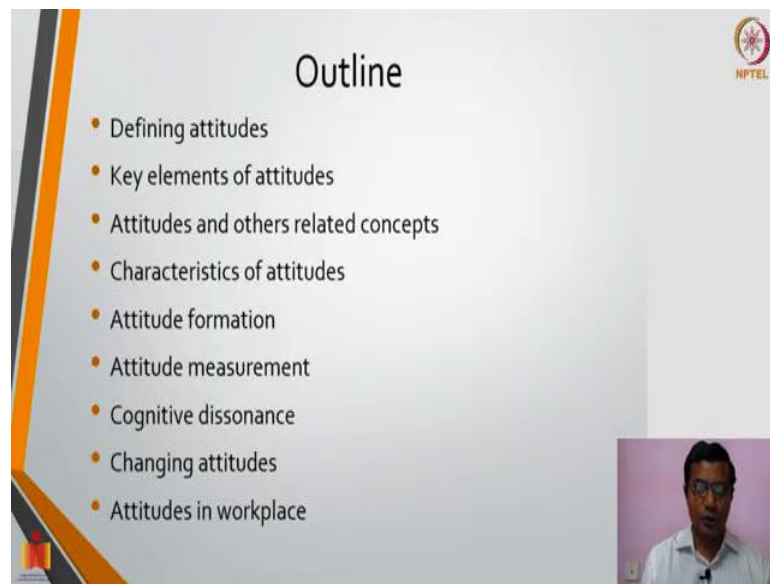


**Organizational Behaviour - an Introduction**  
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**Lecture - 19**  
**Attitudes - Part 1**

Warm welcome to this lecture series on Organizational Behaviour. We are in the 5th chapter which is on Attitudes.



So, this is going to be the brief outline of this chapter. We are going to define what is attitude? And some of the key aspects of attitudes, we also going to look at attitudes and related concepts, like beliefs, ideology and things like that. We also going to look at the characteristics of attitudes.

And how attitudes are formed? And how attitudes can be measured? And we are going to look at important condition which is called cognitive dissonance. So, we want to look at that in detail, we also going to look at how to change attitudes. And finally, how attitudes play an important role in workplace?

The slide features a title 'The Power of Attitudes' at the top center. Below it, a bullet point contains the quote: 'The last of the human freedoms is to choose one's attitude in any given set of circumstances. ~ Viktor E. Frankl'. In the top right corner, there is a small circular logo with the text 'NPTEL' underneath. In the bottom right corner, there is a small rectangular video inset showing a man with glasses and a light-colored shirt. The slide has a decorative orange and grey border on the left side.

So, like most of the words in psychology we would have heard of this word attitude in our, day to day conversation. Just spend some time and read this quote. So, this quote mentions the importance of attitudes in life. I would request you to read about this person Viktor E Frankl.

So, he was a psychiatrist Austrian psychiatrist who lived during Second World War time. He was during the World War he was put in concentration camp and he was tortured in the entire family, was tortured and some of them died and things like that happen very unfortunate things happened.

When he came out he wrote a book called the man search for meaning, which is a very famous book in psychology. And also its famous among general public also. So, he created a new approach called logo therapy, which means treating people or helping people through meaning or finding meaning in life.

The slide is titled "Attitudes" and features three bullet points: "Evaluative statements towards objects, people or events.", "A tendency to react in a certain way.", and "Attitudes are usually for or against something or somebody." In the bottom right corner, there is a small video inset showing a man with glasses speaking. The NPTEL logo is visible in the top right corner of the slide.

So, attitudes are evaluative statement towards objects, people or event. So, what are attitudes? Attitudes are nothing but mental statements we make about objects people or events. Attitudes are important because, attitudes are precursors for our behaviour, in a way how we behave depends on what kind of attitudes, we have about that particular object person or a event.

So, in very simple words attitudes are what is there in our mind or what do we think about something else? It can be an object, people or a event. But, the difference between other forms of you know thinking and attitude is attitudes are usually evaluative statements, which means they are judgmental statements.

So, it is usually for or against something or somebody. I will give an example, when you think about the recent incident on COVID 19 ok, which many of us are undergoing and also would have underwent. You know if you are seeing this video later point in time, you would have undergone those experience of COVID ok.

