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## **A COMPREHENSIVE ANALYSIS OF BUSINESS ETHICS AND LABOUR UNIONIZATION**

Ishaan Deepak Joshi<sup>1</sup>

### **ABSTRACT**

This article examines the development of business ethics, which frequently diverge from broader societal ethics, and explores their use and exploitation by business professionals. Additionally, it explores the acceptance of business ethics by labour unions as a pragmatic means of engaging in dialogue with employers and achieving favorable outcomes. Intense demands have demonstrated efficacy in bolstering unions. The perception of capitalism has shifted, and it is no longer considered a taboo subject. However, if authority is to be regarded as the determining element, what lies ahead? The Labour movement is expected to demonstrate its full potential. Does the prospective dominance of the Labour unions vary significantly from previous manifestations of totalitarianism? There exists a potential solution, since Management and Labour retain the ability to make intentional decisions once more. The eradication of enemy ethics is important. The governance of Labour-Management interactions should be guided by the principles of integral ethics. The dynamics of these relationships are not just governed by competition or power alone. The outcome is contingent upon their adherence to principles of justice, since failure to do so may result in a state of disarray, although in an organised manner. This article is a call to action for individuals across several domains. The Western World has witnessed a decline in the influence of fundamental philosophy of people and society, as well as integral ethics, due to the emergence of liberalism as the prevailing global perspective. The aforementioned perspective led to the emergence of a relativistic understanding of the universe and a consequent proliferation of ethical

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plurality. One manifestation of this phenomenon is the field of corporate ethics.

## **KEYWORDS**

Unionism, Business Ethics, Community Ethics, Labour Movement, Contributive Justice, Distributive Justice, Industrial Relations, Labour Rights, Alienation, Socialism, Capitalism, Dominance, Totalitarianism, Government Intervention

## **I. AN ANALYSIS OF BUSINESS ETHICS**

The concept of corporate ethics may be interpreted in two distinct ways. The first focus is on the use of general ethics and moral codes in the context of economic interactions at large, with a specific emphasis on their application within the realm of business. Furthermore, there exists a special set of regulations that are said to possess exclusive validity in the realm of business and economic interactions. This presumption is based on the notion that business operates as an independent domain governed by distinct ethical principles.

The concept of business ethics, in its secondary sense, has emerged very recently. The growth of a secularist individualism, which has been demonstrated by Max Weber and R. H. Tawney, seems to have originated from a sectarian foundation. Over the course of a certain duration, the concept of individualism gave rise to an ecological and ethical framework centred around one's own interests and opposition, which were regarded as the fundamental elements underlying a corporate system.

The integrated society of previous eras and its communal ethics experienced loss as a result of the influence of these emerging ethics and social philosophy. The denial of authority and hierarchical order was seen. The recognition of justice as the foundation of the economy and politics

ceased to exist.<sup>2</sup> Corporate organisations of previous eras have deviated from their original purpose and obligations, disregarding the concept of the collective welfare, which encompasses all individual benefits.

The concept of a free enterprise system in society was developed as a mechanism that operates based on human autonomy, personal responsibility, and equilibrium through competitive forces. Prices and earnings are governed by the forces of supply and demand. hence resolute, exhibiting both logical reasoning and steadfastness. Therefore, the existence of external standards of justice beyond market judgement was deemed unnecessary.

Additionally, there was no consideration for the human element, including acts of charity and social responsibility. The belief was that business itself would ensure the overall welfare, which was merely the aggregate of individual well-being. Within a universe that was conceptualised and established in a certain manner, the economic interactions were characterised by a sense of detachment and unfamiliarity, like interactions between individuals from different realms.<sup>3</sup> The expressions business is business and *Les affaires sont les affaires* encapsulate the notion that when one is involved in business, all non-conforming criteria are disregarded. Failure is an imminent outcome if one chooses not to adhere to prescribed norms. Moreover, deviating from expected behaviours has the potential to disrupt the delicate equilibrium of the corporate realm.

## **II. ETHICAL PRINCIPLES OF AN ALIEN NATURE**

The consideration and examination of the concept and actuality of alien ethics necessitates our utmost attention. The concept of alien pertains to a standard of conduct in relation to individuals who are deemed to be

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<sup>2</sup> Starr, Bradley E. "The Structure of Max Weber's Ethic of Responsibility." *The Journal of Religious Ethics* 27, no. 3 (1999): 407–34. <http://www.jstor.org/stable/40015266>.

<sup>3</sup> Fahey, David M. "R. H. TAWNEY AND THE SENSE OF COMMUNITY." *The Centennial Review* 12, no. 4 (1968): 455–65. <http://www.jstor.org/stable/23737694>.

outside the scope of our community. It is posited that the alien may manifest in four distinct typologies. Firstly, it is plausible that he assumes the role of an esteemed extra-terrestrial entity, hailing from distant realms, serving as a divine emissary or bearer of intriguing news akin to the Xenos depicted in the Homeric Saga.<sup>4</sup> Consequently, he can be deemed as highly regarded in such capacity. Secondly, it is imperative to consider the possibility that the alien in question may indeed be the unfamiliar entity, thereby warranting a sense of caution and scepticism until such time that their integrity and suitability have been duly established.

Thirdly, it is contended that the alien in question may indeed be the catalyst responsible for disrupting the established norms and values within our community. It is argued that this individual, by virtue of their presence, embodies a mode of thought and lifestyle that is potentially incongruous with our prevailing standards. Upon careful examination, it becomes evident that the individual in question surpasses the status of a mere foreigner.<sup>5</sup> Instead, he evokes a sense of enmity, thereby necessitating the application of ethical principles typically employed in dealings with an adversary.

In the fourth instance, the individual in question, commonly referred to as the alien, may encompass any person to whom neither obligation nor responsibility is attributed. The individual in question is being regarded in an impersonal manner. The potential interconnections, if any, shall be solely contingent upon the individual interests of each party involved. In accordance with established precedent, it is customary to employ the contractual framework when addressing matters pertaining to this particular category of extra-terrestrial beings.

The notion of alienness, as used here, is a concept that is contingent upon

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<sup>4</sup> Lyons, M. C. "A Greek Ethical Treatise." *Oriens* 13/14 (1960): 35–57. <https://doi.org/10.2307/1580306>.

<sup>5</sup> Räikkä, Juha, and Saul Smilansky. "The Ethics of Alien Attitudes." *The Monist* 95, no. 3 (2012): 511–32. <http://www.jstor.org/stable/42751164>.

the existence of a community to which an individual may or may not be affiliated. In the various domains of existence, individuals may, on occasion, find themselves estranged from one another within a particular domain or another. When brothers engage in discussions pertaining to business matters, their demeanour and interactions may resemble that of individuals who are unfamiliar or estranged from one another. The concept of alienness in its fourth sense pertains to the inherent nature of human relationships within a commercial economy. In matters pertaining to business, one entrepreneur perceives another entrepreneur as an unfamiliar entity, akin to an alien.<sup>6</sup>

Similarly, the worker is viewed as an alien by the entrepreneur, and vice versa. In the realm of commerce, one encounters a highly competitive environment, wherein the prevailing ethos is one characterised by the interactions among distinct entities. As the degree to which business influences the determination of societal reality and values increases, a corresponding increase in the presence of alienation is observed. The assurance of such outcomes is predicated upon the principle of self-interest serving as the guiding tenet, while competition assumes the fundamental role as the prevailing mode of interaction. There exist two modes of conduct that are incongruous with the present state of affairs: the adherence to principles of justice that surpass mere reciprocity, coupled with acts of benevolence, and the assumption of meta-economic positions of power.<sup>7</sup>

### **III. THE LIMITATIONS OF BUSINESS ETHICS**

Similar to any set of norms, the principles of business ethics possess both a minimum and maximum threshold. The concept of the minimum

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<sup>6</sup> Yearley, Lee H. "Selves, Virtues, Odd Genres, and Alien Guides: An Approach to Religious Ethics." *The Journal of Religious Ethics* 25, no. 3 (1997): 127–55. <http://www.jstor.org/stable/40015242>.

<sup>7</sup> Sreenivasan, Gopal. "Understanding Alien Morals." *Philosophy and Phenomenological Research* 62, no. 1 (2001): 1–32. <https://doi.org/10.2307/2653587>.

pertains to the threshold of acceptability, while the maximum denotes the point at which surpassing mere adherence to business ethics is attained. The underlying foundation of strict business rationality is supplemented by the inclusion of meta-economic factors, such as humanitarian or Christian principles.<sup>8</sup> The term marginal ethics refers to the minimum standard that is recognised and acknowledged.

The aforementioned phrase pertains to conduct that is deemed satisfactory within the purview of one's colleagues in the business realm, other societal factions, or the populace at large. The term intra-marginal ethics is used to refer to standards that surpass the minimum requirements. Behaviours falling below the established minimum threshold are categorised as sub-marginal. It is evident that these standards are subject to flexibility.

The behaviour that is considered marginal today may be deemed intra-marginal or submarginal in the future. Similarly, high intra-marginal standards can potentially be reduced to mere marginality under different circumstances. Furthermore, it is important to note that the standards vary across different sectors and industries. Certain trades are renowned for their stringent standards, while others are infamous for their lack thereof. Certain trades are inherently susceptible to ongoing submarginal pressure due to their inherent structure and conditions, whereas other trades may enjoy a relatively higher level of immunity.

#### **IV. THE PHENOMENON OF COMPETITION**

Rival companies have the potential to undercut prevailing marginal standards through strategies such as reducing salaries, compromising the quality of goods, accelerating labour processes, and engaging in many other practises that erode the established threshold of business ethics. Over time, these practises may become normalised by surpassing the

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<sup>8</sup> Chase, Kenneth R. "Christian Perspectives on Business Ethics: Faith, Profit, and Decision Making." *Business & Professional Ethics Journal* 23, no. 4 (2004): 3–12. <http://www.jstor.org/stable/27801356>.

previously accepted ethical boundaries. Individuals who, despite the presence of competitive forces, do not adapt their criteria, may encounter significant challenges.

