


Fundamentals of
Organizational Behavior

3e

Chapter 4
 Attitudes, Values,
 and Ethics



PowerPoint Presentation by Roger Sambrook
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Learning Objectives

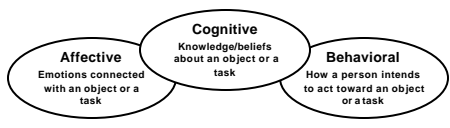
After reading and studying this chapter and doing the exercises, you should be able to:

1. Describe the importance of attitudes and emotions to behavior in organizations.
2. Describe how organizational citizenship behavior contributes to individual and organizational effectiveness.
3. Summarize why values are an important part of organizational behavior.
4. Describe three ethical decision-making criteria, along with several explanations for the existence of ethical problems.
5. Describe what organizations can do to enhance ethical and socially responsible behavior.

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Attitudes

- An attitude
 - ⌘ Is a predisposition that influences a person's response to an object (an idea, a person, thing, or a situation).
- Components of attitudes:



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Attitudes & Cognitive Dissonance

- Cognitive dissonance

- A situation where a person's knowledge, information, attitudes, or beliefs are contradictory.

- Causes unpleasant tension

- People search for ways to reduce internal conflicts



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Attitudes & Cognitive Dissonance

- Dissonance increases as the degree of discrepancy among cognitions increases.

- Dissonance increases as the number of discrepant cognitions increases.

- Dissonance is inversely proportional to the number of consonant cognitions held by an individual.

- The relative weights given to the consonant and dissonant cognitions may be adjusted by their importance in the mind of the individual.



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Reducing Cognitive Dissonance

- *Change Cognitions*

- change one cognition to make it consistent with the other.

- *Add Cognitions*

- magnitude can be reduced by adding one or more consonant (supporting) cognitions.

- *Alter importance*

- alter the importance of the various cognitions.



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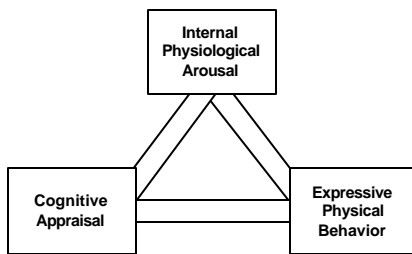
Emotions in the Workplace

- Emotion
 - ⌘ A feeling (e.g., anger, fear, joy, or surprise) that underlies behavior and can have as a strong influence on job performance.
- Emotional labor
 - ⌘ The process of regulating feelings and expressions in meeting organizational goals.
- Emotional dissonance
 - ⌘ A mismatch between felt and expressed emotions that results in emotional exhaustion, job dissatisfaction, and cynicism.

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Components of Emotion



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Job Satisfaction

- Job satisfaction
 - ⌘ Is the amount of pleasure or contentment that a person associates with a job.
- Consequences of job satisfaction are:
 - ⌘ High productivity when the work involves people contact
 - ⌘ A stronger tendency to achieve customer loyalty
 - ⌘ Low absenteeism and turnover
 - ⌘ Less job stress and burnout
 - ⌘ Better safety performance
 - ⌘ Better life satisfaction

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Specific Issues that Influence Employee Satisfaction

- Do I know what my boss expects of me?
- Do I have what I need to do my work properly?
- Am I allowed to do what I do best every day?
- Has anyone praised or recognized my work in the past week?
- Does anyone encourage my career growth?
- Does my manager respect my opinion?
- Are my coworkers dedicated to producing quality work?
- Have I learned something new in the past year?

Employees who answer "Yes" to all the questions are likely to stay with their firm for the long haul.

Source: Supervisor's Guide to Employment Practices, Clement Communications Inc., 10 LaDue Ave., Concordville, PA 19331.
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Organizational Citizenship

- Organizational Citizenship Behavior (OCB)
 - ⌘ The willingness to work for the good of the organization even without the promise of a specific reward.
- OCB behaviors:
 - ⌘ Interpersonal helping
 - ⌘ Individual initiative
 - ⌘ Personal industry
 - ⌘ Loyalty boosterism



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Values

- Value
 - ⌘ The importance a person attaches to something that serves as a guide to action.
 - ⌘ Values are also tied in with enduring beliefs that one's mode of conduct is better than the opposite mode of conduct.
- Influences on values
 - ⌘ Personal characteristics: relative age cohort, gender
 - ⌘ Personal experience and cultural background
 - ⌘ Socio-economic position

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Spotlight - values

- What can a manager do to teach the right values to employees?

- ✍ Get into pairs or threes
- ✍ Write group members names on piece of paper
- ✍ How would YOU teach values to employees
 - ✍ In what context?
 - ✍ What kinds of values?
 - ✍ Why would this work?
- ✍ Whose job is it to teach values to employees?