So, when you think of this COVID 19 experience what comes to your mind? You know many you will be thinking a lot of things about that experience. And you would be feeling emotionally, you know angry or stressed or depressed. You will be feeling you will be also thinking about it in a very you know informative way, like you must be thinking about it as why it happened who caused it, you know is it the right way we managed it and things like that.

So, event like COVID we form many ideas about it and some of the ideas are judgmental in nature. For example, you may think you know certain governments did not handle it well. So, this is the information and this is what you think about that particular event COVID 19.

And you would be thinking why they did not handle it well or certain countries, they are responsible for it or certain people are responsible for it. Why they did not handle it well or why they did not or why did they do it? Ok. All those ideas come to your mind. So, this is what is attitude, you know you are looking at attitude in a unfavorable way. And people associated with COVID in an unfavorable way. And also you are you know emotionally charged about it ok.

So, in this entire COVID 19 corona incident, you must be thinking about many things, about that incident, about people associated with it, about that particular virus itself and you will be forming many ideas about it. And some of these ideas are very you know judgmental in nature, it is like positive negative when you say judgmental ideas of good bad right wrong all those things desirable undesirable.

So, you would be you know looking at this COVID virus thing as undesirable bad, you know it is unfortunate and things like that. So, this is what is attitude? So, an incident an associated people or event or object we form many attitudes about it. Another example can be let us say you have a particular brand of mobile phone ok. So, and that mobile phone it has been you have been using it for many years and that particular brand even your previous model was that particular brand.

So, your attitude towards that particular mobile brand, let us say you are using an iPhone ok. So, your attitude towards iPhone would be positive. Similarly let us say somebody else is using who has got a new product like a similar phone, but different brand, but they are not very happy with it because of some experience. Their attitude towards that particular brand will be negative. So, this is what we call it attitude ok?

The slide features a title 'Key elements' at the top center. Below it is a bulleted list: 'Values and attitudes', 'Strength of similar attitudes', and 'Components of attitudes'. Under 'Components of attitudes', there are three sub-bullets: 'Cognitive (belief, opinion, knowledge, information etc)', 'Affective (emotional/feeling)', and 'Behavioural (intentions)'. At the bottom of the list area, it says 'Affective component and other attitude-related stimuli.' In the top right corner, there is a small circular logo with 'NPTEL' written below it. In the bottom right corner, there is a small rectangular video inset showing a man with glasses speaking.

So some of the key elements or some of the key ideas in this concept of attitude. First there is a related term called values, values and attitudes are closely related. We will talk about what our values and how they are related to attitudes in the next slide. And next important issue or idea about this concept attitude is, attitudes differ in terms of strength certain things we feel very strongly certain things we do not feel very strongly ok.

And when we feel about certain things very strongly, similar attitudes or attitudes about similar things come together and they become strong attitudes ok. For example, like I said you know you got a particular product of a brand. You want a laptop of a certain brand, and you used it for a certain years and you had bad experience with that particular laptop brand. And similarly you know similar products of that particular brand also, you had experiences which are not very good.

So, that particular brand different products you had different experiences. Some of the products which from the same brand, you would have had positive experience. But, usually what we do is attitudes are ideas, which we form about different aspects of that particular brand or of that object or the event, we select only similar ideas together. So, we will tend to negate or reject ideas which do not synchronize with our majority of our ideas ok.

So, like I said you know you have been using Apple products for many years, you have been using Apple phone, iPad, iPhone their laptop and things like that. So, you have a positive attitude towards that, but let us say sometimes some incidences you are not very

happy. Usually we tend to reject those attitudes which may not be similar to what you have already formed ok, you are close to attitudes which are or information which are against the already formed attitudes.

So, we tend to group all similar attitudes, which means attitudes of a same type about a particular event object or a person and that becomes one strong kind of collection of attitudes ok. So, this can be applicable to our experiences about other social groups also. Let us say you know our prejudices we tend to you know form opinion about certain social groups or certain people of certain background you know those kind of attitudes.