Under times of intense competition, the lack of institutional safeguards exposes a vulnerable space for subpar behaviour to infiltrate the acceptable boundaries.<sup>9</sup> Various organisations, including workers' unions, trade groups, farmers' associations, and manufacturers' cartels, assert their role in preventing the entry of unscrupulous individuals who would provide lower prices than the accepted standards of business ethics.

The safeguarding of standard salaries, regular rates, and quality standards include the deliberate implementation of measures to deter the practise of undercutting an established ethical threshold in commercial operations. Conversely, the presence of competitive pressure may result in a reduction of marginal requirements to a degree where particular enterprises find it advantageous to adopt higher standards, assuming that these standards can be safeguarded and assured. The trade-mark is widely recognised as the most often employed means of safeguarding intellectual property. Similarly, the established reputation and goodwill of a company serve as a prominent assurance of quality and reliability. Monopolistic competition represents the cost incurred as a result of the restriction placed on submarginal pressure.<sup>10</sup> An examination encompassing the entirety of the business landscape reveals the existence of several clusters of companies characterised by varying degrees of constitutional strength.

Companies who are only able to achieve a break-even point might be considered weak when contrasted to those that consistently outperform it. Certain industries have higher levels of competitive pressure compared to others, whereas nearly every industry consists of a cluster of enterprises

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<sup>9</sup> Nelson, Julianne. "Business Ethics in a Competitive Market." *Journal of Business Ethics* 13, no. 9 (1994): 663–66. <http://www.jstor.org/stable/25072573>.

<sup>10</sup> Reed, Homer Blosser. "The Morals of Monopoly and Competition." *International Journal of Ethics* 26, no. 2 (1916): 258–81. <http://www.jstor.org/stable/2376624>.

operating at or around the break-even threshold. There exists a notable disparity in negotiating power between employers and employees, whereby any party, be it the employer or a union, may possess a monopolistic or monopsonist position, so enabling them to have significant influence over the negotiation process and ultimately dictate the terms.

In comparison to previous criteria, these phrases may be considered below the acceptable threshold. In a competitive environment, customers have a privileged position, yet it is important to note that excessive competition can potentially have negative consequences for consumers. This may manifest in the form of receiving lower quality items, inaccurate measurements, and other related issues. The implementation of short-term strategies by financially strained companies or unscrupulous individuals has the potential to negatively impact an entire industry by lowering the overall quality standards. This practise is commonly observed in businesses known for their transient nature, as well as in labour unions engaged in illegal activities.<sup>11</sup>

Another aspect that warrants consideration may be worth exploring. Business ethics, by their inherent nature, can be seen as ethics that are limited in scope. They do not possess the esteemed quality of universally applicable norms, nor do they align with the principles of really human ethics, much alone Christian ethics. Nevertheless, within their own domain, these ethics that are only partially adhered to are accompanied by the advantage of achieving exceptional outcomes. The incorporation of this particular ethical framework to many aspects of human interactions is primarily prompted by the attainment of success. The use of alien ethics in interpersonal interactions is often regarded as a pragmatic and logical approach that extends well beyond conventional commercial practises.<sup>12</sup>

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<sup>11</sup> Jacobs, James B., and Ellen Peters. "Labor Racketeering: The Mafia and the Unions." *Crime and Justice* 30 (2003): 229–82. <http://www.jstor.org/stable/1147700>.

<sup>12</sup> Arnett, Dennis B., and Shelby D. Hunt. "Competitive Irrationality: The Influence of Moral Philosophy." *Business Ethics Quarterly* 12, no. 3 (2002): 279–303.

The phenomenon under consideration permeates all aspects of societal structures, including but not limited to traditional community life, familial dynamics, governmental administration, and the realm of charitable organisations. It possesses a remarkable capacity to dissolve communal norms and values. The dissemination of this phenomenon has led to the erosion of long-standing customs and practises throughout several domains of human existence. Partial ethics expand their scope of application and reduce the previously acceptable standards outside the realm of business.

The historical analysis of labour throughout the early stages of the industrialization of society demonstrates a significant decline in the prevailing norms of the interactions between employers and employees. Employers exerted submarginal pressure due to the inherent competitive dynamics within the labour market, which naturally facilitated such actions. During a certain period, the labour force responded to their grievances with sporadic acts of civil unrest. Subsequently, some segments of the workforce, namely the skilled labourers, adopted a defensive stance by establishing organised groupings.<sup>13</sup>

After being properly structured, individuals experienced a tenuous safeguard provided by the institution, resulting in improved standards. Around the same period, governmental intervention became prominent in mitigating labour market strain through various measures, including the implementation of legislation safeguarding the rights of women and children. However, it was the extended era of prosperous economic activity commencing in the late 19th century that allowed for the implementation of effective labour unions and government social policies. In any case, labour unions saw an intensified transformation and witnessed a rise in

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<https://doi.org/10.2307/3858018>.

<sup>13</sup> Faue, Elizabeth. "Community, Class, and Comparison in Labour History and Local History." *Labour History*, no. 78 (2000): 155–62. <https://doi.org/10.2307/27516703>.

their level of stability.

In the specific domain of their effective functioning, the influence of suboptimal pressures diminished, leading to an amelioration of the circumstances surrounding labour remuneration. In an indirect manner, it may be inferred that even individuals lacking organisational skills would have some form of advantage. By the conclusion of the nineteenth century, there was a notable increase in the ethical standards pertaining to labour relations at the margins. However, it became apparent during this period that lofty standards driven by humanistic principles were unable to withstand intense competition. Consequently, there was a convergence of the upper and lower thresholds. The concept of business ethics pertained to the framework of interpersonal connections that necessitated workers to conform their own conduct. Individually, the aforementioned concepts of self-determination, self-liability, self-interest, and competitiveness were imposed upon individuals, reflecting the tenets of a liberal and individualistic commercial culture.<sup>14</sup> This occurrence took place during a period characterised by a persistent surplus of labour in the market, coinciding with a societal context in which employees adhered to a moral framework that emphasised collective values rather than individualism.

Consequently, the potential of individuals to optimise their outcomes within the newly established economic framework was only theoretical in nature. In reality, assuming personal responsibility for one's actions proved to be an overwhelming hardship, and pursuing self-interest merely led to a passive acquiescence to the limited options presented by the market. In contrast, competition was a formidable actuality.<sup>15</sup> The historical analysis of the organised labour movement reveals that the most

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<sup>14</sup> Eby, Kermit. "Organized Labor and American Ethics." *The Annals of the American Academy of Political and Social Science* 297 (1955): 83–89.  
<http://www.jstor.org/stable/1029842>.

<sup>15</sup> Hartman, Laura P., Bill Shaw, and Rodney Stevenson. "Exploring the Ethics and Economics of Global Labor Standards: A Challenge to Integrated Social Contract Theory." *Business Ethics Quarterly* 13, no. 2 (2003): 193–220.  
<http://www.jstor.org/stable/3857659>.

effective form of organisation and strategy was characterised by an acceptance of the prevailing circumstances, subsequent adaptation, and endeavours to optimise outcomes. The use of organisation and coordinated efforts emerged as effective methods of adaptation, serving as mechanisms for countering overwhelming pressure and developing strategies for reciprocal assistance.<sup>16</sup> The aforementioned adjustment, however, entailed the explicit acceptance of foreign ethical principles and their implementation in the context of the labour force.

## **V. RATIONALIZING UNIONISM**

The underlying rationale of unionism can be summarised as follows. Let us look at this from the perspective of the labourers. Employers often assert that commercial operations should be conducted in a very professional manner. The union shall now examine the working circumstances only from a commercial perspective, disregarding any other considerations. The labourers want unambiguous contractual agreements and a clearly defined exchange of goods or services; in the absence of such conditions, labour as a commodity is not available for purchase. According to economic theory, earnings are established by the interplay of demand and supply factors. While the labourers acknowledge this perspective, their intention is to align the supply with the demand in order to enhance the income levels for our members. The proposed measures involve reducing working hours, regulating workloads, and implementing restrictions on specific categories of employment, particularly those pertaining to female and child workers, with the primary objective of preventing their participation in the labour market. The employers argue that governmental intervention should be avoided.<sup>17</sup>

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<sup>16</sup> Cooper, Rae, and Greg Patmore. "Trade Union Organising and Labour History." *Labour History*, no. 83 (2002): 3–18. <https://doi.org/10.2307/27516880>.

<sup>17</sup> Hodder, Andy, and Paul Edwards. "The Essence of Trade Unions: Understanding Identity, Ideology and Purpose." *Work, Employment & Society* 29, no. 5 (2015): 843–54. <https://www.jstor.org/stable/26655093>.

It is imperative that this does not impede upon our respective organisations, methodologies, or ongoing conflicts with your party. According to the employer's assertion, work is considered a commodity. Indeed, the union shall designate it as a commodity, meticulously monitoring both its amount and quality, while also determining its market value. Industrial relations refer to the relationships that exist within the context of the industrial sector, akin to interactions among distinct entities. However, it should be noted that relying on the commitment of the workers towards the employer's business or management may not be advisable, since their allegiance is likely to be directed towards the union.

Employers argue in favour of unrestricted profitability. In this context, it is proposed that salaries should be unrestricted, with an increasing desire for higher remuneration. The union intends to engage in a professional manner of conducting business with the employer. However, it is not feasible to simultaneously adhere to foreign ethical principles in relation to employees while still expecting unwavering devotion from these workers.<sup>18</sup> Employers are referring to the concept of corporate ethics. The focus of discussion will be on the subject of business ethics. It is important to note that any instances of engaging in unethical practises will result in reciprocal consequences.

