

Home > Journal of Business Ethics > Article

# Age Discrimination in Layoffs: Factors of Injustice

Published: October 2004  
Volume 54, pages 217–224, (2004) [Cite this article](#)



**Journal of Business Ethics**  
[Aims and scope](#) →  
[Submit manuscript](#) →

Eleanor G. Henry. <sup>1</sup> & James P. Jennings<sup>2</sup>  
 **749** Accesses **13** Citations [Explore all metrics](#) →

## Abstract

ABSTRACT. This paper considers two sets ethical obligations owed by a firm and its management to stockholders and employees with respect to layoffs. Literature and research from ethics and agency are used to frame ethical issues that pertain to age discrimination in layoffs. An actual court case provides an example for focus, analysis, and discussion. Points of discussion include management’s obligations to employees and factors of injustice related to prejudice against age.

This is a preview of subscription content, [log in via an institution](#) to check access.

Access this article

## Subscribe and save

✓ Springer+

from €37.37 /Month

- Starting from 10 chapters or articles per month
- Access and download chapters and articles from more than 300k books and 2,500 journals
- Cancel anytime

View plans →

## Buy Now

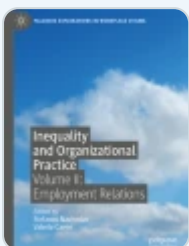
Buy article PDF 39,95 €

Price includes VAT (Poland)

Instant access to the full article PDF.

[Institutional subscriptions](#) →

## Similar content being viewed by others



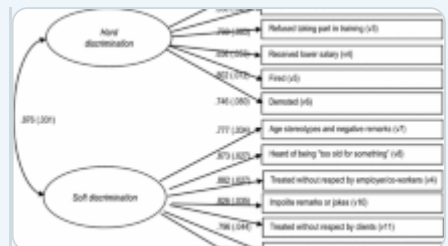
**Silenced Inequalities: Too Young or Too Old?**

Chapter | © 2019



**The Prohibition of Age Discrimination in European Law – Evolution and Perspectives\***

Chapter | © 2018



**Hard and soft age discrimination: the dual nature of workplace discrimination**

Article | 24 January 2017

## Explore related subjects

Discover the latest articles, books and news in related subjects, suggested using machine learning.

## References

---

H. Cheeseman (1992) Business Law Prentice Hall Englewood Cliffs, NJ 941-1000

[Google Scholar](#)

R. Cooper (1995) When Lean Enterprises Collide Harvard Business School Press  
Boston, MA

[Google Scholar](#)

G. Cupit (1998) Justice, Age, and Veneration *Ethics* **108** 4 702-718

[Google Scholar](#)

T. Donaldson T. Dunfee (1999) Toward a Unified Conception of Business Ethics:  
Integrative Social Contracts Theory *Academy of Management Review* **19** 2 252-  
281

[Google Scholar](#)

D. Engleman B. Kleiner (1998) Age Discrimination in the Workplace *Equal  
Opportunities International* **17** 3-5 3-7

[Google Scholar](#)

J. Gilbert (2000) Sorrow and Guilt: An Ethical Analysis of Layoffs *SAM Advanced  
Management Journal* **65** 2 4-13

[Google Scholar](#)

B. Gratton (1999) A Triumph in Modern Philanthropy: Age Criteria in Labor Management at the Pennsylvania Railroad, 1875–1930 *Business History Review* **64** 4 630–656

[Google Scholar](#)

R. Gray D. Owen K. Maunders (1987) Corporate Social Reporting Prentice Hall International Englewood Cliffs, NJ

[Google Scholar](#)

Holmes, O. W., Jr.: 1881 (1963), in M. D. Howe (ed.), The Common Law (The Belknap Press of Harvard University Press, Cambridge, MA).

M. Howe (1963) Introduction O. W. Holmes Jr. M. Howe (Eds) The Common Law The Belknap Press of Harvard University Press Cambridge, MA

[Google Scholar](#)

V. Jodjana B. Kleiner (2001) A Review of Current Empirical Research Concerning Discrimination at Work *Equal Opportunity International* **20** 5–7

[Google Scholar](#)

Koretz, G.: 2002, Higher-Ups are Getting the Ax, *Business Week* (11 February), 28.

La Forest, G. V.: 1993, 'Overview of Fiduciary Duties', in A. McInnes and B. M. Hamilton (co-chairs), *Fiduciary Duties/Conflicts of Interest* (The Law Society of Manitoba, The Manitoba Bar Association, and the University of Manitoba Faculty of Law), pp. 1--20.

Lavelle, L.: 2002, Swing that Ax with Care, *Business Week* (11 February), 78.

V. Radcliffe D. Campbell T. Fogarty (2001) Exploring Downsizing: A Case Study on the Use of Accounting Information *Journal of Management Accounting Research* **13** 131-157

[Google Scholar](#)

J. Rawls (1971) A Theory of Justice Harvard University Press Cambridge, MA

[Google Scholar](#)

Reio, G. and J. Reio: 1999, Combating Workplace Ageism, *Adult Learning, Arlington* **11**(1), 10--13.

M. E. Roszkowski (1997) Business Law 4 Addison-Wesley Reading, MA

[Google Scholar](#)

R. Valletta (1999) Declining Job Security *Journal of Labor Economics* **17** 170-197

[Google Scholar](#)

## Author information

---

### Authors and Affiliations

**Harrison College of Business, Southeast Missouri State University, Cape Girardeau, 63701, MO , U.S.A.**

Eleanor G. Henry

**John Cook School of Business, Saint Louis University, St. Louis, 63108, MO, U.S.A.**

James P. Jennings

### Corresponding author

Correspondence to [Eleanor G. Henry](#).

## Rights and permissions

---

[Reprints and permissions](#)

## About this article

---

### Cite this article

Henry, E.G., Jennings, J.P. Age Discrimination in Layoffs: Factors of Injustice. *J Bus Ethics* **54**, 217–224 (2004). <https://doi.org/10.1007/s10551-004-1778-0>

Issue date

October 2004

DOI

<https://doi.org/10.1007/s10551-004-1778-0>

### Keywords

[age discrimination](#)

[ethics](#)

[layoffs](#)

## Search

Search by keyword or author



## Navigation

Find a journal

**Publish with us**

---

**Track your research**