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Value Stereotypes for Several Generations of Workers

Baby Boomers (1946–1964)	Generation X (1965–1977)	Generation Y (1978–1984)
Uses technology as necessary tool	Techno-savvy	Techno-savvy
Appreciates hierarchy	Dislikes hierarchy	Dislikes hierarchy
Tolerates teams but values independent work	Teamwork very important	Teamwork very important
Strong career orientation	Strives for work/life balance but will work long hours for now	Strives for work/life balance but will work long hours for now
More loyalty to organization	Loyalty to own career and profession	Belief in informality Wants to strike it rich quickly
Favors diplomacy	Candid in conversation	Ultra-candid in conversation
Favors old economy	Appreciates old and new economy	Prefers the new economy
Expects a bonus based on performance	Would appreciate a signing bonus	Expected a signing bonus before the dot-com crash
Believes that issues should be formally discussed	Believes that feedback can be administered informally	Believes that feedback can be given informally, even on the fly

Source: Several of the ideas in this table are from Robert McGarvey, "The Coming of Gen X Bosses," *Entrepreneur*, November 1999, pp. 60–64; Joanne M. Glenn, "Teaching the Net Generation," *Business Education Forum*, February 2000, pp. 6–14; Anita D. Quaresima, "There Needs to be a Generation Gap," *Gannett News Service*, April 22, 2002.

EXHIBIT 4-2
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How Values Are Learned

- Values are acquired through:
 - ✍ Modeling and identification with the behaviors of parents, teachers, friends, siblings.
 - ✍ Communication of values by influential persons.
 - ✍ Unstated or implied attitudes of key people.
 - ✍ Religious training and social morals.



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The Mesh Between Individual and Organizational Values

- Congruence between values is important because:
 - ⌘ Employee job performance is likely to be higher .
 - ⌘ Employees are more successful and believe they can reach their career goals.
 - ⌘ Employees are more likely to remain with the firm and to work longer hours.
 - ⌘ Employees do not suffer person-role conflict in attempting to obey orders that clash with personal values.

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Ethics: Moral Choices and Actions

- Ethical decision-making considerations focus on:
 - ⌘ Consequences of the decision or action
 - ⌘ Concern for a net balance of good over bad (utilitarianism) resulting from the decision or action.
 - ⌘ Duties, obligations, and principles
 - ⌘ Acting on universal moral principles (the deontological approach) outweighs any consideration of the consequences.
 - ⌘ Integrity (Virtue ethics)
 - ⌘ Individual character and motivation determine the ethicality of the decision or action.

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Ethical problems – some causes

- Individual greed
 - ⌘ Wanting to get rich, not caring about others
- Moral development
 - ⌘ Pre-conventional (fear of getting caught)
 - ⌘ Conventional (sticking to social standards)
 - ⌘ Post-conventional (having higher principles)
- Organizational environment
 - ⌘ Pressure from higher management
 - ⌘ Conformity pressures with peer group

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Ethical Decision-making criteria

- Understanding ethical decision-making
 - ✦ Here are some ways to make decisions...
 - Based around "moral development" stages
- 1. Focus on consequences
 - Utilitarianism
- 2. Focus on duties, obligations & principles
 - Deontological
- 3. Focus on integrity
 - Virtue ethics

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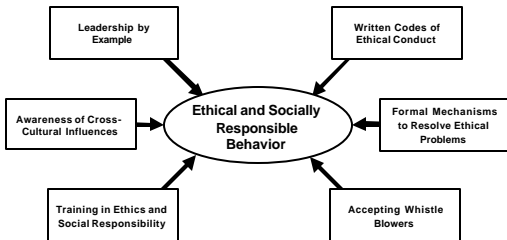
An Eight-Step Guide to Ethical Decision Making (Treviño and Nelson)

1. Gather the facts.
2. Define the ethical issues.
3. Identify the affected parties.
4. Identify the consequences.
5. Identify the obligations.
6. Consider your character and integrity.
7. Think creatively about potential actions.
8. Check your intuition.

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Organizational Approaches to Enhancing Ethical and Socially Responsible Behavior



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The role of trust

- Emerged as being of major importance
 - ⌘ E.g. Enron, other business scandals
 - ⌘ Even greater importance in law enforcement, medical, government and similar areas
- Improves organizational effectiveness
 - ⌘ Both externally & internally
- Major contributors to trust are
 - ⌘ Consistent behavior
 - ⌘ Clear communications
- Role of professional associations
 - ⌘ Help enforce codes of conduct / ethics etc.

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Implications for Managerial Practice

- High ethics and social responsibility
 - ⌘ Related to good financial performance
- Virtuous Cycle
 - ⌘ Success leads to investment in corporate culture which leads back into better performance
 - ⌘ Avoiding "cutting ethical corners"
- Emotion in the workplace can be constructive
 - ⌘ Recognize generational & individual values
 - ⌘ Act in a way which is seen to be ethical

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Questions

1. What is the importance of attitudes and emotions to behavior in organizations?
2. How does organizational citizenship behavior contribute to individual and organizational effectiveness?
3. Why are *values* an important part of organizational behavior?
4. Describe three ethical decision-making criteria
5. What can organizations do to enhance ethical and socially responsible behavior?

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