The feasibility and effectiveness of unionism were facilitated via the implementation of a pragmatist ideology, which involved acknowledging the prevailing economic structure and implementing principles of business ethics in labor-related interactions. The occurrence of the enactment of norms prevalent among higher strata by the lower strata constitutes a predictable and commonplace event. In this specific instance, given the apparent correlation between success and corporate ethics, there was a heightened rationale for its implementation. The objective of unionism

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<sup>18</sup> Adler, Robert S., and William J. Bigoness. "Contemporary Ethical Issues in Labor-Management Relations." *Journal of Business Ethics* 11, no. 5/6 (1992): 351-60. <http://www.jstor.org/stable/25072284>.

diverged from that of business as unions strategically utilised business ethics to address the perceived unfair or unbearable conditions faced by its members in the dearth of societal oversight and rules.<sup>19</sup> In essence, the use of business ethics by unions served as a mechanism to achieve the collective social objectives of their respective groups.

## **VI. THE ROLE OF BUSINESS ETHICS IN EMPOWERING LABOUR UNIONS**

The concept of union ethics may be understood as a form of collective ethics that pertains to groups or organisations. Unions did not derive their founding principles from religious or societal ideals. The individuals in question embraced foreign ethical principles, if not those typically associated with adversaries, in order to address and correct their past transgressions. We conclude that, in the fight among unions and capitalists, same morals are being utilised for opposite goals.<sup>20</sup> Additionally, both sides assume that the matter between themselves is an internal concern; external principles or representatives of them have no place to mix into the battle.

Unions did not have the intention of establishing a framework for communal ethical standards. Unions do not actively promote generally accepted ethical principles; rather, they advocate for the ethical standards of the collective as the basis for workplace conduct. As a result, the implications of their policies on the overall economic or social environment are not of their concern, despite their tendency to associate their goals with the welfare of the entire society. It is worth mentioning that the presence of foreign ethics is apparent not only in inter-union contacts, but also in intra-union connections. Jurisdictional disagreements serve as a

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<sup>19</sup> Stark, David. "Class Struggle and the Transformation of the Labor Process: A Relational Approach." *Theory and Society* 9, no. 1 (1980): 89–130.  
<http://www.jstor.org/stable/656824>.

<sup>20</sup> Kjonstad, Bjørn, and Hugh Willmott. "Business Ethics: Restrictive or Empowering?" *Journal of Business Ethics* 14, no. 6 (1995): 445–64.  
<http://www.jstor.org/stable/25072664>.

manifestation of this phenomenon.

There exists a perpetual struggle between management and labour, despite both parties claiming adherence to a shared code of ethics. During the period characterised by the challenges faced by labour unions and a competitive economic environment, there existed relatively constrained boundaries within which conflicts were contained. The market, in turn, provided mechanisms to regulate and stabilise these conflicts. Both parties were required to acknowledge and abide by the decision about the choice between expansion or depression. The reduction of competition and the emergence of entrenched unionism led to a significant decrease in the effectiveness of automatic checks and balances.<sup>21</sup>

The collaboration between the Labour union and the government resulted in Labour evolving beyond its original purpose of addressing working conditions and protecting against unacceptable circumstances. It transformed into an autonomous entity that played a significant role in the allocation of resources and, consequently, in the production process. Additionally, Labour acquired enough influence to enforce regulations and limitations on managerial strategies. Undoubtedly, contemporary labour acknowledges the vulnerability inherent in any economic condition that falls significantly short of achieving full employment. Consequently, labour predominantly directs its focus on this issue.

The achievement of full employment emerged as a fundamental criterion for effective management, and perhaps, for the economic system as a whole. In the event that management is unable to provide complete employment, it becomes necessary for the government to intervene. The aspect of full employment circumstances that is influenced by organised labour policy is acknowledged only when it aligns with labour's interests, such as advocating for reduced working hours, higher salaries, child

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<sup>21</sup> Herberg, Will. "Bureaucracy and Democracy in Labor Unions." *The Antioch Review* 3, no. 3 (1943): 405–17. <https://doi.org/10.2307/4608957>.

labour regulations, immigration regulations, and so on.<sup>22</sup> The achievement of full employment diminishes the effectiveness of the system of checks and balances that previously constrained union policies throughout the period of labour strife. In pursuit of union security, established unionism places a high priority on attaining full or near-full employment, often prioritising this objective over other considerations.

Unionism attempted to optimise its outcomes by embracing corporate ethics. Over the course of time, the evolving socio-economic framework of industrialised nations progressively allocated greater significance to organised labour. Consequently, the demands put forth by labour would increasingly have a political dimension. From its inception in the USA with the enactment of the Wagner Act, organised labour purported to represent the interests of the general populace in opposition to influential special interest groups.

Concurrently, it perpetuated the perception of a marginalized collective, or at the very least, simulated a state of marginalization. The entity in question possesses the ability to engage in conflicts as internal matters, irrespective of their impact on the entire nation or significant portions thereof. The organization may emphasize the need of labour negotiations as its fundamental principle, although it often undermines this principle by political involvement and by asserting its demands with a sense of necessity.<sup>23</sup>

One may argue that the assertion that the overall well-being was interconnected with the demands of the union is not entirely accurate. Some of these demands were driven by rivalry and conflicting goals among union officials, while others were motivated by the need to ensure union

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<sup>22</sup> Egels-Zandén, Niklas, and Jeroen Merk. "Private Regulation and Trade Union Rights: Why Codes of Conduct Have Limited Impact on Trade Union Rights." *Journal of Business Ethics* 123, no. 3 (2014): 461–73. <http://www.jstor.org/stable/42921505>.

<sup>23</sup> Wettach, Robert H. "Unfair Labor Practices under the Wagner Act." *Law and Contemporary Problems* 5, no. 2 (1938): 223–41. <https://doi.org/10.2307/1189643>.

security and protect vested rights that often surround long-established organisations. After achieving a secure position, labour unions would be able to assert their influence both in corporate management and in shaping public policy.

## **VII. ERADICATION OF SOCIETAL TABOO**

The struggle amongst management & unionism may be seen as a clash between two distinct entities, namely the managerial class and the unionised workforce, representing two distinct groups of influential individuals. The impact of this phenomenon extends well beyond the realm of economics, as it significantly influences the foundational aspects of our system. The present economic system is no longer considered taboo due to the emergence of labour unions and its collaboration with the government. If the aforementioned order does not meet the criteria set by existing unions, it may be necessary for it to concede.<sup>24</sup> Once more, the replacement of socialism would result in a significant alteration of the current economic structure. Despite Schumpeter's claim that the cultural framework of socialism lacks certainty, its impact would extend to the core principles of our culture. The shift towards a labor-focused economy signifies significant political, social, and cultural transformations, even if the transition occurs gradually. There is no justification for any type of economic system to be exempted from the universal rule of existence, encompassing both its inception and cessation. No social form can be considered eternal; each one serves a certain historical purpose and eventually disappears once that purpose has been fulfilled.

Economic systems have periods of emergence and decline. Capitalism is not exempt from this observation, and this applies equally to the institutions that are founded on capitalist principles, as well as those that

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<sup>24</sup> Elliott, John E. "Marx and Schumpeter on Capitalism's Creative Destruction: A Comparative Restatement." *The Quarterly Journal of Economics* 95, no. 1 (1980): 45–68. <https://doi.org/10.2307/1885348>.

serve to regulate and oversee it, including the institution of unionism. According to David Dubinsky, the presence of capitalism is essential for the functioning of unionism, much like water is required for the survival of fish. There exist several schools of thought that claim the permissibility of unions dissolving once labour attains its autonomy.<sup>25</sup> In this particular context, it is imperative that we exercise caution and carefully consider our actions.

### **VIII. GROWTH AND DEVELOPMENT OF THE LABOUR MOVEMENT**

Firstly, from an ethical standpoint, it is necessary to address the rationale behind the assertion that labour should be regarded as the group that achieves its full potential. This proposition implies that labour would assume a dominant position, with other social classes and their essential interests being subordinate to labour, assuming they endure at all.

What attributes does labour possess that bestow upon it a greater sense of dignity and entitlement compared to those of the farmer, the professional, or the businessperson? According to the scholars of Marxist thought, labour is seen as the sole generator of value. Marx posits that the remaining members of society derive sustenance from the surplus value extracted from the labourers.<sup>26</sup>

The aforementioned ideology has consistently been seen as implausible, lacking support from any perspective, and devoid of any basis in actuality. Does the labour movement possess the potential for societal transformation due to its significant numerical strength, as argued by Marx? However, it might be argued that this statement lacks veracity. The concept of labour, when strictly defined, does not encompass the great

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<sup>25</sup> Collomp, Catherine. "The Jewish Labor Committee, American Labor, and the Rescue of European Socialists, 1934-1941." *International Labor and Working-Class History*, no. 68 (2005): 112-33. <http://www.jstor.org/stable/27673005>.

<sup>26</sup> Macintyre, Stuart. "British Labour, Marxism and Working-Class Apathy in the Nineteen Twenties." *The Historical Journal* 20, no. 2 (1977): 479-96. <http://www.jstor.org/stable/2638541>.

majority of individuals, particularly if organized labour is equated with the broader notion of labour. However, let us consider the scenario in which work would attain its just place.

The subsequent development would entail the gradual exclusion of societal safeguards and democratic institutions, including unions representing the working class, from the historical narrative in the context of capitalism. The concept of labour itself might be considered an abstract notion. The primary focus of significance is in the human individuals, namely the employed individuals. What assurance do we possess regarding their ability to achieve self-actualization?

