

Employee Background Verification Systems: Implementation Challenges

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The greatest lesson that life offers is in terms of what to choose for ourselves and others. Fortunate are the ones who can obtain the privilege of deciding between 'good' and 'bad'. Phenomenological rationality goes for a toss while standing over a fence between the devil and the deep sea. The task becomes herculean while deciding between perceived reality and pragmatic illusion, with respect to their opportunity costs. Opportunity cost of capitalist dictatorship has given birth to the idea of benevolent dictatorship with a view to maximizing the social benefit. Individualistic bounded rationality directs human beings to evolve like solitary planets in the universe, intentionally disregarding humanity. Benevolent dictator is one, who gradually eradicates the systematic social distortions and reminds the deviated souls of their own selves. Samir Tiwari, the protagonist of this case, is performing the role of benevolent dictator for Bharat Services Limited (BSL).

Ontologically speaking, organization can be considered as a facsimile of the body of an individual. Employees are the limbs of this body and organizational culture is the soul. Based on these, organizations try to achieve the collective motives behind their existence. Society at large provides organization with the amenities of existence. Social responsibility of the organization is resounding reflection of soul's pious accountability. Vigilant eyes of the soul must prevent the disorders induced by infected limbs. This vigilance emerges as the "Code of Business Ethics" for any organization. This code restricts employees from performing any kind of practices that are not permitted by the soul of the organization. This enforces social welfare maximization both inside and outside the organization. Any deviation from the customary performance can be considered as a disorder in the limbs and the recovery can be done

either by curing or by amputation of the limb, depending on the possible level of infection that can be spread by infected limb. But the inconvenience arises when amputation of the particular organ can enfeeble the body leading to debilitation. Hence the question of opportunity cost comes forward again. In organizational context, this can be referred to as "Moral Dilemma". As we look into the case, Samir Tiwari has to decide whether the organization can excel by denying the services of Padmanabhan and Shabnum any further, or their retention can prove to be a long-term blunder. He finds himself sitting over the edge of a sword.

In this case, we can visualize the germination of a dialectic edifice of morality. But on the other hand, indisputable ethical convention of organization squares the dialectic off. Objectified narration of the organization surpasses the subjective dilemma caused by the fraudulent deeds of Padmanabhan and Shabnum. A startup organization can be considered as a starving infant. Driven by the appetite of success, it can always try to grab every possible alternative, without thinking of the consequences of obscuring the soul, which was born to serve community at large. BSL didn't endeavor to take hold of those opportunities which were priced at cost of its own integrity. Thrusting aside the dread of endurance, the very organization passed the torment of time. On the way of achieving senility, this proud feeling of unconditional success becomes the second self. This endows soul with greater power to make objective judgments, to consider communal assistance over egotistical yield, to split the shades of grey into black and white. Those individuals, who are at the hierarchical apex in the organization, possess the charisma of nurturing the organizational soul as their own offspring. They will not let the stakeholders get impinged on by infectious limbs.

Turning to the other side of the picture, the soul of the organization also has a dark side like that of the moon. When one half of the earth is drenched in the luminous radiance of the moon, the other half remains veiled in shadows. Delayed introduction of background verification system in BSL evidently contradicts its organizational image of holding the flag of ethical conduct high. Eventually it was proven to be an unforeseen trap of reality-perception gap, which victimized Padmanabhan.

Employees are regarded as fuel for any organization, just like human civilization demanded coal for evolution. Energy exerted by it enabled the civilization to take a flight. Correspondingly, organizations are also stimulated by the energy exerted by employees. With the passage of time, continuous heating and pressure transforms coal into valuable diamond. On the similar note, Padmanabhan, who like a coal has parched himself to provide vivacity to the organization, has eventually proven himself to be a precious diamond by his conscientious service towards it.

Struggle for existence in a patriarchal society has never been a painless mission for a woman. Reflection of this actuality can be visualized in case of Shabnum Puri. More than greed to move up the corporate ladder, it is the need of identity that has driven her to join BSL. As the situation demanded, she has put forth her best efforts to be called as a proud BSL family member. Her endeavor towards achieving excellence has been proven within a diminutive duration of time. This demonstrates her aptitude to become a worthy asset of the organization in the long run.

Both the employees have been accused of deceiving the organization on the grounds of organizational codes of business ethics in terms of producing misleading academic and professional information associated with their past. The dilemma sets in when Samir has to decide about the future of both the employees keeping in mind their service and commitment to the job.

Apparently actions of both the employees are wrong as they have breached the contract of the job. But

Padmanabhan has proved himself beneficial for the organization by dint of his intelligence and excellent managerial skills. Similarly, Shabnum though a new employee, has proved herself to be efficacious by diligence. Grounding the decision of expelling the employees on utilitarianism, the question that arises is that what will be the utility of the decision. Utilitarianism gives emphasis to those actions that maximizes the net benefits for society and not the individual. The foremost slogan is "the greatest good for the greatest number". Termination of Padmanabhan will not only be deleterious for him but also for the organization. His dedication towards the job has benefitted the organization by ameliorating it to shine like a star in the night sky. Organization is like a family where one member facilitates the elevation of others. Analogous to this is BSL where Padmanabhan has excelled along with the organization, thereby striving towards greater good. Unlike an empty vessel that makes noise, he has proved that actions speak louder than words.

Shabnum is like a hungry person who steals to fill own stomach. The job is her necessity as she has to take care of her parents and her engagement also depends on her job in BSL. Her working potential is proved by the fact that the earlier organization was not willing to let her leave her job, which has forced her to take the unethical way of forging the relieving letter. Utility of her job is for the sustenance of a family and it also gives her an identity in the patriarchal society. Her identity gives her the voice which helps her to vocalize her requisites. Monsoon is the harbinger of life and liveliness because the dry earth eagerly waits for the coming of rain to quench its thirst. The job in BSL is like the monsoon for Shabnum because it heralds good news for her.

One cannot judge a book by its cover. So, it is better not to judge a person by an action, the person has committed in a feeble moment of life. Moreover, termination of both the employees may become a disaster for the organization because it will be bereaved of two committed employees. But if none of them are dismissed from the job it means that they are compromising on organizational codes of business ethics which may

encourage others to do the same blunder. However, it is not encouraging to bite the hand that feeds you.

Subjective reality of life has been put to words in order to import the pedagogical objective encompassing an assortment of facades of moral dilemma that we face in our daily mundane life. Depicting the subsisting experiences of Samir, Padmanavan and Shabnum, the author renders an intentional divergence between obligation and affiliation. Life makes us knowledgeable and intelligent with its lessons. At the same time, it lets us leverage our wisdom to make trade-offs, to compromise. This case is a mirror which reflects back to us the true shade of life - 'Grey'.

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