

## PLS 308 – Public Administration

### Topic: Ethical and Moral Conflicts

#### Administrative Ethics

- Accountability
  - Organization is answerable to someone or something outside itself
  - When something goes wrong, someone must be held responsible
- Responsiveness
  - Refers to the prompt acquiescence by an organization to the demands for a policy change
- Honesty
  - Obligation to avoid lying
  - To be truthful in presenting information to superiors and the public
  - To gather and present true information relevant to public policy

#### Different Ethical Obligations

- Obligation to the constitution
- Obligation to law
- Obligation to the nation or country
- Obligation to democracy
- Obligation to organizational - bureaucratic norms
- Obligation to profession or professionalism
- Obligation to family and friends
- Obligation to your self
- Obligation to the public interest or general welfare
- Obligation to humanity or the world
- Obligation to religion or god

#### Dealing With Value Conflicts

- Hirschman (1970) in his book *Exit, Voice, and Loyalty* explores how people react when they are dissatisfied with the organizations in which they participate
  - They can exercise *voice* by working to change the organization from within
  - They can *exit* and leave the organization for another
  - *Loyalty* determines how much voice is exercised before exit is chosen
    - An action is *disloyal* when it undercuts the political position or policy preferences of the organization's leaders
- Employees can exercise some combination of exit, voice, and disloyalty when they confront value conflicts\*
- \*See Figure 2.2 from Weimer and Vining (1992)