Which many a times what we do is? Only when we encounter similar experiences those experiences are remembered. Experiences which are not similar to what we have assumed it to be true we tend to reject those experiences ok. So, that is how strong attitudes are formed. And stronger the attitude more difficult for us to bring in information or assimilate information, which varies from our initial attitude ok.

So, that is how attitudes are very powerful especially, when similar attitudes come together they form a huge powerful factor, which decides the way we react ok. Attitudes have three components. So, when we say an attitude is formed it has three components. The first component is a cognitive component cognitive, component means information related competent. It may not necessarily be information, it can be belief, it can be opinion, it can be knowledge.

So, the difference between information is fact factual the fact associated with that particular target event object or person. For example, like I said your attitude about Apple product ok. So, you would have had some information, you know. Let us say you are buying an iPhone or you are having an iPhone, you will know as a information this particular brand has a better camera or a better processor or you know better. So, you have numbers ok.

Which are very objective those things are you cannot prove this there is nothing about proving this proving it is factual ok. The second element in cognitive is belief. Belief is you believe it to be true ok, it is very subjective in nature. For example, you believe Apple phones are very user friendly, or you believe they are designed to the perfection.

So, these things are subjective in nature, this understanding is subjective in nature. Because one person may find that particular product to be beautiful, and another person might find it to be not very beautiful one person may find it very user friendly another person may find it not very user friendly.

So, but we believe that it's an information. So, that is a belief; belief is you believe this is what is true or this is what is not true ok. Opinion is your assumption about something ok. In fact, we will look at each one of this in detail. So, cognitive means mentally what you think? Its different from feeling an intention to behave in a certain way ok.

So, cognitive element is thinking element. So, like I said about Apple phone you may have certain beliefs, you will have certain information, you will have an opinion and things like that so, that is cognitive element. Affective element is emotional element or feeling element ok. You may get excited when you see that particular brand, you know you are like very attached to that brand of iPhone you know Apple.

So, affective element involves your feeling towards, that particular object person or event. So, like I said in corona or COVID 19 experience, we have certain emotional reaction to it or emotional response to it which is fear, anxiety, stress, things like that. The third element is behavioural element. Behavioural element is intention element, intention means you are prone to behave in a certain way or you have the intention to behave in a certain way.

Which means the same iPhone example Apple product example, you believe as a cognitive element, you believe that iPhone are the best in terms of the camera or processor things like that. Affective element if you like iPhone, behavioural element is there are more chances that you will either recommend this product to your friend. If some, let us say if your friend or a parent ask me which phone to buy.

There are more chances that you will recommend this particular brand or for you also if you are wanting to buy a new product like a laptop, there are more chances that you will buy an Apple laptop. Because, you are you know attitude in terms of cognitive and affective elements are positive.

So, behavioural element is your intention, which means chances that you will behave in a certain way because, you have that attitude ok. So, among these three components,

affective components you know are very powerful, because humans are usually you know feeling or emotion beings. So, for us many a times what we feel about a certain product overrides you know. What we think about, what we think about it, what we believe about it or what kind of information we seek and also how we intend to behave ok?


So, affective component is one of the strongest among other two components. Another important aspect which I was supposed to mention is attitudes are always charged with emotions. And attitudes are usually or almost always judgmental in nature, if they are not judgmental it is just information. For example, saying you know this particular brand of phone has this particular processor speed, which is an information, which is not attitude ok.

Instead you are saying this product has or this mobile phone has this processor, which is this much which have this much speed which is like wonderful ok. Which is like very good then it becomes attitude, you understand the difference. So, let us say if you have to see IITs or IIT Hyderabad is 8th in ranking in all India ranking of engineering which is an information.

But, let us say if you are saying IIT Hyderabad is 8th rank among Engineering Institutes in India, which is a very good thing and the quality is very good ok. If you say that then it becomes attitude. Why because quality is a very subjective term.


So, in cognitive element you are bringing in belief and opinion then it becomes attitude. And also when you say IITs are the best place to study there is a certain element of emotion, which is a positive feeling towards it. And the behavioural element is there are more chances that you will aspire to get into IIT or you will recommend someone to join IIT ok. So, I hope you understood the three components of attitudes and you know how they interact with each other ok.