Can we ascertain with certainty that the concept of human beings as individuals will remain intact inside the extensive framework of a centrally controlled economic system? Despite the existence of several hypotheses, it is highly unlikely from both a historical and social perspective that it will occur. We are confronted with a perilous conflation of labour & the labour class, a conflation that potentially obscures a troubling outcome, wherein labour may triumph in individual conflicts but the working class suffers a collective defeat.<sup>27</sup> The event occurred within the borders of the Russian Federation.

English employees are experiencing a significant level of apprehension at the possibility of facing similar circumstances. Regardless of whether it is socialist or communist in nature, any kind of labour ideology cannot undermine the fact that the general population does not dwell in Paris. This implies that it will perpetually be a governing body that exercises authority, while the people continue to comply with its directives. The necessity for the establishment of regulations and the adherence to authoritative directives inevitably experiences significant expansion within

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<sup>27</sup> Walkin, Jacob. "The Attitude of the Tsarist Government Toward the Labor Problem." *American Slavic and East European Review* 13, no. 2 (1954): 163–84. <https://doi.org/10.2307/2492052>.

the framework of any planned economic system. Indeed, it is evident that all labour regimes entail the replacement of the preexisting ruling class with a new one that purports to represent the interests of labour or the people.<sup>28</sup> However, it is important to acknowledge that this new elite will ultimately govern and exercise authority. According to the inherent logic of the labour system, it will undoubtedly assume a strict role as an authoritative figure, devoid of any possibility for recourse, since it embodies the collective labour force, hence representing the populace.

Certain union leaders possess a keen awareness of this phenomenon. According to a statement made by a prominent German miner's union leader, it is evident that miners possess sufficient intelligence to refrain from endorsing the socialisation of mines. This is primarily due to their astute awareness that such a course of action would inevitably result in the forfeiture of our cherished liberties and autonomy.<sup>29</sup> The implementation of a planning authority would subject miners to a level of control surpassing that exerted by any mine owner, leaving them bereft of the ability to voice dissent or engage in strikes, as they currently can against private enterprises.

## **IX. HYPOTHESIZING AN ALTERNATIVE**

The alternative that our era is currently facing is far from being nice. There exists a prevailing inclination towards a labor-centric system, which, as per Marx's analysis, would entail a form of governance characterised by dictatorship. Moreover, contemporary observations indicate that this system tends to gravitate towards totalitarianism. Under contemporary circumstances, a dictatorship consistently presents a familiar scenario

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<sup>28</sup> Mankidy, Jacob. "Employment Relations: The Trend toward Individualism." *Indian Journal of Industrial Relations* 33, no. 3 (1998): 381–90. <http://www.jstor.org/stable/27767543>.

<sup>29</sup> MAKOWSKI, A. (1998). [Review of *The Foreign Worker and the German Labor Movement: Xenophobia and Solidarity in the Coal Fields of the Ruhr, 1871-1914; The Polish Coal Miners' Union and the German Labor Movement in the Ruhr, 1902-1934. National and Social Solidarity*, by J. J. Kulczycki & J. J. Kulczycki]. *The Polish Review*, 43(3), 365–367. <http://www.jstor.org/stable/25779066>

characterised by a dominant group of rulers who are imbued with an ideology that assumes quasi-religious proportions. This ruling elite exercises complete control over a populace that is entirely subservient and obedient. The complete subjugation of human dignity occurs when it is entirely overshadowed by the ultimate authority embodied by leaders. The governing party asserts several characteristics akin to those attributed to the Deity, including infallibility, omnipotence, and omniscience. This assertion encompasses a range of attributes that elicit profound admiration and fear, hence necessitating the complete surrender and debasement of the individual.<sup>30</sup>

In contrast, a totalitarian government unequivocally rejects the acknowledgment of inherent human rights, impartial justice, and acts of benevolence. Conversely, it is important to acknowledge the existence of a modern capitalist society that is characterised by divisions among organised factions, each possessing varying degrees of influence and adhering to distinct ethical frameworks that prioritise either group or individual interests. The absence of a universally acknowledged common good, the lack of a well-defined delineation of rights and obligations between groups and government, and the absence of unambiguous demarcation and acknowledgment of major and secondary tasks and duties are evident. In summary, the system exhibits centrifugal tendencies and is devoid of a cohesive moral framework. The dominance of power remains influential, with the extent of group rights being contingent upon the reach of said power.

The state's dignity and authority are compromised when it aligns itself with or caters to the interests of specific groups. James Madison cautioned against this development, emphasising the need to safeguard the welfare of the public and protect individual rights from the potential harm posed

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<sup>30</sup> Vallas, Steven Peter. "Workers, Firms, and the Dominant Ideology: Hegemony and Consciousness in the Monopoly Core." *The Sociological Quarterly* 32, no. 1 (1991): 61–83. <http://www.jstor.org/stable/4121441>.

by such a faction. Furthermore, he asserted that the primary objective of our investigations should be to achieve this goal while simultaneously upholding the principles and structure of a democratic government.<sup>31</sup> Madison contended that this aspiration represents the crucial requirement for rescuing this form of governance from the disrepute it has endured for an extended period, and ultimately garnering the admiration and acceptance of humanity.

## **X. THE ROLE OF GOVERNMENT INTERVENTION**

Indeed, it is evident that a prosperous society may greatly benefit from the presence of diverse and competing factions vying for power, influence, and material possessions. However, a critical juncture arises when the foundations of genuine or illusory prosperity are undermined by a severe economic downturn, or, alternatively, when an escalating cycle of inflation necessitates intervention to halt its progression.<sup>32</sup> Due to several factors, including but not limited to economic well-being, the significance of prosperity, as now manifested by the achievement of full employment, cannot be overstated.

The primary responsibility for achieving success lies with management; nevertheless, this responsibility is contingent upon meeting certain requirements. In the event of managerial failure, it becomes necessary for the government to intervene. It is possible that the need to reconcile the opposing needs of various social groups in order to achieve or maintain a balanced economy may be overlooked or deemed insignificant.

The observer, specializing in the field of social and economic history, observes with a combination of awe and deep apprehension the significant

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<sup>31</sup> Hicks, Alexander, Roger Friedland, and Edwin Johnson. "Class Power and State Policy: The Case of Large Business Corporations, Labor Unions and Governmental Redistribution in the American States." *American Sociological Review* 43, no. 3 (1978): 302–15. <https://doi.org/10.2307/2094492>.

<sup>32</sup> Kurer, O. "JOHN STUART MILL ON GOVERNMENT INTERVENTION." *History of Political Thought* 10, no. 3 (1989): 457–80. <http://www.jstor.org/stable/44797145>.

level of public trust bestowed upon the government, particularly by its allies, as well as the equally substantial level of criticism it receives from those who feel burdened by its actions. Both allies and adversaries perceive it as a potent apparatus for redistribution rather than as a custodian of the collective welfare.<sup>33</sup> Consequently, both genuine and artificially constructed issues stemming from the clash of societal forces are placed upon the government's responsibility.

This approach is perceived as a convenient solution, relieving the unions & the leaders of their accountability. This enables individuals to preserve their reputation and avoid embarrassment. The expansive apparatus of the government gradually assimilates, often without the public's awareness, the autonomy of individuals as well as the roles and obligations of various collectives.

There is a prevailing tendency among individuals and groups to place greater reliance in the government rather than relying solely on a shared comprehension and willingness to compromise. Consequently, the idea of subsidiarity is sometimes disregarded totally. During this tumultuous circumstances, subpar standards are given the opportunity to thrive. On a daily basis, we observe their consistent efforts to challenge the previously dominant standards of social and political ethics. The observation may be made that governments exhibit a notable enthusiasm in expanding their roles and obligations, whether driven by a desire for more authority in maintaining societal harmony and stability, or for other motivations.<sup>34</sup>

When organised organisations are able to get government assistance for their goals, they may perceive no necessity in pursuing outcomes via collaboration with other unions or by implementing equitable policies of

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<sup>33</sup> Srivastava, Suresh C. "LABOUR WELFARE AND THE LAW." *Journal of the Indian Law Institute* 17, no. 3 (1975): 342–66. <http://www.jstor.org/stable/43950425>.

<sup>34</sup> Tomlins, Christopher. "Subordination, Authority, Law: Subjects in Labor History." *International Labor and Working-Class History*, no. 47 (1995): 56–90. <http://www.jstor.org/stable/27672213>.

compromise. Upon doing a more thorough examination, it becomes evident that the convergence of social forces, namely those revolving around competitive markets, towards a society characterised by group pluralism, effectively addresses the fundamental tenets of alien ethics and its associated ramifications.

Currently, hostile organizations engage in an intense rivalry with one another, utilizing strategies that are tailored to their own needs, rather than promoting cooperation or regulating competition within their own ranks. Consequently, the competitive dynamics of the market shift from an individualized focus to a collective endeavor. The aforementioned groupings now assert their entitlement to concepts that were formerly associated with an individualistic framework, including group freedom, group self-determination, group accountability, the supremacy of group interest, and the structure of group competition. One may argue that there exists a further stage of liberalism and individualism, commonly referred to as collective liberalism & group individualism.<sup>35</sup> The societal dynamics in question exhibit an inherent inclination towards the manifestation of some kind of tyranny.

