be seen as people, but as capital to enhance organisation generate revenue through performance (Klikauer 2012). Some organisational cultures

emphasise on workers being treated as human capital or human resources whereby their value is identified in the performance of the organization.

Discussion

Treatment of employees as ends and not as means

The discussion begins by emphasising on the experienced changes in the society and organisational culture whereby employees require realising their rights and employers need to support the employee's right for improving performance. Improving job satisfaction through practice of ethical HRM is very crucial to the success of an organization and the welfare of the workers, as well as satisfaction of customers. In order to achieve this, organisations have to learn how to treat workers as end in themselves or people and not as tools, resources, and means to the organisation's end. There is also the need the allowing employees raise ethical issues and their voices being listened to in order to feel empowered to perform better. It is clear from the research that, employers who treat their employees as people or ends to themselves realise improved performance from the commitment of worker and achievement of job satisfaction. According to the literature, it is shows that treatment of workers as ends result from being loyal to them, respecting their interests and promoting them where necessary, as well as involving them in decision making.

It is observable from the research that, the way employees are treated has great impact in their performance and relationship with employers. In all organisations where employees are treated as people with value, there has been healthy employers-employees relationship and improved general performance. On the other hand, in organisation where employees are treated as resources, tools, or means, the performance has been poor. Finally, the direct impact of treating employees as ends is commitment in improvement of worker's welfare. Previously, employers could treat worker as resource without much concern because competition was low. Regardless

of competition, organisations have realised that competitive advantage is link direct with workers performance. Treatment of employees as ends or people and not as means or resource would have great impact in the achievement of organisational goals and general performance.

Conclusion

This report offers a clear picture of the importance of treating employees as ends not as means, and its influence to the performance of organisations. The literature review have provided a direct insight challenges organisations face because of treating employees as mean s or resources to generate profit. It enhances realisation of what organisations need to do in order to be ethical to their workers and the practices to implement in order to see workers as people and ends in themselves. It is clear that, treatment of employees as ends do not benefit the organization and the workers, but it also changes the attitude of the customers towards the organisation's products and services. Finally, it is apparent that treatment of employees as ends and never mean as means have to be adapted as an organisational culture that is to last, but not practiced periodically. If workers are important resources to the organisational performance, why wouldn't organisations value their rights, set them free, respect them, and recognise them when necessary?

Recommendation

It is very important to treat employees as ends and not as means. Based on the argument from the evidences gotten from the literature review, as well as the discussion concerning the evidence, it is recommended that employers should:

- Treat employees as people with value in an organisation and being stakeholders
- Let the voice of employees be heard and set employees free to make choice and personal decision
- Improve the skill of employees through training and promoting them from their effort
- Involve employees in the decision making

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