## Attitudes and values

- Values: the concept of the desirable, and internalized criterion or standard of evaluation a person possesses.
- Values provide a standards of competence and morality
- Values are fewer in number than attitude
- Values transcend specific objects, situations or persons
- Values are relatively permanent and resistant to change
- Values are most central to the core of a person



So values are very similar to attitudes, but they are the core or they are one level deeper than attitudes ok. So, when I say one level deeper they are more permanent in nature than attitudes. So, values form the core and those values in a way influence the attitudes. So, what are values? You would have also heard of this term values. So, what are values? In very simple words values are what we value or what we think are important for our life or what we think are good or what we think are you know desirable to achieve ok.

So, remember this example you know you let us say you value honesty ok, which means you think honesty is the most important thing in life and you also believe with honesty you can be successful in life ok. So, honesty becomes a value. Similarly, money or materials materialistic value. So, some people think money is more important. So, you value money ok. Money becomes a value or materialistic things become a value or a loyalty.

If you believe loyalty is very important in life, it is very desirable you use loyalty as a criteria to measure success or failure or good bad then, loyalty becomes a value for you ok. So, values like I said our core for attitudes, why because based on our values we judge. What is right? What is wrong? What is good? What is bad ok?

So, for example, you know your value is simplicity ok, you value simplicity and utility. So, you do not think about you know brand name brand image, but you value it whatever product I use it should be simple. And it should not cost much it should service basic functionality ok, your value is simplicity ok.

And also frugality; frugality, means not spending more and conserving resources. So, if that is your value using that value, you will evaluate products. Let us say there are 10 different mobile phones and you have to make a choice of buying a mobile phone. So, you will use this value or this is your value system, that will influence your way you look at each of those 10 different mobile phone brands.

So, I hope I am making sense ok. So, using our values we set standards for competence and morality. Competence means to define success ok. For example, if I value honesty and hard work, I will use that as a benchmark to see someone as successful person or not or even the same benchmark for me whether to define myself as a successful person or not.

Similarly if I you know if I use honesty as a standard. What is morality means what is good and bad? I will use honesty to look at a behaviour and judge it as good or bad. Let us say somebody is standing in a queue there is a long queue someone like lies and enter into the queue and you know saves time.

So, if you value honesty you will think this person is a bad person. Let us say if you value you know smartness or if you value a goal orientation, then you will say see this person is a smart person he knows how to break the queue ok. So, we use values to judge success and failure and good and bad.

So, how it is connected to attitude? Like I said whenever new information comes or new you know when you encounter something new, we use those values to judge where to put it ok. Whether to put it in a positive side or a negative side. So, there are like different compartments within us.

So, using our values we compartmentalize our experiences and those experiences we attach a certain attitude ok. So, like I said values are core. So, that is why they are fewer in number, but attitudes are more temporary in nature attitudes are more you know one day you will think, I mean again attitudes are relatively stable, but unlike values they can be changed but, values it takes lot of time to change.

For example, if you believe honesty is the best principle in life, you know you will be the honest person forever, it takes a lot of time to change somebody's values. But, attitudes with information newer information with some persuasion you can change attitudes.

Values are fewer in number since they are core they are difficult to change. And values are also very generic in nature whereas, attitudes are objects specific situations specific or persons specific. Values are more gentle in terms of this is what I want from life or this is what I considered to be desirable for life ok? Things like that. How do we acquire values?.

We acquire values through our experiences early life, experiences especially significant others. For example, when you growing up what kind of things are taught by your parents to you? What kind of experiences you went under went? For example, in from childhood you have seen that honesty leads to honesty and hard work leads to success, you believe honesty is a important value. On the other hand you grew up in an environment, where you saw no money is important or power is more important people with power they are successful.

And that is what you saw in the early childhood. You will feel or your values those things will become your values, like I said values are very permanent in nature and we resist change. Like I said if you believe to the core that something is very important in your life, you will it will take lot of time and effort to change that core value.

For example, like I said if family values are more important to you, if you think relationships are more important. All your decisions and the way you look at things will based on that particular value system and it is very tough to change you or make you a person of a different value system.

So, like I said values are the most central to core of a person. And they influence how we form attitudes. So, I will stop here we would look at you know how what are what are the other related concepts to value of to attitudes in the next lecture, till then take care.