## **XI. A REDEEMING FEATURE**

The fundamental determinant of the current scenario is the observation that anonymous marketplace dynamics have exerted significant influence over a broad spectrum of the economy. Organised organisations and their leaders assume the roles previously occupied by individuals. These entities symbolise well recognised amounts, as well as frequently acknowledged attributes. Indeed, it is possible that a potential solution or positive aspect may be found within that particular context. From an ethical perspective, it is important to acknowledge that the cessation of individualistic rivalry

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<sup>35</sup> Zieger, Robert H. Review of *How Organized Labor Created Modern Liberalism*, by Karen Orren. *Reviews in American History* 21, no. 1 (1993): 111–15. <https://doi.org/10.2307/2702959>.

brings forth a renewed sense of freedom in terms of choice and decision-making. To a certain degree, the dynamic nature of economic life undergoes a transformation, allowing for the possibility of intentional decision-making.<sup>36</sup>

The three major entities, namely government, management, and labour, possess the authority to decide between several courses of action, such as collaboration or discord, collective efforts or contention. The extent of relative autonomy in decision-making and policy formulation might potentially serve as a crucial factor in resolving the dilemma. If the partners do not recognise the potentialities, it is likely that the tendency towards some form of authoritarianism will persist. The interdependence between labour, business, and government is evident, since these entities are intricately connected and mutually reliant. Individuals have the option to either passively conform to an outdated ideology that prioritises the interests of certain groups and neglects the collective welfare, or actively reflect on the current circumstances and embrace a broader philosophy that goes beyond narrow self-interests.<sup>37</sup> The American society, in comparison to other societies, possesses a higher likelihood of evading the challenges that have caused other nations to adopt socialism and similar ideologies. However, the opportunity must be realized by a clear vision and a strong commitment to maximize its potential.

## **XII. INSATIABILITY OF LABOUR UNIONS**

When considering the dynamics of labour-management interactions, it is certain that significant advancements have been achieved in support of the working force. Various forms of interactions with employees, which were formerly engaged in and accepted by administration, have been

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<sup>36</sup> Ji, Lei, Juin-Jen Chang, and Chien-Yu Huang. "Unionization, Market Structure, and Economic Growth." *Southern Economic Journal* 82, no. 3 (2016): 935–51. <http://www.jstor.org/stable/44283483>.

<sup>37</sup> Bondas, Joseph, and Paul Finet. "The Socialist and Communist Trade Unions." *The Annals of the American Academy of Political and Social Science* 247 (1946): 47–55. <http://www.jstor.org/stable/1025671>.

rendered illegal by statutory legislation. Additionally, certain practises have been eradicated through the establishment of collective agreements or through the proactive measures taken by enlightened management.

The field of management has seen a shift in acknowledging and accepting duties that were previously disregarded or avoided. Numerous managers actively engage in voluntary undertakings to assume additional responsibility for their employees. Unions, with the assistance of government intervention, have achieved notable accomplishments, warranting acknowledgment and recognition. However, it is evident that despite significant advancements, the improvement of management-labour relations has been mostly unsuccessful.<sup>38</sup>

The policies of certain unions have not adequately acknowledged the progress that has been achieved thus far. It is frequently observed that there exists a correlation between the level of recognition attained by labour and the subsequent increase in its state of discontent, accompanied by a heightened sense of insatiability about its demands. Consequently, there is a common grievance, expressed not just by employers, that when labour is granted a small concession, it tends to demand a much larger one. The significance of this issue is substantial since its accuracy poses a significant challenge to any endeavor aimed at establishing a fixed social standing for work or meeting its needs through concessions.

Alexis de Tocqueville asserts in his examination of the genesis of the French Revolution that the uprising occurred during a period characterized by favorable developments in France. The author posits that the aforementioned amelioration of the circumstances perhaps had a role in instigating the revolution. As individuals became aware of the possibility for change, their impatience mounted, leading them to desire a

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<sup>38</sup> Ross, Lloyd. "The Early Aims of Trade Unionism." *The Australian Quarterly* 21, no. 3 (1949): 21–32. <https://doi.org/10.2307/20633175>.

comprehensive transformation without delay.<sup>39</sup>

Can we make the assumption that a comparable phenomenon is taking place in the realm of labor-management relations? Can we infer that an increase in employment conditions necessarily leads to a rise in social unrest? Indeed, this phenomenon has been documented in other European nations. One can inquire as to how this apparently contradictory phenomenon arises. Does the amelioration of the working class's circumstances intensify and provoke the recollection of previous hardships?

Is it due to the fact that advancements create opportunities for more expansion by exerting escalating levels of pressure? In response to a very advantageous deal, a publication from the European Union expressed the viewpoint that several members inside the union advocate for a reduction in pressure for more concessions.<sup>40</sup> However, it is argued that such a perspective is misguided.

The agreement's high rates serve as a first milestone since we are already recognizing the increasing enjoyment that may be had from acquiring additional resources. Alternatively, may it be argued that the perceived capabilities of the financial system are significantly exaggerated? Alternatively, one may argue that the organizational goals of unions & their strong influence over employees' allegiance relies on a policy that promotes open discussions and addresses various concerns. Ultimately, how does the historical context of labour discontent intersect with the mental turmoil of our own era? There exists substantial evidence supporting the existence of each of these elements.<sup>41</sup> Within the realm of work, there

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<sup>39</sup> STAUFFER, DANA JALBERT. "Tocqueville on the Modern Moral Situation: Democracy and the Decline of Devotion." *The American Political Science Review* 108, no. 4 (2014): 772–82. <http://www.jstor.org/stable/44154192>.

<sup>40</sup> Boesche, Roger. *The Strange Liberalism of Alexis de Tocqueville*. Cornell University Press, 1987. <http://www.jstor.org/stable/10.7591/j.ctvr7f7f8>.

<sup>41</sup> Murgia, A. (2014). [Review of *Informal Labor, Formal Politics, and Dignified Discontent in India*, by R. Agarwala]. *American Journal of Sociology*, 119(5), 1529–1531. <https://doi.org/10.1086/674934>

exists a lingering sense of being a subjugated social group. The persistence of prior memories endures. The labour movement, both collectively through its organisations and also on an individual basis, has embraced the concept of pleonexia, which is commonly criticised as a distinct sin of capitalist entities. There exists a tendency to overstate the potential capabilities of the economic system.

There exists a perception that profits serve as an indicator of reduced salaries for labour. Ultimately, within the realm of work, one may observe a parallel manifestation of the pervasive spiritual unease that permeates many segments of society. In the given scenario, it is evident that there exists no universal remedy for the prevailing turmoil. There is no readily attainable resolution or straightforward approach that guarantees success. The issue at hand extends beyond a mere labour concern, including the broader societal fabric, including the governmental structure.

The explicit acknowledgment of these truths paves the way for the establishment of novel ideals and a fresh start. The current scenario may be succinctly summarized as follows. The initial stages of liberalism as well as the rise of industrial capitalism were driven by a framework of ethics that were perceived as foreign or disconnected from prevailing societal norms.<sup>42</sup> The emergence of the labour movement may be attributed to the hardships experienced by the working classes, leading to the formation of both a sociopolitical and economic faction within this movement.

The trade unions, which may be considered the successful kind mentioned before, embraced ideals that were foreign to their own. The success of the endeavour relied heavily on the ability of the union to maintain control over the loyalty of the employees. Consequently, significant emphasis was

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<sup>42</sup> Sundar, K. R. Shyam. "Trade Unions and Civil Society: Issues and Strategies." *Indian Journal of Industrial Relations* 42, no. 4 (2007): 713–34.  
<http://www.jstor.org/stable/27768101>.

placed on fostering a sense of unwavering commitment. The political and labour movements, in turn, embraced adversarial ethics by endorsing policies that were suitable for dismantling the prevailing societal structure.<sup>43</sup>

Therefore, the policies pertaining to labour encompassed two distinct domains: the political sphere and the economic realm. In recent decades, there has been a noticeable divergence between the two wings in continental Europe. However, it is worth noting that there is currently a trend towards convergence between these two wings. The emergence of industrial unionism in its true form, characterised by extensive organisation, seems to be the factor that now establishes a connection between the labour movement's economic activities and political agendas.

### **XIII. THE RELATIONSHIP BETWEEN UNIONS AND GOVERNMENT**

The industrial unionism sector currently faces pressure from leftist ideologies that are driven by adversarial ethics, with the objective of dismantling our economic system. In contravention to the prevalent ethical norms, there is a persistent presence of sub-marginal pressure. This phenomenon compels several labour unions to take on a more assertive stance than what they would typically pursue based only on economic need or fairness. It provides them with opportunities or justifications to exert increased pressure on management beyond their usual approach. In alternative terms, the manifestation of excessive demands by labour unions can frequently be attributed to the influence exerted by their radical minority. When unions assert these demands against management, they may adopt a conservative stance and seek public support, while management is criticised for its perceived irresponsibility in resisting these demands, so placing the unions in a challenging position

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<sup>43</sup> LaPalombara, Joseph. "The Political Role of Organized Labor in Western Europe." *The Journal of Politics* 17, no. 1 (1955): 59–81. <https://doi.org/10.2307/2126404>.

with regards to its more radical faction.<sup>44</sup>

Another aspect necessitates acknowledgment. Unions, in collaboration with governmental entities, endeavour to uphold their established norms of social ethics inside the realm of organised labour, and seek to extend these standards to unorganised workers through legislative means. The influence exerted by the Left, without due consideration for the requirements of a well-functioning economic system, indirectly compels the government to address labor-related requests. Consequently, the management under heightened pressure as it is compelled to make concessions due to both social and political factors, even if such concessions may be economically unwise and ultimately unsustainable.<sup>45</sup>

The management is placed in a predicament: An example of this may be remembered, which the author personally observed in the Ministry of Prussia. The agriculture minister was contacted by the Prime Minister by telephone, whereupon the latter urged the former to consider fulfilling the requests put out by the forest workers. In response to the Minister of Agriculture's assertion that the forestry management was already facing financial difficulties, the Prime Minister said that the proposed salary rise should be seen as a matter of political significance rather than economic. By rejecting the demands of labour unions, an organization runs the risk of potentially impeding conservative factions among its workforce, which might lead to allegations of jeopardizing the overall economic system.

#### **XIV. THE RELATIONSHIP BETWEEN UNIONS AND MANAGEMENT**

However, in the event that management decides to formulate a policy centred around the well-being and accountability of its employees, it may

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<sup>44</sup> Etchemendy, Sebastián. "Repression, Exclusion, and Inclusion: Government-Union Relations and Patterns of Labor Reform in Liberalizing Economies." *Comparative Politics* 36, no. 3 (2004): 273–90. <https://doi.org/10.2307/4150131>.

<sup>45</sup> Feldman, George. "Unions, Solidarity, and Class: The Limits of Liberal Labor Law." *Berkeley Journal of Employment and Labor Law* 15, no. 2 (1994): 187–272. <http://www.jstor.org/stable/24051127>.

encounter further scrutiny and obstacles to its implementation. Unions may perceive management actions as a strategic manoeuvre aimed at redirecting employees' allegiances away from their respective organisations. Consequently, they advocate for the inclusion of all management welfare initiatives within the scope of collective bargaining, emphasising the necessity for unions to be involved in their administration. According to their perspective, this approach aligns with democratic principles, whereas any other is deemed as outdated paternalism that warrants criticism.<sup>46</sup> Once again, the prevailing notion of unions' existentialist fragility becomes apparent. According to the present study, it appears that the labor-management dilemma is nearly unsolvable.

Under the paradigm of power ethics, the only foreseeable answer is that of labourism. Taking into account the ethical latitude inherent in the current circumstances, it is possible to propose certain recommendations for the optimal utilisation of this ethical flexibility. In our perspective, the eradication of enemy ethics along with the morality associated with class warfare is imperative in order to prevent the emergence of totalitarian manifestations within economic and social spheres.<sup>47</sup>

Furthermore, it is imperative to eradicate the influence of unethical practises that fall below acceptable standards. In order to safeguard existing marginal norms of labor-management interactions, it is imperative to establish appropriate institutional frameworks. Furthermore, it is imperative to enhance the degree of peripheral ethics inside both the plant and union-management interactions.

Ultimately, it is imperative to prioritise and give due consideration to the

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<sup>46</sup> Perry, James L., and Carder W. Hunt. "Evaluating the Union-Management Relationship in Government." *Public Administration Review* 38, no. 5 (1978): 431–36. <https://doi.org/10.2307/975501>.

<sup>47</sup> Munter, Dan, and Lars Lindblom. "Beyond Coercion: Moral Assessment in the Labour Market." *Journal of Business Ethics* 142, no. 1 (2017): 59–70. <http://www.jstor.org/stable/44253067>.

notion of subsidiarity. It is advisable for both unions and management, along with management and government, to adopt a deliberate strategy of refraining from assuming responsibilities that plainly fall within the jurisdiction of smaller or subordinate social entities. It is advisable for parties involved in a dispute to first attempt to resolve their issues directly amongst themselves. Only when their earnest attempts prove unsuccessful should they seek intervention from a higher authority.

This principle is equally applicable to the process of collective bargaining. The practise of denaturalizing collective bargaining through unilateral petitions to the government should be ceased. If labour negotiations are to be regarded as the fundamental cornerstone of worker rights, it is imperative that it be not diminished to a mere facade that allows government pressure to be employed whenever deemed necessary.<sup>48</sup>

The attribution of responsibility should be unambiguously assigned to the appropriate party, rather than being transferred to the government or any other entity serving as a scapegoat. Established unionism should possess sufficient strength to acknowledge the boundaries of its activities and willingly assume its obligations. The aforementioned principle also holds true for management that is no longer subjected to unlawful pressures. Enhancing the situation necessitates a pragmatic understanding and evaluation of its realities.

In order to enhance the minimal criteria for labor-management interactions, it is imperative for both labour and management to reassess their respective ideologies and practises. Recognising this veracity may pose challenges, although it is evident that organised labour and management find themselves in a comparable situation. The two individuals possess a clearly defined set of shared interests.

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<sup>48</sup> Goldberg, Joseph P. "The Changing Role of Government in Labor Relations." *The Annals of the American Academy of Political and Social Science* 333 (1961): 30–41. <http://www.jstor.org/stable/1033440>.

The significance of the common interest shared by management and its work force should not be disregarded, despite the everyday occurrences of conflicts and disagreements.<sup>49</sup> This perspective is crucial when considering the long-term implications of these dynamics. To enhance the standard of marginal ethics, it is imperative to conceive of this proposition neither as a collusion between management and employees against the union, nor as a collusion between the unions and management at the expense of customers or unorganised labour. The formulation of a well-thought-out policy is vital, as it aims to cater to the shared interests of both parties involved in the labour agreement, as well as the broader societal welfare.

## **XV. RETROSPECTION**

The issue of enhancing ethical standards in the interactions across labour and management gives rise to the significant concern of alien ethics. One of its facets pertains to the issue of corporate ethics, in its most fundamental form. There is scepticism over the adequacy of relying just on corporate ethics to effectively manage union-management interactions in contemporary times. Various motivations of a distinct sort are concurrently present, mostly due to the prominent role that power plays in shaping outcomes. The effectiveness of business ethics becomes ineffective in situations where power holds sway, as it has the potential to override any reasonable calculations performed inside the realm of business. Power is vested in individuals and governing bodies of organisations; leaders of specific collectives and economic entities engage in conflicts with one another.<sup>50</sup> The current gigantomachy lacks a structured and formal approach often associated with corporate

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<sup>49</sup> Dubin, Robert. "A Theory of Conflict and Power in Union-Management Relations." *Industrial and Labor Relations Review* 13, no. 4 (1960): 501-18. <https://doi.org/10.2307/2520201>.

<sup>50</sup> Weaver, Gary R., Linda Klebe Treviño, and Philip L. Cochran. "Corporate Ethics Programs as Control Systems: Influences of Executive Commitment and Environmental Factors." *The Academy of Management Journal* 42, no. 1 (1999): 41-57. <https://doi.org/10.2307/256873>.

operations.

Power that lacks oversight and accountability and is unaware of its circumstances and consequences has the potential to undermine its own objectives. Prominent union leaders may assert that companies unable to fulfil the demands set out by the union must cease operations. What would be the potential consequences if they were to do so? Is the union well equipped to assume responsibility for the individuals affected by its policy? The act of passing this obligation to the government is a common practise, as opposed to not doing so. Nevertheless, governments are constrained by some limitations in their actions. Once the threshold is achieved, the government assumes control.<sup>51</sup> This development will not signify the termination of management, but rather the curtailment of union authority. It is noteworthy that labour unions have embraced the practises and ethical principles commonly associated with businesses, so asserting their authority over the whole allegiance of its members.

Once acquired, individuals have the ability to lease or retain ownership of it, therefore exerting control over its administration. They have the potential to undermine the rights and functions of management. The situation might reach a point where management is perceived as an unfamiliar entity within the organisation, creating a sense of detachment between management and the employees. Indeed, the ultimate objective of all syndicalism is precisely that - both unconscious and conscious syndicalism are prevalent within the labour movement. The prevalence of disillusionment with socialism is notably observed within specific occupational groups such as railway and mining employees in Britain.<sup>52</sup>

In the present period characterised by sporadic mass strikes in

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<sup>51</sup> Lee, Cheol-Sung. "Labor Unions and Good Governance: A Cross-National, Comparative Analysis." *American Sociological Review* 72, no. 4 (2007): 585–609. <http://www.jstor.org/stable/25472480>.

<sup>52</sup> Minchinton, Walter. "The Rise and Fall of the British Coal Industry: A Review Article." *VSWG: Vierteljahrschrift Für Sozial- Und Wirtschaftsgeschichte* 77, no. 2 (1990): 212–26. <http://www.jstor.org/stable/20735640>.

fundamental sectors, it has become increasingly evident that there exists a limited degree of loyalty towards both the company and the facility. This devotion should not be allowed to go unregulated under the influence of labour unions. Furthermore, it is imperative that the government refrains from endorsing the unions' attempts to establish a monopoly over this loyalty. It is imperative to assert that the general public possesses a claim on the appropriate and efficient utilisation of this allegiance. Consequently, the government also possesses such a claim in the final analysis. The presence of workers' loyalty towards the plant and enterprise may be considered a moral asset that holds significant economic ramifications for many stakeholders, including businesses, consumers, governments, and the general public.

Therefore, it is imperative that unions are neither granted the ability to establish a monopoly on it, nor use it as a means to further their own objectives, without considering the broader interests that rely on this loyalty. In a straightforward manner, it may be argued that the prominent leaders of united duchies ought not to possess the authority to summon and dismiss their constituents at their own discretion, irrespective of the collective welfare of the communities and the needs of significant sectors within the economy. The assertion that democracy is vulnerable to the influence of authoritarian leaders or the rise of a bureaucratic servile state cannot be obscured by self-righteous arguments to inalienable rights.<sup>53</sup> Given that management is responsible for fulfilling the social role of meeting desires, which necessitates a certain level of worker loyalty to the organisation, it might be argued that management is entitled to expect loyalty from its employees. Unions must not to contest the aforementioned assertion, and it is also not advisable for the government to support union practises that attempt to undermine workers' allegiance to the company.

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<sup>53</sup> Everett, Jeff S., Dean Neu, and Daniel Martinez. "Multi-Stakeholder Labour Monitoring Organizations: Egoists, Instrumentalists, or Moralists?" *Journal of Business Ethics* 81, no. 1 (2008): 117–42. <http://www.jstor.org/stable/25482201>.

Furthermore, the government should refrain from enacting legislation that is likely to create a sense of detachment among management and its employees, as well as between management and unions.

## **XVI. THE RELATIONSHIP BETWEEN MANAGEMENT AND EMPLOYEE LOYALTY**

What strategies may management employ to cultivate a sense of loyalty among its employees? Firstly, it is imperative to provide a persuasive argument that acknowledges the significance of unions as a socially indispensable organisation and demonstrates a willingness to engage in genuine negotiations over all rational and financially sustainable requests. In contrast, the unions, which possess a recognised status, have to demonstrate a comprehensive comprehension of management's rights, roles, and obligations. It is imperative for individuals to recognise, in consideration of their own long-term well-being, that management possesses a legitimate entitlement to the loyalty of employees.<sup>54</sup> Consequently, management is justified in implementing and upholding plant policies that are essential for fostering and maintaining this loyalty.

In the context of this programme, a first step that management may do is to actively address and mitigate the sense of alienation that exists between the management and the workers. The organisation and its physical facility should transcend being only a site for employment and financial gain. While it may be seen as an overstatement, there exists a valid underlying idea when certain contemporary French social reformers advocate for a factory to serve as the workers' abode and the company to function as an extended family. It is acknowledged that both the middle & lower tiers of management bear a distinct role in this matter. Individuals have the ability to create and dismantle a tranquil and harmonious

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<sup>54</sup> Coughlan, Richard. "Employee Loyalty as Adherence to Shared Moral Values." *Journal of Managerial Issues* 17, no. 1 (2005): 43–57.  
<http://www.jstor.org/stable/40604474>.

environment inside their own departments and divisions.<sup>55</sup> To some extent, middle managers have the potential to mitigate the effects of arbitrary decision-making and limited comprehension, should these issues persist among top-level executives. However, it is important to note that middle managers also have the ability to impede the implementation of even the most innovative ideas and initiatives developed by top management. The imperative and pressing need is in providing training to individuals in the middle and lower ranks, equipping them with the necessary skills and knowledge to fulfil their societal obligations and responsibilities. Both labour unions as well as trade representatives may contribute significantly by fully embracing their respective contingent obligations, as can the government.

## **XVII. OVERCOMING THE PERCEPTION OF ALIENATION**

The elimination of this sense of alienation provides the worker with a sense of inclusion, so bolstering their pride in their profession and workplace. The mitigation of alienation and the establishment of stronger connections between workers and their workplace may be achieved by the implementation of a management strategy that prioritises job security and promotes career advancement. It is important for management to avoid succumbing to union pressure, which may result in the adoption of rigid and costly standardised approaches. Naturally, it is not feasible for all organisations to adopt this strategy to an equal extent; nonetheless, it is imperative that the idea be acknowledged and, if feasible, implemented.<sup>56</sup> Wage workers generally lack long-term career prospects, and their professional expectations decline early compared to individuals in other professions. The development of substitutes may be undertaken to a

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<sup>55</sup> Conly, Craig A. "Alienation, Sociality, and the Division of Labor: Contradictions in Marx's Ideal of 'Social Man.'" *Ethics* 89, no. 1 (1978): 82–94.  
<http://www.jstor.org/stable/2380134>.

<sup>56</sup> Sciulli, David. "Talcott Parsons's Analytical Critique of Marxism's Concept of Alienation." *American Journal of Sociology* 90, no. 3 (1984): 514–40.  
<http://www.jstor.org/stable/2779294>.

certain degree, and it is prudent for forward-thinking management to engage in such development.

One significant determinant of the sensation of exclusion and estrangement is the substantial size of contemporary industrial facilities, their placement inside densely populated urban areas and regions, as well as the congestion within the facilities themselves and the workers' residential accommodations. There exists a rationale for a moral tenet that originates from the doctrine of subordination. This principle posits that any component or separation of the manufacturing process that can be decentralised or relocated from large plants and densely populated areas should indeed be decentralised and relocated, unless significant economic factors argue against such a move.<sup>57</sup> The issue at hand necessitates that management prioritise it as a primary social responsibility. A significant portion of labor-related discontent arises not just from the actual job process and working circumstances, but more from the underlying human toll resulting from overcrowded factories and living spaces.

The inability of wage rates to adequately compensate for these issues is a concern. However, both unions and workers perceive escalating earnings and reduced working hours as potential solutions to address the entirety of their challenges. The mitigation of the challenges and collective psychological effects associated with centralised industry is a critically important objective for the sustainability of the industrial sector.<sup>58</sup> The magnitude of the issue beyond the capabilities of individual business management. Instead, the establishment of spatial industrial planning boards of representatives from management, local government, and labour would be better equipped to address this need.

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<sup>57</sup> Dukes, Ruth. "Constitutionalizing Employment Relations: Sinzheimer, Kahn-Freund, and the Role of Labour Law." *Journal of Law and Society* 35, no. 3 (2008): 341–63. <http://www.jstor.org/stable/40206852>.

<sup>58</sup> Cook, P. H. "The Study Of Industrial Relations: Psychological Aspects." *The Australian Quarterly* 27, no. 4 (1955): 57–67. <http://www.jstor.org/stable/24477369>.

## **XVIII. EMPLOYEE RESPONSIBILITY**

Plant welfare systems and practises aimed at fostering employees' active interests are briefly mentioned. Empirical evidence suggests that individuals, including workers, tend to value and prioritise tasks that are delegated to them as well as those for which they bear responsibility. The aforementioned fact has been seen to have a notably prosperous implementation within the McCormick Company located in Baltimore. Based on the analysis provided by Mr. Charles P. McCormick, the involvement of employees in either of the company's boards and the periodic rotation of such involvement among workers has proven to foster a sense of identification between the workers and the firm. As a result, this has led to increased levels of production and returns for the firm. The author references a specific union organiser who expressed astonishment at the very effective operational strategies employed by the organisation.<sup>59</sup> This organiser believed that attempting to organise the employees would be unnecessary, as the company's treatment of its employees was already exemplary.

The organiser finished with a significant statement, suggesting that if other firms adopted a similar approach towards their employees, his role as a union organiser would become obsolete in a short period of time. Not all organisations may possess the capacity to facilitate involvement in the junior board, manufacturing board, or sales board. However, astute managers would endeavour to identify alternative means of implementing a comparable philosophy. Additionally, a topic of significant significance pertains to a programme aimed at the establishment of plant housing. In situations when the resources of an individual plant are inadequate, it is possible for regional and local boards to collaborate with municipal and provincial government bodies and unions in order to intervene.

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<sup>59</sup> Cohen, Julius. "The Labor-Welfare Cases: A Socio-Legal Approach." *The University of Chicago Law Review* 10, no. 4 (1943): 375–416. <https://doi.org/10.2307/1597353>.

**XIX. ELEVATING THE MINIMUM CRITERIA**

As the reduction of alienation is pursued with the potential goal of its eventual eradication, it paves the way for the suppression of unethical practises existing below the margins of societal norms, while simultaneously elevating the standards associated with those on the periphery. It is evident that uniformity among organisations, even within the same industry, is not to be expected. Furthermore, it is important to acknowledge that economic considerations play a role in this matter, since the capacity to remunerate employees varies between firms. Hence, the implementation of universal standards would not provide favourable outcomes. The dynamic nature of economic conditions necessitates adaptability and modification in all cost-related standards.<sup>60</sup>

Furthermore, it would not be a prudent proposition to endeavour to convert the facility into a Y.M.C.A. gathering or outdoor meal, as first conceived by Fourier and still believed to be feasible by certain individuals in contemporary times. In the realm of plant interactions, a persistent sense of brevity may be observed, whereby specific directives are to be adhered to and hierarchical structures are to be duly honoured.<sup>61</sup> However, it has been observed by the author during regular visits to various American & European plants that certain plants possess an environment that is reminiscent of humaneness, whilst others emit odours reminiscent of military camps or prisons. Once again, it is mostly those in the middle & lower tiers of management that bear significant responsibility, although the actions of top management may also exert a considerable influence, either for positive or negative outcomes. The nature of the task and the technology employed have a significant role in determining outcomes.

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<sup>60</sup> Hosmer, LaRue Tone. "Managerial Ethics and Microeconomic Theory." *Journal of Business Ethics* 3, no. 4 (1984): 315–25. <http://www.jstor.org/stable/25071458>.

<sup>61</sup> MISNER, PAUL. *Catholic Labor Movements in Europe*. Catholic University of America Press, 2015. <https://doi.org/10.2307/j.ctt15zc8dr>.

Distinctions persist between various types of industrial facilities, such as steel foundries vs furniture plants, or strip mills versus machine tool shops. The use of contemporary technology in industrial production is constrained by several dependent constraints, which significantly limit the extent to which 'humaneness' may be accommodated. It is challenging to address the discontent that arises from this issue, especially when one adheres to Max Scheler's ethical principle, which advocates for the avoidance of any cruel sufferings in labour that may be eliminated by mechanisation.<sup>6263</sup>

## **XX. THE HIERARCHICAL PRIORITIZATION MATERIAL VALUES**

Ultimately, the inquiry arises regarding the extent to which the profound restlessness experienced by the work force may be attributed to the metaphysical gap prevalent in our contemporary period. The presence of metaphysical disturbance also impacts labor-management relations. In an expanding proportion of industrialised nations, life has progressively detached itself from the concept of the Absolute. This phenomenon is also applicable to significant working collectives.<sup>64</sup>

Consequently, life lacks a sense of purpose that extends beyond its temporal existence. The pursuit of material desires has gained prominence as a fundamental value, leading those who live in poverty to strongly consider life from this perspective. Nevertheless, within the realm of economics, resources are inherently limited and so considered scarce.

This scarcity applies to several elements such as raw materials and inputs of production, all of which incur costs. Therefore, when material values are prioritised as fundamental values, they consistently face the constraint

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<sup>62</sup> Schutz, Alfred. "Max Scheler's Epistemology and Ethics, I." *The Review of Metaphysics* 11, no. 2 (1957): 304–14. <http://www.jstor.org/stable/20123642>.

<sup>63</sup> Schutz, Alfred. "Max Scheler's Epistemology and Ethics: II." *The Review of Metaphysics* 11, no. 3 (1958): 486–501. <http://www.jstor.org/stable/20123657>.

<sup>64</sup> Savery, Barnett. "Relativity Versus Absolutism in Value-Theory." *The Journal of Philosophy* 38, no. 6 (1941): 155–63. <https://doi.org/10.2307/2017290>.

imposed by the necessity to allocate limited resources efficiently. There exists an obscured origin of discontent. The management is required to bear the burden of pressure originating from this aspect as well, as its primary responsibility involves the efficient allocation of limited resources.<sup>65</sup> In contemporary times, management faces the challenging task of distinguishing between reasonable and unreasonable demands, frequently having to dismiss the latter without any assistance or recognition for fulfilling this responsibility.

## **XXI. THE REQUISITE: ETHICAL CONSIDERATIONS WITHIN THE COMMUNITY**

The primary focus of our efforts is to eradicate unethical practises that fall below acceptable levels, while simultaneously striving to elevate the ethical standards that are considered marginal. This appeal is made in the context of community ethics within the realm of industrial relations, considering the unique demands and circumstances of plant operations. We propose a modification of autonomous corporate ethics by including aspects of communal ethics. We propose a reevaluation of our existing standards in light of the urgent demands of the current day. Contemporary society has a diminished faith in the metaphysical principles behind early liberalism, which posited that an economic system driven by self-interest and competition would yield equitable social peace and fairness for all individuals. Certainly, we are at liberty to persist in engaging with the hypothetical nature of these worn-out metaphysical concepts. While certain individuals may have this belief, there are organised organisations that have a vested interest in perpetuating this notion.<sup>66</sup>

However, upon closer examination, it becomes evident that this concept lacks credibility when subjected to empirical scrutiny. Justice is the

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<sup>65</sup> Giles, William A. "Social Discontent and the Labor Troubles." *American Journal of Sociology* 9, no. 2 (1903): 173–87. <http://www.jstor.org/stable/2762196>.

<sup>66</sup> Fisk, Milton. "Community and Morality." *The Review of Politics* 55, no. 4 (1993): 593–616. <http://www.jstor.org/stable/1407608>.

fundamental basis of every economic system in the long term, and it is not derived from either market forces or authority. The peril we face is rooted in the conviction that power is inherently aligned with righteousness, and that historical patterns shaped by power are inevitable and thus aligned with moral progress. This perspective might be characterised as one that overlooks the fact that trends are impartial to values.

The act of adhering to historical events without questioning them suggests a restriction on personal freedom and the ability to engage in critical thinking and sound judgement.<sup>67</sup> A society that relies on the emergence of trends resulting from the power struggle among influential factions is inevitably heading towards complete subjugation under a single dominant authority, ultimately leading to a state of serfdom.

According to Professor George Taylor, the intensifying conflict among organised groups within our society, coupled with their increasing power and sophistication, is causing significant disruptions and distortions in the functioning of the market mechanism. Consequently, there is a tendency to expand the oppressive authority and operations of the state, relying on it to regulate these groups. However, Professor Taylor argues that preserving liberty can only be achieved through a sufficient development of responsibility in the actions of both individuals and groups. It is widely acknowledged that individuals have a fundamental need to be part of a smaller and more intimate community entity, as opposed to being only affiliated with a dominant state.<sup>68</sup> However, it is important to note that the existing units that fulfil this need, such as labour unions, do not function as integrated communities. Instead, they often operate as monopolistic groupings engaged in conflict with other entities. According to Bernard W. Dempsey, the author of the essay from

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<sup>67</sup> Hyslop, James H. "Labor Troubles-Causes and Proposed Remedies." *International Journal of Ethics* 5, no. 4 (1895): 444–61. <http://www.jstor.org/stable/2375548>.

<sup>68</sup> Hyslop, James H. "Labor Troubles-Causes and Proposed Remedies." *International Journal of Ethics* 5, no. 4 (1895): 444–61. <http://www.jstor.org/stable/2375548>.

which the phrase is from, one of the primary roles of American labour unions is to provide a secure stronghold and a platform for employees to express dissent towards their employers.<sup>69</sup>

According to Professor Clark, it is evident that our society does not function as an economic community. Over time, we have come to realise, although some individuals may still be reluctant to acknowledge it, that markets are solely capable of organising certain material interests. However, this limited scope falls short of establishing a comprehensive sense of community. The combination of ethical business conduct and authority is insufficient.<sup>70</sup> There is a requirement for community ethics that allocate appropriate value to every aspect of life, including the realm of business.

## **XXII. CONCLUDING REMARKS**

The majority of those engaged in business, with the exception of a small group of unscrupulous individuals and those operating on the periphery of the industry, have a significant level of regard for the concept sometimes referred to as commutative justice.<sup>71</sup> The entrepreneur not only acknowledges and endorses the concept of justice, but also perceives it as an essential prerequisite for conducting successful commercial operations.

However, it is insufficient to just focus on interpersonal relationships based on the principle of exchange justice. It is also crucial to consider the community and its interactions with individual members. The application of distributive justice is necessary in this context. The businessman demonstrates a certain degree of acceptance towards this form of justice, particularly in relation to his policies about the well-being of his employees

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<sup>69</sup> Solterer, Josef. "The Economics of Justice." *Review of Social Economy* 49, no. 4 (1991): 559–65. <http://www.jstor.org/stable/29769583>.

<sup>70</sup> Schweinitz, Karl de. "Ethics and Welfare in J. M. Clark's Economics." *Journal of Economic Issues* 10, no. 4 (1976): 859–75. <http://www.jstor.org/stable/4224543>.

<sup>71</sup> Gunnemann, Jon P. "CAPITALISM AND COMMUTATIVE JUSTICE." *The Annual of the Society of Christian Ethics* 5 (1985): 101–22. <http://www.jstor.org/stable/23559387>.

within his industrial facilities.<sup>72</sup>

However, his comprehension of it is not as lucid as his understanding of justice, and he does not exhibit the same level of rigour in its practise as he does in the case of the other virtue that he comprehends more thoroughly. A third kind of justice exists, which pertains to an individual's relationship with various communities, encompassing both established entities such as the state and nascent, unstructured collectives. One aspect of justice is to legal justice, wherein businesses commonly assume compliance with the law. There exists an additional domain whereby the principles of contributive justice are not as easily comprehended and implemented. This pertains to the domain of social justice. The realm of social justice is not as rigorously delineated as that of trade justice or legal justice. Additionally, the social ties that social justice seeks to govern are generally poorly organised, lacking well-established norms of conduct. Nevertheless, the lack of a structured framework does not excuse individuals from fulfilling their responsibilities to the community by providing whatever is required for its effective operation.<sup>73</sup>

When considering the field of business, it is essential to acknowledge that effective management necessitates both the responsibility and ability to contribute to the well-being of individuals as the primary objective. Moreover, businesses are expected to function as positive societal entities, with contributively justice serving as a dynamic virtue that fosters advancement, adaptation, and efficiency. Efficient manufacturing can be considered as a fundamental practise of contributive justice. In an optimally structured society, this contribution is facilitated efficiently, immediately, and accompanied by substantial economic incentives.<sup>74</sup> The

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<sup>72</sup> Zafirovski, Milan. "Labor Markets' Institutional Properties and Distributive Justice in Modern Society: A Comparative Empirical Analysis." *Social Indicators Research* 72, no. 1 (2005): 51–97. <http://www.jstor.org/stable/27522194>.

<sup>73</sup> GOMBERG, PAUL. "Why Distributive Justice Is Impossible but Contributive Justice Would Work." *Science & Society* 80, no. 1 (2016): 31–55. <http://www.jstor.org/stable/24585289>.

<sup>74</sup> Saini, Debi S. "Labour Legislation and Social Justice: Rhetoric and Reality." *Economic*

organisation should function as a collective entity, with its management guided by the principle of promoting the overall welfare of the broader society. The occurrence of conflict and contention between management and organised labour should be avoided. Considering two organisations who actively collaborate on a daily basis to efficiently produce things as metaphysical foes is both unrealistic and economically burdensome.<sup>75</sup>

A significant aspect of a businessman's competency is in his capacity to effectively facilitate collaboration among individuals towards the achievement of a shared objective. In the realm of business, one may observe boundless prospects for enhancing the levels of human pleasure, which I firmly maintain individuals are entitled to anticipate from their workplaces, where a significant portion of their life is devoted. If the approach, background, and understanding might be developed in the future.<sup>76</sup> The optimization of job-person fit would result in the mitigation of frustrations, dissatisfaction, and the reduction of economic and social inefficiencies. The convergence of moral philosophy and profound contemplation on the malevolent aspects and deficiencies of human interactions within the realm of industry yielded a same outcome. The dynamics between management and labour are not exempt from universal ethical norms; they are not solely governed by competition or power.<sup>77</sup> These entities adhere either to principles of justice, or they result in states of disorder, whether in an organized or unorganized manner.

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and *Political Weekly* 34, no. 39 (1999): 32–40. <http://www.jstor.org/stable/4408454>.

<sup>75</sup> Vitell, Scott J., and Troy A. Festervand. "Business Ethics: Conflicts, Practices and Beliefs of Industrial Executives." *Journal of Business Ethics* 6, no. 2 (1987): 111–22. <http://www.jstor.org/stable/25071639>.

<sup>76</sup> Schoenfeld, Eugen, and Stjepan G. Meštrović. "Durkheim's Concept of Justice and Its Relationship to Social Solidarity." *Sociological Analysis* 50, no. 2 (1989): 111–27. <https://doi.org/10.2307/3710982>.

<sup>77</sup> Gapasin, Fernando. "The Intersection of Labor Movement Activism and Sociology." *Contemporary Sociology* 27, no. 2 (1998): 133–36. <https://doi.org/10.2307/2654772>.